



Tactical *EMERGENCY* Response Plans

Aviation Accident Response Procedures

Aviation Facility Response Procedures

To initiate a plan choose the type of event and follow the Initial Steps

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TO MAKE UPDATES TO THIS PLAN, THE TRADEWIND AVIATION, LLC, AVIATION DIRECTOR OR DELEGATE SHOULD SUBMIT ALL CHANGES TO THE TACERP UPDATE TEAM. PLEASE SEE [TACTICAL ERP MAINTENANCE 1 ON PAGE 156](#)

Revision - 1.5
February 15, 2026

THE TRADEWIND AVIATION, LLC COMPANY COMMITMENT

It is not an overstatement to say that our Company's aviation assets are essential tools needed to keep us at the forefront of our industry. With these highly effective assets comes great responsibility and accountability. We must be prepared for events that we hope never to happen.

A crisis is thought to be an event in which we cannot control the consequences to our organization. On the other hand, an emergency allows us to mitigate, influence, and sometimes defeat what would otherwise be significantly detrimental to our Company. Therefore, any emergency response planning endeavor recognizes that a successful outcome necessitates a flexible methodology, but not at the expense of a well-thought-out, written, and practiced plan.

I encourage all functional leaders, project partners, and external support services to get familiar with and gain confidence in the Tradewind Emergency Response Plan. I further encourage enthusiastic suggestions for improvement and emphasize the importance of attending our periodic training exercises as positive and worthwhile Company activities.

An emergency or accident could affect the lives and safety of our most valued human resources and those outside Tradewind who depend on us. Our future, and the international public's perceptions, could depend on how well we respond to the aftermath of an emergency. During these times, we will need you the most.

I hope we will never have to use our Tactical Emergency Response Plan to the full extent. This Plan will guide us through a mishap, but it will not work without you.

I delegate authority to those that hold accountable positions within this emergency response plan to be ready to carry out your responsibilities by following the documented processes and using your best judgment in the event of an aircraft emergency event. Our future depends on each of us effectively responding to aid our fellow employees.

Please accept a sincere thank you for your commitment to this ERP and your service to Tradewind and each other

Eric Zipkin
Chief Executive Officer Tradewind Aviation, LLC
Tactical ERP Accountable Executive

KEY STAKEHOLDER LINKAGES

TRADEWIND AVIATION, LLC (TRADEWIND)

Tradewind is the owner/manager of the aviation assets considered within this Tactical Emergency Response Plan (hereafter “Plan”) and, as such, takes principal accountability for the successful outcome of an emergency response. In response to an accident, Tradewind will work closely with the other stakeholders to ensure the activities supporting the 3P’s (People, Perception, and Participation in the investigation) are effectively executed.

Tradewind is the principal manager of the “business end” of when and how the aviation assets are operated. Tradewind will therefore coordinate and direct the post-accident communications, safety, and risk management aspects and will have an active role in the investigative reporting and ongoing activities.

Tradewind and its principal executive group perceive a great deal of brand attention, marketplace impact, and, given the typical passenger demographic, perhaps even direct business continuity concerns in the event of an accident. Therefore, Tradewind expects to be closely aligned with and receive ongoing communications and consultation from the other Key Stakeholders:

FIRESIDE PARTNERS, INC. (FIRESIDE)

Fireside has several roles following an aviation accident, principally to provide direct assistance to Tradewind in any 3P areas where additional factual information consultation, trained workforce, or deployable resources are needed.

At Fireside, these services are directed and monitored from the Emergency Operations Center. At a minimum, a direct and ongoing communication channel shall be provided or connected to link all Key Stakeholders to the communication and information flow.

OTHER STAKEHOLDERS

Employers of the passengers and guests, local emergency response organizations, Federal investigative agencies, and any ground or collateral organizations impacted by an accident could all have a stake in this Plan.

CHAPTER 1

AVIATION EMERGENCY RESPONSE PROCEDURES

<p>INITIAL RESPONSE</p>	<ol style="list-style-type: none"> 1. Awareness of the reported emergency 2. Confirm it as factual, ensure emergency responders know 3. Activate the Emergency Response Plan (ERP) 4. Lead the initial procedures until all assemble or join call 													
<p>TOOLS/FORMS</p>	<p>EOC Tool 1 - Crew - Location/Status EOC Tool 2 - Passengers - Location/Status EOC Tool 3 - Employees - Location/Status EOC Tool 4 - On-Site Team EOC Tool 5 - Simple Status Board EOC Tool 6 - NTSB Investigation Group EOC Tool 7 - ERP Fact Verification Board</p>	<p>Form 1 - Communication Record Form 2 - Medical Exam & Treatment Form Form 3 - Emergency Medical Contact Collection Form 4 - NTSB Initial Notification Worksheet Form 5 - Notification Form Form 6 - NTSB Form 6120.1 Form 7 - Bomb Threat Report Form 8 - Hijacking Threat Report Form 9 - Missing/Kidnapping Report</p>												
<p>CHECKLISTS/ROLES</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" data-bbox="479 842 1529 884"> <p>CHECKLISTS</p> </td> </tr> <tr> <td data-bbox="479 884 992 1115"> <p>Checklist 1 - Master Checklist Checklist 2 - Emergency Response Coordinator Checklist 3 - Aviation Operations Checklist 4 - Crew Post Accident Procedures Checklist 5 - On-Site Team Leader Checklist</p> </td> <td data-bbox="992 884 1529 1115"> <p>Checklist 6 - PR and Communications Checklist Checklist 7 - Human Resources Checklist 8 - Notification Team Liaison Checklist 9 - Family Assistance Team Liaison</p> </td> </tr> <tr> <td colspan="2" data-bbox="479 1115 1529 1157"> <p>Roles</p> </td> </tr> <tr> <td data-bbox="479 1157 992 1381"> <p>Scribe Finance Legal Representation Risk Management/EH&S Security IT Manager</p> </td> <td data-bbox="992 1157 1529 1381"> <p>On-Site Family Assistance Team Lead On-Site Information Technology Coordinator On-Site Security Coordinator Reception Fireside</p> </td> </tr> <tr> <td colspan="2" data-bbox="479 1381 1529 1423"> <p>Aircraft Specific Event Procedures</p> </td> </tr> <tr> <td data-bbox="479 1423 992 1535"> <p>Bomb Threat Hijacking Medical Emergency</p> </td> <td data-bbox="992 1423 1529 1535"> <p>Missing Aircraft Missing or Kidnapped Passenger or Crew Air-SOS Service Request</p> </td> </tr> </table>		<p>CHECKLISTS</p>		<p>Checklist 1 - Master Checklist Checklist 2 - Emergency Response Coordinator Checklist 3 - Aviation Operations Checklist 4 - Crew Post Accident Procedures Checklist 5 - On-Site Team Leader Checklist</p>	<p>Checklist 6 - PR and Communications Checklist Checklist 7 - Human Resources Checklist 8 - Notification Team Liaison Checklist 9 - Family Assistance Team Liaison</p>	<p>Roles</p>		<p>Scribe Finance Legal Representation Risk Management/EH&S Security IT Manager</p>	<p>On-Site Family Assistance Team Lead On-Site Information Technology Coordinator On-Site Security Coordinator Reception Fireside</p>	<p>Aircraft Specific Event Procedures</p>		<p>Bomb Threat Hijacking Medical Emergency</p>	<p>Missing Aircraft Missing or Kidnapped Passenger or Crew Air-SOS Service Request</p>
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<p>Bomb Threat Hijacking Medical Emergency</p>	<p>Missing Aircraft Missing or Kidnapped Passenger or Crew Air-SOS Service Request</p>													
<p>RETURN TO OPERATIONS</p>	<p>Institute Return to Service Plan Fitness For Duty Decision Tree Company Memorial Events, Monuments and Anniversaries - Planning Considerations</p>	<p>Recovery Objectives End of the Active Company Response Keep a pulse on the ongoing operations Return to full flight operations Monitor the Recovery Period Adapting to the new normal Final Closeout</p>												
<p>APPENDIX</p>	<p>Appendix Table of Contents Definitions, Terms, and Abbreviations Call Trees TacERP Continual Process Improvement Logs</p>													

INITIAL RESPONSE - AVIATION DEPARTMENT NOTIFICATION

WHAT: Initial Notification

WHO: First to Receive the Call

INITIAL NOTIFICATION CONTACTS

This is the call list for notifying the Tradewind Aviation, LLC Aviation Department of non-standard events/incidents/accidents involving Tradewind Aviation, LLC passengers or aircraft. After notification to an individual on this list, the notifier should stand by to assist if needed

	Name	Title	Office	Mobile/Other	Email
Call in order					
1	Adam Schaefer	COO	203-267-3523	203-815-5320	aschaefer@flytradewind.com
2	Eric Zipkin	CEO / AE	203-267-3502	914-953-6059	ezipkin@flytradewind.com
3	Kyle Haines	VP of Maintenance	203-267-3508	203-305-0448	khaines@flytradewind.com
4	David Zipkin	CCO	203-267-3516	917-957-6443	dzipkin@flytradewind.com
5	Michael Giovannini	Director of Safety	203-267-3563	831-776-3554	mgiovannini@flytradewind.com
6	Maria Meyer	Director of Operations	203-267-3565	203-512-6520	mmeyer@flytradewind.com
7	Adam Hohulin	SVP Operations	203-267-3533	440-488-8124	ahohulin@flytradewind.com
8	Fireside Partners	Non Emergency	Main Emergency Number	Alternate Emergency Number	response@firesideteam.com
		302-613-0005	302-613-2020	302-613-1263	

Upon receiving the call regarding a possible event, the team member from the above list should go to the next page and begin the initial steps to verify the event and start huddle group activation

INITIAL RESPONSE - CALL INTAKE

WHO: First Available Person in the Flight Department

Step 1: Call Intake Use this form to record and organize the initial information before trying to communicate it to the [Aviation Huddle Group on page 8](#)

Fill in the details of the initial call						
Date/Time		Type of Incident				
			Accident	Incident	Medical	Other
Ask the Caller:						
What is your Name?						
What is your Contact Number?						
What Organization are you with?						
What is the Main Number there?						
What is Your Location?						

VERIFY THAT EMERGENCY SERVICES ARE RESPONDING

Aircraft/Flight Information - The caller may not have answers for this section, can be filled in before sending it to Huddle Group/ED						
Can you see a Tail Number?		Do you Know the type?		Souls on-board?		
				Owner/Operator		
Departure Airport		Intended Arrival Airport		Diverted to		
					Landed	Off Field
Incident/Accident Description (anything that is known initially, in a general sequence):						
Call received by				Title		

INITIAL STEPS - VERIFICATION

WHO: Initial Call Recipient - Flight Department

Step 2: How do I know this affects Tradewind?

Is an aircraft/company asset in the area the caller mentioned?

YES

NO

Notes:

Step 3: Call the Crew on-board to assess their wellbeing

Can you reach the Crew?

YES

NO

If yes, how were they contacted?

Flight/Cell Phone

SMS/iPad

On-board Data Link

Notes:

If the crew **do not** answer, or help **is** needed, move to the next steps that follow:

INITIAL STEPS - AVIATION HUDDLE GROUP

Step 4: Notify Aviation Huddle Group

Notify the Tradewind Aviation Huddle Group personnel. This group will assess the need for further escalation of the event and moving from normal to emergency operations. Fireside will open a Teams Channel for video conferencing

Aviation Huddle Group - Notify all on this list

Name	Title	Office	Mobile/Other	Email
Adam Schaefer	COO	203-267-3523	203-815-5320	aschaefer@flytradewind.com
Eric Zipkin	CEO / AE	203-267-3502	914-953-6059	ezipkin@flytradewind.com
Kyle Haines	VP of Maintenance	203-267-3508	203-305-0448	khaines@flytradewind.com
David Zipkin	CCO	203-267-3516	917-957-6443	dzipkin@flytradewind.com
Michael Giovannini	Director of Safety	203-267-3563	831-776-3554	mgiovannini@flytradewind.com
Maria Meyer	Director of Operations	203-267-3565	203-512-6520	mmeyer@flytradewind.com
Adam Hohulin	SVP Operations	203-267-3533	440-488-8124	ahohulin@flytradewind.com
Fireside Partners	Non Emergency	302-613-0005	302-613-2020	response@firesideteam.com
			302-613-1263	

Step 5: Send the data you have collected on the previous pages to the Initial Aviation Huddle Group listed above so they can import into their copies of the TacERP.

Step 6: The Emergency Director, using the [Emergency Director Initial Tasks on page 10](#), and the Huddle Group group will decide if the magnitude of the event warrants a partial or full response by the EOC Team

Next Steps: If you are not a Scheduler or the Emergency Director, from this point forward, members of the EOC Team should follow the checklist for their assigned role. Use the Checklists tab on the right to go to the checklist section

Step 7: Scheduler to Continue to the [Scheduler's Initial Tasks on page 9](#)

SCHEDULER'S INITIAL TASKS

WHAT: Scheduler's Initial Tasks

WHO: Scheduler or Available Person

Step 7: Review Trip Sheet using the checklist below. Annotate your answers. When complete, take a Screenshot and email this form along with the trip sheet to [Fireside Partners](#) and the Aviation Huddle Group

Given the time the accident was reported, which leg/segment of the trip was affected?

Leg:

Segment:

Is there anyone additional on this trip? Could anyone have been dropped?

Yes

No

Is anyone waiting/arriving at the FBO who may have witnessed or been aware of the accident?
If YES, inform Fireside at [302-613-2020](tel:302-613-2020) Hint: this includes your driving/transportation service

Yes

No

Are any passengers unfamiliar to you, and is complete emergency contact information unavailable?

Yes

No

Are any passengers from an external company where additional notification is required?

Yes

No

Send:

1. Take a Screenshot, copy, or print this page
2. Include the Trip Sheet in the e-mail
3. Send all available Emergency Contact information for Passengers to Fireside Partners at response@firesideteam.com

STEP 8: If you have an additional role in the EOC, go to that checklist now. If you do not, standby for further instruction

EMERGENCY DIRECTOR INITIAL TASKS

WHAT: Lead the Initial Procedures

WHO: Primary or Alternate Emergency Director, or as Available

Emergency Director initial tasks: The Emergency Director will lead the decision-making from here forward, and accomplish the following:

Using the table below, assess the probable magnitude of the accident/incident

Magnitude	Description
Green: Minor	<p>Minor impact on normal business operations</p> <p><i>Examples: minor injury, non-reportable aircraft damage, crew witnesses traumatic event</i></p>
Yellow: Moderate	<p>Moderate impact on normal business operations</p> <p><i>Examples: aviation incident resulting in negative media attention, critical medical event, significant injuries and aircraft damage</i></p>
Red: Severe	<p>Significant impact on normal business operations</p> <p><i>Examples: aircraft accident, act of criminal intent, critical injuries or death resulting from aircraft operations</i></p>

For **GREEN** events, manage as required with whatever portions of the TacERP are applicable

For **YELLOW** and **RED** events, proceed forward with the remaining items, and if using a physical location for an EOC, instruct someone to begin setting up the location

Fireside Partners (Fireside) has initiated or joined an Emergency Conference Bridge

TRANSITION TO EMERGENCY OPERATIONS

1. Notify all necessary EOC Team Members that there has been an ERP activating event and provide access to the Emergency Conference Bridge
2. Remind them to transfer their day-to-day operational duties to their designated proxy
3. Instruct them to start their designated checklist

If there are other flights, including company charters, in the air or on the near-term schedule, consider a temporary ground hold for all company personnel

With the assistance of Fireside begin to fill out [Form 4 - NTSB Initial Notification Worksheet on page 31](#)

If appropriate and given the magnitude, delegate the securing of aviation facilities

Give initial briefing to the EOC Team on the Emergency Call-in Bridge/Receive continual updates from Fireside

Instruct the Scribe to begin recording each factual development utilizing the tools in Section II. Present information visually so that personnel reporting to the EOC Conference Bridge or Physical Location can see what has transpired thus far

Using the Swim Lanes, begin to administer the Initial Basic Response Procedures. Fireside to assist where needed

EOC TEAM CONTACT INFORMATION

Appendix G: Tactical ERP Teams and Roles on page 126

EOC Role		Name	Office Phone	Mobile Phone	Email
EOC CHECKLIST HOLDERS					
Emergency Director	P	Adam Schaefer	203-267-3523	203-815-5320	aschaefer@flytradewind.com
	A	Eric Zipkin	203-267-3502	914-953-6059	ezipkin@flytradewind.com
Response Coordinator	P	Adam Hohulin	203-267-3533	440-488-8124	ahohulin@flytradewind.com
	A	Eric Zipkin	203-267-3502	914-953-6059	ezipkin@flytradewind.com
Operations Representative	P	Kyle Haines	203-267-3508	203-305-0448	khaines@flytradewind.com
	A	Adam Hohulin	203-267-3533	440-488-8124	ahohulin@flytradewind.com
Public Relations	P	David Zipkin	203-267-3516	917-957-6443	dzipkin@flytradewind.com
	A	Jen Lozada	203-267-3560	786-863-0493	jlozada@flytradewind.com
Human Resources	P	Crist Stilianos	203-267-3515	248-835-8243	cstiliano@flytradewind.com
	A	Maria Brinkmann	203-267-3540	203-915-2656	mbrinkmann@flytradewind.com
Notification Coordinator	P	Crist Stilianos	203-267-3515	248-835-8243	cstiliano@flytradewind.com
	A	Maria Brinkmann	203-267-3540	203-915-2656	mbrinkmann@flytradewind.com
Family Assistance Coordinator	P	Crist Stilianos	203-267-3515	248-835-8243	cstiliano@flytradewind.com
	A	Maria Brinkmann	203-267-3540	203-915-2656	mbrinkmann@flytradewind.com
Aviation Scheduling	P	Adam Hohulin	203-267-3533	440-488-8124	ahohulin@flytradewind.com
	A	Kyle Haines	203-267-3508	203-305-0448	khaines@flytradewind.com
ADDITIONAL EOC ROLES					
Scribe	P	Jessie Edholm		203-267-3566	jedholm@flytradewind.com
	A				
Legal	P	Elise Garofalo	203-267-3507	917-538-4779	egarofalo@flytradewind.com
	A				
Risk Management	P	Elise Garofalo	203-267-3507	917-538-4779	egarofalo@flytradewind.com
	A	Eileen Bansher	203-267-3506		ebanscher@flytradewind.com
Security	P	TBD			
	A				
Finance	P	Elise Garofalo	203-267-3507	917-538-4779	egarofalo@flytradewind.com
	A	Eileen Bansher	203-267-3506		ebanscher@flytradewind.com
Reception	P	David Zipkin	203-267-3516	917-957-6443	dzipkin@flytradewind.com
Facilities/Line Service	P	John Reilly	203-267-3305	203-267-3512	jreilly@flytradewind.com

TACERP EOC GENERAL INFORMATION

EOC ADDRESS

Location
3 Juliano Drive, Suite 1
Oxford CT 06478

Phone Number
[203-267-3305](tel:203-267-3305)

EOC Set up is the responsibility of the first available individual to arrive at the location. Further Instruction is in Role Description of the [Scribe on page 85](#)

EMERGENCY CONFERENCE BRIDGE

A Microsoft Teams meeting will be set up by Fireside as an Emergency Conference Bridge

MEDIA RELATIONS HOT-LINE

Agency Name	Media Contact Name	Title	Phone Number		Email
FINN Partners	Shannon O'Malley	Vice President	212-715-1524	732-673-5851	shannon.omalley@finnpartners.com

TRADEWIND FACILITY CONTACTS - KOXC/KHPN

Role	Name	Title	Office Phone	Mobile Phone	Email
Executive in charge of Facility	John Reilly	Northeast Facilities Manager	203-267-3512	914-733-6112	jreilly@flytradewind.com
Alternate	TBD				

TRADEWIND FACILITY CONTACTS - TJSJ (LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT)

Role	Name	Title	Office Phone	Mobile Phone	Email
Executive in Charge of Facility	JP Calo Perez	Caribbean General Manager		787-422-1871	jcaloperez@flytradewind.com
Alternate	Jose Rodriguez	San Juan Station Manager	787-422-1847	787-590-3262	jerodriguez@flytradewind.com

EXTERNAL AGENCY CONTACTS

WHAT: Leading the Initial Procedures (cont.)

WHO: Emergency Director, External Phone contacts

NATIONAL GOVERNMENT AGENCIES

Agency	Role	Name	Office Numbers	Mobile Number	Email/Website
NTSB 24 Hour Response Center	Duty Officer/ Investigator in Charge (IIC)		844-373-9922		
			202-314-6290		
NTSB	Public Affairs		202-314-6100		

INSURANCE

Agency	Role	Name	Office Numbers	Email/Website
USAIG	Underwriter			
Grohs Schragel Hampson Aviation Insurance, LLC	Broker	Jamie L. Bruno	203-262-1552	jamie@planeinsurance.com www.planeinsurance2.com

SUPPORT

Agency	Role	Name	Primary Number		Alt Number		Website
			Non Emergency	Main Emergency Number	Alternate Emergency Number		
Fireside Partners	Emergency Support		302-613-0005	302-613-2020	302-613-1263	www.firesideteam.com	
Wyvern				800-946-4626			

BASE AIRPORT AGENCY CONTACTS

WHAT: Leading the Initial Procedures (cont.)

WHO: Emergency Director, External Phone contacts

WATERBURY OXFORD AIRPORT - KOXC 3 Juliano Drive Oxford CT 06478 (Hangar F), 200 Christian Street Oxford CT 06478 (Hangar D)

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		203-267-4491		
Airport Operations	Matt Kelly	203-264-8010	860-818-5848	
Airport Fire/Rescue		Call 911		
Airport Police/Local Police		203-888-4353		
Local Fire/Rescue		Call 911		

WESTCHESTER COUNTY AIRPORT - KHPN 136 Tower Road, West Harrison NY

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		914-948-6520		
Airport Operations		914-995-4850		
Airport Police		914-995-4108		
Airport Fire/Rescue		914-995-4850		
Local Police		914-995-4108		
Local Fire/Rescue		914-995-4850		

LUIS MUÑOZ MARIN INTERNATIONAL AIRPORT - TJSJ Airport Rd, Carolina, 00979, Puerto Rico

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		1 787-253-8943	1 787-253-8665	
Airport Operations		1 787-289-7240	Ext. 4002	
Local/Airport Police		1 787-791-0098		
Local/Airport Fire/Rescue		1 787-289-7240	Ext. 4002	

BASE AIRPORT AGENCY CONTACTS CONTINUED

WHAT: Leading the Initial Procedures (cont.)

WHO: Emergency Director, External Phone contacts

TETERBORO AIRPORT - KTEB

111 Industrial Ave, Teterboro, NJ 07608

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		201-288-1740		
Airport Operations		201-288-1775		
Airport Fire/Rescue		Call 911	201-288-1000	
Airport Police (Port Authority)		201-288-2761		
Teterboro Police Department		Call 911	201-646-2700	

STUART FLORIDA - KSUA

2011 SE Airport Rd, Stuart, FL 34996

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		772-692-7399		
Airport Operations (Martin County Airport)		772-221-2374		
Stuart Police Department		772-287-1122	911	
City of Stuart Fire Rescue (Station 1 Headquarters)		772-288-5360	911	

INITIAL PROCEDURES - THE 24-HOUR SWIM LANES (top level only)

WHAT: Lead the Initial Procedures

WHO: Emergency Director (ED)

FO = Flight Ops | Fireside = Fireside Partners | HR = Human Resources | LGL = Legal Counsel | PR = Public Relations

Total: 24 Hours	PEOPLE FO, Fireside, & HR	PERCEPTION PR & LGL	PARTICIPATION FO, Fireside, & LGL
<p>This Span: The first 60 minutes from the time of the accident</p> 	<p>HR & FO to analyze trip sheet for crew/passengers married or related to other employees</p> <hr/> <p>Send all available emergency contact information to Fireside</p> <hr/> <p>If using a supplemental lift provider, let them know that Fireside will coordinate Passenger Family Notification</p> <hr/> <p>Fireside to Initiate Phase I Notification ACKNOWLEDGES/ADVISES Emergency Contact of the event</p> <p>DEPENDENCY: Emergency Contact information</p> <hr/> <p>FO - Ask flight crews to contact their families to let them know they are OK and not to call other hangar employees. Continually assess if Fireside should send assistance for hangar personnel</p>	<p>Senior Management communications only until Phase I Emergency Contact Notification is underway</p> <hr/> <p>Verify that Fireside should handle passenger notification Verify if the affected passenger's Executive Representative (this could be an Executive Assistant or an attorney) should be notified before initiating Emergency Contact Notification; Phase I for passengers</p> <hr/> <p>PR - Prepare internal employee/Stakeholder communications (do not release yet)</p> <hr/> <p>Ensure all hangar call-reception points follow the protocol for receiving calls and have access to the <u>Reception Aviation Emergency Response Procedures on page 94</u></p>	<p>Assess the safety risk of using additional Company aircraft. Plan for crew communications if multiple flights are airborne or scheduled or crews are on a trip</p> <hr/> <p>Assign a scribe in the EOC; Consolidate Section I data and all follow-on data into one central ERP, save locally</p> <hr/> <p>Fireside to liaise with Airport Operations and Emergency Services (EMS) local to the event and coordinate Tradewind involvement in the response. Contact information for Tradewind base EMS/Operations are on <u>page 13</u>. Information for additional airports is on file in Tradewind Dispatch software</p> <hr/> <p>Call NTSB at <u>202-314-6290</u> for verbal reporting DEPENDENCY: CFR Part 830.5</p> <hr/> <p>Contact: insurance underwriter and broker. Contact information for <u>Insurance on page 13</u></p>
<p>This Span: Next 90 minutes from the time of the accident</p> 	<p>Fireside Notification Team keeps EOC updated on the status of notification via the Emergency Conference Bridge</p> <hr/> <p>Fireside to launch Advance Team to secure family hotel and coordinate with hospitals, other local resources</p>	<p>PR- Release Internal employee/Stakeholder communications. Remind all to refer inquiries to the PR Team</p> <p>DEPENDENCY: Phase I Notification started</p>	<p>Obtain and sequester a fuel sample from the last fueling source</p> <hr/> <p>Assess the safety of using additional Tradewind aviation assets for travel to the event site</p>

INITIAL PROCEDURES - THE 24-HOUR SWIM LANES (top level only)

FO = Flight Ops | Fireside = Fireside Partners | HR = Human Resources | LGL = Legal Counsel | PR = Public Relations

Total: 24 Hours	PEOPLE FO, Fireside, & HR	PERCEPTION PR & LGL	PARTICIPATION FO, Fireside, & LGL
<p>This Span: Next 90 minutes from the time of the accident, cont.</p> 	<p>Fireside to initiate Phase II Notification CONFIRMS the status of the loved one</p> <hr/> <p>Fireside talks directly with ERP Leads/Alternates</p> <hr/> <p>Fireside starts humanitarian aid coordination process with claims adjuster/broker as per SOP</p>	<p>Prepare external statements (do not release yet)</p>	<p>Secure and review aircraft maintenance and training records for the operating crew</p> <hr/> <p>Identify Ops and Maint. Reps to travel to meet NTSB at site</p> <hr/> <p>Establish hourly updates with EOC staff</p>
<p>This Span: 3 - 8 Hours from the time of the accident</p> 	<p>Phase III Notification EXPRESSION of sorrow (provided by a high-level company executive). Only completed if the victim/family wish to participate</p> <hr/> <p>Fireside to Initiate Phase IV Notification ,Transition to Family Assistance CONTINUITY OF CARE between the Notification and Family Assistance</p> <hr/> <p>Fireside discusses plan to support families with NTSB TDA Office</p>	<p>Fireside to connect with NTSB Public Affairs 202-314-6100 to coordinate communications</p> <hr/> <p>Monitor News and Social Media</p> <hr/> <p>Release external statements</p>	<p>Prepare Party representatives before departure to site <i>(standard to take copies of 30 days MX history and the training records of the operating crew)</i></p> <hr/> <p>Provision EOC for long hours of operation</p>
<p>This Span: 8 to 24 hours from the time of the accident</p> 	<p>Fireside pairs HELP Team Tradewind Team Members to family units and travels to family locations/airport</p> <hr/> <p>Fireside and HR support families:</p> <ul style="list-style-type: none"> • Travel and logistics • Information and support • Repatriation of remains • Return of personal effects • Coordination with hospitals <hr/> <p>Fireside provides Response Log at close of each day</p>	<p>Collect and monitor media inquiries</p> <hr/> <p>Demonstrate and communicate Company continuity</p>	<p>Defer FAA requests to NTSB (unless delegated to the FAA, then investigation operates with same CFR Part 830 rules)</p> <hr/> <p>Wyvern Notification - In the event of an accident or serious incident as defined by ICAO provide Wyvern with an initial or preliminary report of the event within 48 hours</p> <hr/> <p>Keep account of where everyone is (Hangar, Corp. Offices, on-site, etc.) Utilize the EOC Tool 5 - Tradewind Simple Status Board on page 24</p> <hr/> <p>Establish EOC closing time and opening for Day 1-2</p>

CHAPTER 1 TOOLS/FORMS

EOC Tool 1 - Crew Affected By the Accident - Location/Status Tracker.....	19
EOC Tool 2 - Passengers Affected By the Accident - Location/Status Tracker.....	20
EOC Tool 3 - Employees traveling to the Accident - Location/Status Tracker.....	22
EOC Tool 4 - Tradewind On-Site Team	23
EOC Tool 5 - Tradewind Simple Status Board.....	24
EOC Tool 6 - NTSB Investigation Group and Party Members.....	25
EOC Tool 7 - ERP Fact Verification Board	27
Form 1 - Communication Record.....	28
Form 2 - Medical Examination and Treatment Form	29
Form 3 - Emergency Medical Contact Collection.....	30
Form 4 - NTSB Initial Notification Worksheet.....	31
Form 5 - Notification Form INTERNAL DOCUMENT	32
Form 6 - NTSB Form 6120.1 Completion/Submission Guidance	33
Form 7 - Bomb Threat Report.....	34
Form 8 - Hijacking Threat Report.....	35
Form 9 - Missing/Kidnapping Report.....	36

EOC TOOL 1 - CREW AFFECTED BY THE ACCIDENT - LOCATION/STATUS TRACKER

WHO: As Delegated by Emergency Director

	Name	Contact #	Injury Status	Location
PIC				
HR/HELP Team				
SIC				
HR/HELP Team				
FA				
HR/HELP Team				
TEC				
HR/HELP Team				
ACM				
HR/HELP Team				

EOC TOOL 2 - PASSENGERS AFFECTED BY THE ACCIDENT - LOCATION/STATUS TRACKER

Name	Contact #	Injury Status	Location
Passenger 1			
HR/HELP Team			
Passenger 2			
HR/HELP Team			
Passenger 3			
HR/HELP Team			
Passenger 4			
HR/HELP Team			
Passenger 5			
HR/HELP Team			
Passenger 6			
HR/HELP Team			
Passenger 7			
HR/HELP Team			
Passenger 8			
HR/HELP Team			

EOC TOOL 2 - PASSENGERS AFFECTED BY THE ACCIDENT - LOCATION/STATUS TRACKER

Name	Contact #	Injury Status	Location
Passenger 9			
HR/HELP Team			
Passenger 10			
HR/HELP Team			
Passenger 11			
HR/HELP Team			
Passenger 12			
HR/HELP Team			
Passenger 13			
HR/HELP Team			
Passenger 14			
HR/HELP Team			
Passenger 15			
HR/HELP Team			
Passenger 16			
HR/HELP Team			

EOC TOOL 3 - EMPLOYEES TRAVELING TO THE ACCIDENT - LOCATION/STATUS TRACKER

Locally Based:

Person	Name	Contact #	Role	Location
1				
2				
3				
4				
5				

Managers:

Person	Name	Contact #	Role	Location
1				
2				
3				
4				
5				
6				
7				

EOC TOOL 4 - TRADEWIND ON-SITE TEAM

(Investigation):

Person	Name	Contact #	Role	Location
1				
2				
3				
4				
5				
6				
7				

EOC TOOL 5 - TRADEWIND SIMPLE STATUS BOARD

WHO: Emergency Director with Scribe Support

Activity	LEAD	Location	Status	URGENT TASK
Emergency Director				
Emergency Response Coordinator				
On-Site Team Lead Maintenance				
On-Site Team Lead Aviation Ops				
Asset Protection				
Human Relations				
Public Relations				
Corporate Legal				
Risk Management				
Local Business Unit Lead				
Fireside EOC				
Notification Team Lead				
Family Assistance Team Lead				
Insurance				
FAA				
FBI				
NTSB TDA				

EOC TOOL 6 - NTSB INVESTIGATION GROUP AND PARTY MEMBERS

Role	Name	Employee #	Office	Mobile	Email
Investigator In Charge (IIC)					
Operations Chair					
Human Performance Chair					
Structures Chair					
Powerplant Chair					
Maintenance Records Chair					
ATC Chair					
Weather Chair					
Aircraft Performance Chair					
FDR/CVR Chair					
Witness Chair					
Survival Factors Chair					
Airports Airspace Chair					
Aircraft Manufacturer Chair					
Engine Manufacturer Chair					
Avionics Manufacturer Chair					

EOC TOOL 6 - NTSB INVESTIGATION GROUP AND PARTY MEMBERS CONTINUED

Role	Name	Employee #	Office	Mobile	Email
Emergency Response					
Airport Authority					
Local Airport Fire Crash/ Fire Rescue					
Local Law Enforcement					
State Police					
State Emergency Management Agency					
Others as Required					

EOC TOOL 7 - ERP FACT VERIFICATION BOARD

WHO: Scribe (This board is for VERIFIED FACTS ONLY)

Registration		Aircraft Type		Date/Time of Accident		Last Known Position		ERP Magnitude	
								Green	
								Yellow	
								Red	
Point of Departure				Brief Description of Damage					
Intended Landing point									
Crew		PIC		SIC		FA		ACM	
Total Crew									
Passengers		1		2		3		4	
Total number of passengers		5		6		7		8	
		9		10		11		12	
		13		14		15		16	
		17		18		19		20	
Notified By		Location of Reporter		Time of report		Agency/Organization		Phone Number(s)	
Category		Incident		Accident		On-Board Medical		Criminal Act	

SCRIBE ONLY

Date/Time of last Update:

SCRIBE ONLY
Use this button to send the VB information to the EOC Team

FORM 1 - COMMUNICATION RECORD

WHO: All Relevant Communicators - Not a form for mobile use. This form is meant for reception

Fill out while speaking to the caller

Date Time

Caller Name Phone

Caller Agency Phone

Call Content

Call Taken By

Which department should handle the call? (These buttons will open an email to the appropriate recipient)

Human Resources

Emergency Director

Public Relations

Fireside

FORM 2 - MEDICAL EXAMINATION AND TREATMENT FORM

(Optional form)

WHO: Management personnel as appropriate

Copy or screenshot and email as needed:

MEDICAL EXAMINATION AND TREATMENT FORM

If you are involved in an aircraft incident or accident, it is strongly suggested that you receive a medical examination and treatment if necessary. Injuries may not be readily apparent, and the safest option is to be evaluated and treated.

As a passenger or crew member on a company flight from: _____ to _____

on aircraft registration # _____ on the _____ of _____, 20____

The aircraft I was operating or traveling upon was involved in an incident or accident. I have been advised to seek medical evaluation or treatment and have been offered the same. I have hereby:

Accepted and received such a medical evaluation or treatment (initial): _____

Refused such a medical evaluation or treatment (initial): _____

Date	Time	Printed name	Signature	Flight Crew
				Passenger

FORM 3 - EMERGENCY MEDICAL CONTACT COLLECTION

WHO: Management personnel as appropriate

Safety is our primary service, and thank you for flying with us today. While you are with us, you are in our care.

In the unlikely event you experience a severe illness or other medical emergencies during your trip, please provide the emergency contact information of someone who can authorize medical care on your behalf. This will ensure medical professionals can contact someone to make emergency decisions if you are not able to do so for yourself. This information will not be used for any other purpose:

EMERGENCY CONTACT INFORMATION

Passenger Name

Primary Emergency Contact (an adult not traveling with you today)

Name:

Relationship:

Contact
Numbers:

Mobile:

Home :

Work:

Secondary Emergency Contact (an adult not traveling with you today)

Name:

Relationship:

Contact
Numbers:

Mobile:

Home :

Work:

FORM 4 - NTSB INITIAL NOTIFICATION WORKSHEET

WHO: Emergency Director

Use this worksheet before reporting the accident to the NTSB. **DO NOT SEND THIS FORM TO THE NTSB.** It is designed to serve as a guide before the first call to the NTSB. Screenshot and send to Fireside Partners

NTSB NOTIFICATION WORKSHEET

AIRCRAFT INFORMATION

Registration Number

Type

Aircraft Nationality

Total Souls
On-board

Name of Owner

Operator

ACCIDENT INFORMATION

Date:

Time

Nature of the
Accident:

Extent of damage

Weather at accident
location:

Description of any explosives, radioactive materials, firearms,
ammunition, or other dangerous articles carried

TRIP INFORMATION

Point of Departure:

Intended
Landing
Point

Last known position

Use easily defined
geographical point

CREW AND PASSENGERS

Pilot-in-Command:

Totals

On-board

Deceased

Seriously Injured

Crew

Passengers

Email this page to

response@firesideteam.com

FORM 5 - NOTIFICATION FORM INTERNAL DOCUMENT

AFFECTED CREW/PAX INFORMATION			
Name	First	Middle	Last
Status	Passenger	Crew	Other
EMERGENCY CONTACT			
Name	First	Middle	Last
Phone	Alternate Number		
Address/Current Location			
4 PHASE NOTIFICATION PROCESS			
Initial Notifier Name	Number	Email	
Phase I - Initial Condition reported of the Crew/Pax		Date/Time	
Phase II - Confirmation of Condition of the Crew/Pax		Date/Time	
Phase III - Call From Company Leadership		Date/Time	
Do Not Call	Yes, Please Call	Unsure	
Phase IV - Call to Hand off to Family Assistance		Date/Time	
Family Assistance Name	Number	Email	

FORM 6 - NTSB FORM 6120.1 COMPLETION/SUBMISSION GUIDANCE

WHO: EMERGENCY DIRECTOR or as delegated

[Report an Aircraft Accident to the NTSB - Link to NTSB Form 6120.1](#)

- This will be a PDF form-fillable version that you can type directly into, and save your entries locally
- You have 10 days from the day of the accident (or 7 days for lost/overdue aircraft) to e-mail this form to the NTSB Investigator in Charge (IIC)
- Solicit advice from Fireside Partners (Fireside) before completing Pages 9, 10, and 11
- Legal review required before submission (aviation counsel highly recommended)
- Click on the link below, then save the document to your local PC/tablet

FORM 7 - BOMB THREAT REPORT

Who: All Employees

Copy or screenshot and email as needed:

BOMB THREAT CHECKLIST

Date/Time of Call

Time Caller Hung Up

Phone number where
call was received

Ask Caller

Where is the bomb located?

What will make it explode?

When will it go off?

Did you place the bomb?

What does it look like?

Why?

What kind of bomb is it?

What is your name?

Exact Words of the Threat

Information About the Caller

Where is the caller located? (Background and level of noise)

Estimated age:

Is voice familiar? If so, who does it sound like?

Caller's Voice		Background Sounds	Threat Language
			Male Female
Accent	Laughter	Animal Noises	Incoherent
Angry	Lisp	House Noises	Message read
Calm	Loud	Kitchen Noises	Taped
Clearing throat	Nasal	Street Noises	Irrational
Coughing	Normal	PA System	Profane
Cracking voice	Ragged	Music	Well-spoken
Crying	Rapid	Conversation	Other Notes:
Deep	Raspy	Motor	
Deep breathing	Slow	Clear	
Disguised	Slurred	Static	
Distinct	Soft	Machinery	
Excited	Stutter		

FORM 8 - HIJACKING THREAT REPORT

Who: All Employees

Copy or screenshot and email as needed:

HIJACKING THREAT CHECKLIST

Date/Time of Call

Time Caller Hung Up

Phone number where
call was received

Ask Caller

Where was the aircraft hijacked from?

Where is it planning to land?

When was the aircraft hijacked?

Why did you hijack the aircraft?

What is your name?

What group are you affiliated with?

Exact Words of the Threat

Information About the Caller

Where is the caller located? (Background and level of noise)

Estimated age:

Is voice familiar? If so, who does it sound like?

Male Female

Caller's Voice		Background Sounds	Threat Language
Accent	Laughter	Animal Noises	Incoherent
Angry	Lisp	House Noises	Message read
Calm	Loud	Kitchen Noises	Taped
Clearing throat	Nasal	Street Noises	Irrational
Coughing	Normal	PA System	Profane
Cracking voice	Ragged	Music	Well-spoken
Crying	Rapid	Conversation	Other Notes:
Deep	Raspy	Motor	
Deep breathing	Slow	Clear	
Disguised	Slurred	Static	
Distinct	Soft	Machinery	
Excited	Stutter		

FORM 9 - MISSING/KIDNAPPING REPORT

Copy or screenshot and email as needed

MISSING EMPLOYEE/KIDNAPPING REPORT

Your Name

Contact Number

Your Location

EVENT DETAILS

Date/Time

Identities of Missing/Kidnapped

Injuries/Casualties

Method of Kidnapping/Description of Event

Kidnapper's Identity

Demands?

Has the Press been alerted?

CHAPTER 1 CHECKLISTS/ROLES

Following Correct Procedures

CHECKLISTS

Checklist 1 - Master Checklist	38
Checklist 2 - EOC Emergency Response Coordinator	47
Checklist 3 - Aviation Operations	53
Checklist 4 - Crew Post Aircraft Accident Procedures	56
Checklist 5 - On-Site Team Leader Checklist	60
Checklist 6 - PR and Communications Checklist	63
Checklist 7 - Human Resources	71
Checklist 8 - Notification Team Liaison	75
Checklist 9 - Family Assistance Team Liaison	77

EOC/ON-SITE SUPPORT ROLES

Scribe	85
Finance	86
Legal Representation	87
Risk Management/EH&S	88
Security	89
IT Manager	90
On-Site Family Assistance Team Lead	91
On-Site Information Technology Coordinator	92
On-Site Security Coordinator	93
Reception Aviation Emergency Response Procedures	94
Fireside	98

INCIDENT SPECIFIC PROCEDURES

Aircraft Event - Bomb Threat	101
Aircraft Event - Hijacking	103
Aircraft Event - Medical Emergency	104
Aircraft Event - Missing Aircraft	106
Aircraft Event - Missing or Kidnapped Passenger or Crew	107
Air-SOS Service Request	108

CHECKLIST 1 - MASTER CHECKLIST

WHO: Emergency Director

This checklist encompasses the items from all checklists that need to be completed in the first 24 hours

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

EMERGENCY DIRECTOR INITIAL TASKS - FROM INITIAL RESPONSE PROCEDURES

Are there other company flights, including charters, in the air or on the near-term schedule? Consider a temporary ground hold for all company aviation assets and personnel

EOC Team activated, and all essential roles are recalled or in contact. EOC Team should transfer their regular Operations and Safety duties to their designated proxy

Conference Bridge is open on EOC Phone. Fireside Partners (Fireside) and all necessary individuals are present

Corporate Facilities Secured if needed

Initial Briefing on the Conference Bridge/Receive continual updates from Fireside

Scribe assigned and is recording each factual development using the tools in Section II

Master Checklist

FIRST 60 MINUTES - Ops Stage 1

EMERGENCY DIRECTOR TASKS

EOC SET-UP

EOC Set-up

The EOC can be a virtual meeting using the Emergency Conference Bridge. The first available person at a physical location will be designated to set up the EOC room

NOTIFICATIONS

Transfer of Duties

Transfer regular operational duties to your designated proxy, so that you may focus on the emergency response

State Authorities

Depending on the nature and location of the incident/accident, notify the appropriate authorities in the State of the Operator and in the State where the accident occurred. Verify the deployment of emergency services

Senior Management

Notify Senior Management that an aviation incident/accident has taken place

Insurance

With the Risk Management Representative, contact Insurance Underwriter and Broker
[Insurance on page 13](#)

Providing Supplemental Lift/ Charter

If you are providing Supplemental Lift, coordinate with the contacts for the company you are providing the service for. Details are located in [Appendix P: Coordination with Other Service Providers on page 148](#)

[P.2 Wheels UP Procedures on page 149](#)

Using Supplemental Lift

If using a supplemental lift provider, let them know that Tradewind/Fireside will coordinate passenger notification

NTSB

Work with Fireside and use [Form 4 - NTSB Initial Notification Worksheet on page 31](#) before making this call

Notify the NTSB at [202-314-6290](tel:202-314-6290) for verbal reporting

DEPENDENCY: [CFR Part 830.5](#)

Passenger/Client Representatives

Follow passenger/client directives on notification. Verify if Tradewind/Fireside should handle passenger notification

CONSIDERATIONS

Company Aircraft

Assess safety risk of using additional Company aircraft. Plan for crew communications if multiple flights are airborne or scheduled or crews are on a trip

EOC OPERATIONS

Status Briefing

End of the first hour give a status briefing to EOC team

Master Checklist

OTHER EOC ROLE DUTIES - FIRST 60 MINUTES - OPS STAGE 1

Scheduler	Completes initial tasks worksheet and sends it and the Trip Sheet to Emergency Director and Fireside
Flight Ops	Ask flight crews to contact their families to let them know that they are OK and not to call other employees
	With HR - Analyze trip sheet for crew/passengers married or related to other employees
	Consider a pause in aviation operations. Have flights call in upon landing. Consider a ground hold for all personnel
	Contact the last fuel stop and request a fuel sample
PR	Prepares internal employee/Stakeholder communications
	Ensure all hangar call-reception points follow the <u>Reception Aviation Emergency Response Procedures on page 94</u>
Scribe	Consolidates data into one ERP document and saves locally. Keeps essential information in view and updated
HR	With Flight Ops - Check relationships between pax/crew and other employees. Consider notifying employees who are close with the crew/pax onboard Dependency: Phase I Notification
	Send all available emergency contact information to Fireside
Fireside Partners	Fireside to initiate Phase I Notification. Tradewind Notification Liaison to assist as needed

NOTES

Master Checklist

NEXT 90 MINUTES - Ops Stage 2

EMERGENCY DIRECTOR TASKS

BRAND PROTECTION - PERCEPTION

Review	Internal Employee/Stakeholder communications before release Dependency: Phase I Notification has started
---------------	--

Review	Prepared external/media statements
---------------	------------------------------------

ON-SITE MANAGEMENT - PARTICIPATION

Advance Team	Launch Tradewind Advance Team to assist Fireside with securing family accommodations.
---------------------	---

Local Resources	Coordinate with hospitals and other local resources. Fireside On-site and HELP teams to assist
------------------------	--

Records	Secure and review aircraft maintenance and training records for the operating crew
----------------	--

On-Site Team	Identify Ops and Maintenance reps to travel to meet Fireside and NTSB reps on site. Make sure they have COPIES of 30 Days' worth of Maintenance and Crew training records
---------------------	---

PEOPLE

Reminder	Keep a managerial "wellness" eye on everyone; Evaluate safety aspects of all actions and decisions. Continually assess if Fireside should send assistance for hangar personnel
-----------------	--

EOC OPERATIONS

Update	Establish hourly updates with EOC staff
---------------	---

NOTES

Master Checklist

OTHER EOC ROLE DUTIES - NEXT 90 MINUTES - OPS STAGE 2

Fireside to - Initiate Phase II Notification

Fireside

Fireside Family Assistance (HELP) personnel will be assigned to each family unit - HR/Fireside should update regularly on status

Medical/Emergency Services are engaged and Fireside is in communication with on-site responders

Flight Ops

Secure a charter travel option or utilize commercial travel to the accident site

PR

Prepares **internal** Employee/Stakeholder statements

Prepares **external/media** statements

Dependency: Phase I Notification and Internal/Stakeholder notification complete

Maintenance

Consider temporarily suspending all non-critical aircraft maintenance

NOTES

Master Checklist

NEXT 3-8 HOURS - Ops Stage 3

EMERGENCY DIRECTOR TASKS

EOC OPERATIONS

Status Briefing	Establish recurring all-hands “check-ins” at reasonable intervals
------------------------	---

Consider	Sending additional emotional and logistical support to on-site team members and affected business units
-----------------	---

ON-SITE MANAGEMENT - PARTICIPATION

Prepare Party Representatives before departure to event site. Ensure they are provided with COPIES of the following documents

On-site Preparation	30 Day Maintenance History
----------------------------	----------------------------

	Training Records of operating Crew
--	------------------------------------

PEOPLE

Reminder	Keep a managerial “wellness” eye on everyone; Evaluate safety aspects of all actions and decisions
-----------------	--

NOTES

Master Checklist

OTHER EOC ROLE DUTIES - NEXT 3 - 8 HOURS - OPS STAGE 3

	Discusses plan to support families with NTSB TDA Office
Fireside HELP Team	Provides end-of-day response operations log
	Tradewind Executives - Phase III Notification - Executive Condolences. Fireside HELP Team to brief and provide guidance to the executive team
	Phase IV Notification - Transition to Family Assistance
Flight Ops	With ED - Fill out NTSB Form 6120.1 requires Legal review and Fireside input
	Remind individual airmen that they may want to appoint their own legal counsel
On-Site Team Lead	Lobby for Party Status; Fireside advises on the investigation process
PR	Coordination with NTSB Public Affairs: 202-314-6100
	Mainstream and social media is being monitored
	Release External Statements after ED Review
Legal	Reviews all materials before release to NTSB/FAA
	All non-party statements and submissions are entitled to legal review/representation
Scribe	Reduce unneeded notes and documentation

NOTES

Master Checklist

NEXT 8-24 HOURS - Ops Stage 4

EMERGENCY DIRECTOR TASKS

PEOPLE

Location

Use [EOC Tool 5 - Tradewind Simple Status Board on page 24](#) to keep track of all members of the EOC Team. (Hangar, Corporate Offices, on-site, etc.)

Reminder

Keep a managerial “wellness” eye on everyone; Evaluate safety aspects of all actions and decisions

PARTICIPATION

FAA Requests

Defer FAA requests to NTSB (unless delegated to the FAA, then investigation operates with same [CFR Part 830](#) rules)

On Site

Keep link established with On-site team

Wyvern Notification

In the event of an accident or serious incident as defined by ICAO, provide Wyvern with an initial or preliminary report of the occurrence within 48 hours

Briefings

Receive briefing from the Emergency Response Coordinator regarding NTSB Investigation Briefing and accident investigation hearings.

Participate in Emergency Response Coordinator briefings to company management

Close-out

Review and confirm that all tasks in the ED Master Checklist are complete

EOC OPERATIONS

Close out

Establish EOC Day one closing time and consider a scale down/deactivation of the Emergency Operations Center or set an opening time for the next day

Evaluate Each day whether continuation of a physical or virtual EOC is warranted

Master Checklist

OTHER EOC ROLE DUTIES - NEXT 8 - 24 HOURS - OPS STAGE 4

<p>Fireside HELP Team and Tradewind Family Assistance Liaison</p>	<p>Consider transporting and lodging families and corporate personnel separately</p> <hr/> <p>Support families</p> <hr/> <p>Travel and logistics</p> <hr/> <p>Information and support</p> <hr/> <p>Repatriation of remains</p> <hr/> <p>Return of personal effects</p> <hr/> <p>Coordination with hospitals</p>
<p>Fireside</p>	<p>Pairs HELP Team to family units and travels to family locations/airport</p> <hr/> <p>Provides Response Log at the close of each day</p>
<p>PR</p>	<p>Collect and monitor media inquiries</p> <hr/> <p>With Senior Management - Demonstrate and communicate Company continuity</p>
<p>Emergency Response Coordinator</p>	<p>Participating in NTSB investigation and briefings, and attending NTSB Accident Investigation hearings</p> <hr/> <p>With ED brief Tradewind management on accident investigation findings and on conclusions of various policy reviews</p> <hr/> <p>Arranging for an independent investigation, if warranted and advised</p> <hr/> <p>Coordinating the disposition of the wreckage with NTSB and insurer</p> <hr/> <p>Working with Fireside on long-term family assistance plan</p> <hr/> <p>Coordinating cleanup of toxic spills and disposal of hazardous materials with EPA and selected partner</p>

CHECKLIST 2 - EOC EMERGENCY RESPONSE COORDINATOR

WHO: EOC Emergency Response Coordinator

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Checklist 2 - EOC Emergency Response Coordinator Checklist

First 60 Minutes

OPERATIONAL OBJECTIVE	TASKS
Initial Verification	Accident is confirmed
	Receive confirmation of assignment from Emergency Director (ED) as the EOC Emergency Response Coordinator (RC)
	Transfer regular operational duties to your designated proxy, so that you may focus on the emergency response
	Ensure Section I - Initial Response tasks are being completed, ED determines event magnitude
Initial Notification	Following the call tree, notify the necessary ERP contacts, given the event magnitude; These contacts can be found on the EOC Team Contact Information on page 11
Emergency Operations Center set-up	Delegate the first available person to initiate EOC set-up
	Ensure the Emergency Conference Bridge is set up and operating with Fireside on the line
Tactical	Work with the ED to notify the affected Business Unit (BU); establish one BU contact to call into the bridge line. Confirm completion with ED
	Ensure PR has briefed the Company switchboard operators and other call reception points with Communications Instructions to all Reception Points: on page 70
	Assist the Emergency Director in briefing all Tradewind personnel in the hangar and as they report in. Ensure flights in the air or crews off-station receive instructions to call in to hangar ASAP
	Assist ED in contacting Senior management as needed
	Utilize Fireside EOC for continual updates
Assist the Emergency Director	Maintain an effective EOC environment and confirm availability of ERP and checklists
	Assume leadership role during all periods when the Emergency Director is unavailable
	Prepare information for hourly/periodic briefings
	Notify Company top management and support organizations and periodically give briefings
	Help to clear “roadblocks”; decide when and where deviations from the ERP may be required; Ensure each role is performing its primary duties and in the time frame as follows IN THE NEXT SECTION:

Checklist 2 - EOC Emergency Response Coordinator Checklist

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS		
Participation		Work with Fireside to communicate with the on-site authorities for information and names/ numbers of key personnel	
	Agency	Contact Name	Contact Number
	Fire Rescue		
	Hospital(s)		
	Coroner/ME		
	DOS		
	Police		
	Airport		
	FBI		
	NTSB IIC		
	NTSB TDA		
		Verify that the event site has been secured and determine if supplemental private support is necessary	

NOTES

Checklist 2 - EOC Emergency Response Coordinator Checklist

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS	STATUS NOTES:
Participation	Consult with the Aviation Operations Rep in the notification of: Add name and date/time conversation took place	
	NTSB	
	Any external company that had, or was due to have, employees on-board	
	Insurance claims	
	Airframe manufacturer	
	Engine manufacturer	
	Avionics manufacturer	
	Last Fixed Base Operator (for possible fuel contamination)	
	Aircraft's following destination greeters and passengers	
	Caterers, Transport, or other services expecting the flight	
	EPA (if required for hazmat release)	

Checklist 2 - EOC Emergency Response Coordinator Checklist

Next 3-8 Hours

OPERATIONAL OBJECTIVE	TASKS
Consult with the Emergency Director	Decide whether to deploy on-site team (charter or commercial)
	Decide whether to ask Finance for a dedicated funding/budget stream
Assist the Flight Operations Representative	If deployment of on-site team is deemed necessary, coordinate travel arrangements to the event scene
	Assist with On-Site Team preparations
	Secure all documents related to the event
	Obtain crew toxicology results if or as required by CFR part 120 : (Currently applicable to Part 121, 135 and Part 91.147 Air Tour Operators)
Assist the Communications Representative	Help with aviation wording for the management, employee, and public communication
	Review and assist with advice/counsel to ensure lean and effective communications
	If helpful provide “talking point” information on IS-BAO registration, SMS program, and safety training, etc.
Assist the HR Notification and Family Assistance Coordinator (Fireside HELP Team will assist significantly)	Track location and phone numbers of all victims and survivors use the EOC Tool 1 - Crew Affected By the Accident - Location/Status Tracker on page 19 in the forms section to assist
	Be prepared to support the compiling necessary victim identification information, such as medical records and DNA reference information. Act only upon request of authorities. Fireside will assist with deployed specialists and consultation
	Coordinate transfer of injured survivors to preferred care facilities
	Coordinate and support, as requested, the transfer of fatal victims to the preferred mortuary

NOTES

Checklist 2 - EOC Emergency Response Coordinator Checklist

Next 8-24 Hours

OPERATIONAL OBJECTIVE	TASKS
Review and Assess All Tasks	Review and confirm that all tasks in the ED Master Checklist are complete
	Confirm that each EOC Role is completing their checklists
	Participate in initial NTSB investigation and briefings, and attend NTSB Accident Investigation hearings
Scale-down and Demobilization with the Emergency Director	Scale down/deactivate the Emergency Operations Center
	With ED brief Company management on accident investigation findings and on conclusions of various policy reviews
	Arrange for an independent investigation, if warranted and advised
	Coordinate the disposition of the wreckage with NTSB and insurer
	Attain briefing from Fireside regarding long-term Family Assistance and Personal Effects activities
	Coordinate cleanup of toxic spills and disposal of hazardous materials with EPA and Clean Harbors (or as assigned by insurance claims)
	Contact your designated proxy and resume your regular operational duties
Close-out Activities With the Emergency Director	Review the effectiveness of the emergency response policies & procedures, and the operational practices
	Draft an After-Action Report (AAR) with Fireside assistance/input while events are still fresh in everyone's minds
	Review Tactical Response Plan and make necessary changes
	Review all documentation and retention with Tradewind's Legal representatives

NOTES

CHECKLIST 3 - AVIATION OPERATIONS

WHO: Tradewind Aviation Operations Representative

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Checklist 3 - Aviation Operations

First 90 Minutes

OPERATIONAL OBJECTIVE	TASKS
	<p>Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response</p> <p>Gain access to, review, and secure (lock up, DO NOT RELEASE WITHOUT EMERGENCY DIRECTOR PERMISSION, or allow any edits or amendments) the Maintenance and Flight Crew documents listed below, as applicable:</p>
Participation Flight Crew Records	<p>Flight Operations Manual/Standard Operating Procedures</p> <p>The flight crew operating manual</p> <p>Training records for the operating crew</p> <p>Most recent physical exam of the operating flight crew</p> <p>Flight crew company history</p> <p>Loading chart and procedures for use (weight and balance)</p> <p>Contact - If fuel is a possible factor in the event, contact the last Fixed Base Operator (if our fuelers are used to fuel the aircraft. consult with the head of the department responsible). Confirm their role and inform them of the event so they can verify that the fuel is not contaminated and will not jeopardize other aircraft</p>
Participation Maintenance Records	<p>List of all onboard emergency survival equipment. Make available to rescue coordination centers if requested Including:</p> <ul style="list-style-type: none"> • The number, color, and types of life rafts and pyrotechnics • Details of emergency medical supplies and water supplies • The type and frequencies of the emergency portable radio equipment <p>Minimum 30-day history of all maintenance actions</p> <p>All technical manuals applicable to the aircraft involved</p> <p>Applicable manufacturers' maintenance manual</p> <p>Maintenance logs, irregularity reports, etc., for the aircraft</p> <p>Overhaul records and inspection reports of airframe, engines, and equipment</p> <p>Preflight inspection records</p> <p>Radio and instrument inventory (components, when installed and last checked)</p>
On-Site	<p>If the On-Site team will be dispatched, ensure they bring hard copies of EOC Tool 6 - NTSB Investigation Group and Party Members on page 25, NTSB Statement of Party Representatives and, at a minimum, COPIES of the operating crew's training records and at least 30 days of maintenance history for the accident aircraft</p>

Checklist 3 - Aviation Operations

Ongoing

OPERATIONAL OBJECTIVE	REVIEW	
Review		Keep the Director and Emergency Response Coordinator informed of the progress of any NTSB/FAA communications, investigative inquiries or developments, and interactions
		Review 49 CFR Part 830.10 (Subpart C—Preservation of Aircraft Wreckage, Mail, Cargo, and Records) “Where it is necessary to move aircraft wreckage, mail, or cargo, sketches, descriptive notes, and photographs shall be made, if possible, of the original positions and condition of the wreckage and any significant impact marks”
		Review 49 CFR Part 831 (All portions, as many, describe rights and protections for the operator)
Reminders		Maintain a positive and productive communication relationship with the NTSB
		Politely refer FAA requests to the NTSB (Accidents); Fireside will advise if needed
		Assume EOC leadership role during all periods when the Emergency Director and Emergency Response Coordinator are unavailable
		Prepare Flight Ops information for hourly/periodic EOC briefings
		Maintain sharp vigilance for personnel who are struggling post-accident; maintain the same for safety oversight and adherence to SOP
		Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations
		When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

CHECKLIST 4 - CREW POST AIRCRAFT ACCIDENT PROCEDURES

WHO: Flight Deck Crew who have been involved in an incident or accident

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Purpose:

The Post Incident/Accident Flight Deck Crew Member Checklist provides the primary considerations and actions after an incident or accident with an emphasis on the following:

- Taking care of people
- Ensuring regulatory requirements are met
- Providing relevant, confirmed, and contextual information back to the Company
- Ensuring best practices are utilized to mitigate risk

Scope:

This checklist contains only the minimal steps required to reach the stated objectives. It is intended to supplement the FOM/POH and any additional company guidance

Initiation of this Checklist assumes:

- FOM/POH activities are complete, and applicable egress from the aircraft is complete
- At least one Flight Deck Crew member can complete the activities below
- For events such as bomb threats, instances of criminal intent, and medical or mechanical emergencies where the flight is still being conducted – Flight Deck Crew members shall refer to applicable company guidance
- The current condition of the aircraft and the medical or safety status of the crew or passengers is stable and non-critical and therefore makes, the use of this checklist appropriate

Checklist 4 - Post Aircraft Incident/Accident Procedures for Flight Deck Crewmembers

First 60 Minutes and On-going

Stage	TASKS
1	<p>ENSURE IMMEDIATE LIFESAVING ACTIVITIES ARE TAKING PLACE</p> <p>Contact 911 directly or via Air Traffic Control. Monitor and provide direct medical assistance commensurate with your level of training, etc.</p>
	<p>Prepare Distress Signals</p> <p>Use all communication devices available and prepare visual distress signals, which can include but are not limited to; smoke/fire signals, flares, ground-to-air signals, water dye, eye-level ground markers, whistles, and mirrors, as appropriate</p>
	<p>Access the Emergency Locator Transmitter (ELT)</p> <p>If you are located in a remote or unpopulated area, and can safely access the ELT ensure it is broadcasting an emergency signal</p> <p>Turn on the ELT</p> <p>Position either the cockpit or baggage compartment ELT switch to ON/TRANSMIT, or as appropriate</p> <p>NOTE: <i>Search and Rescue in remote/non-populated areas: If rescue personnel doesn't know where you are, it's a search. If they do know where you are, then it's a rescue. The average time to receive an alert, dispatch a search mission, and find a downed aircraft in a remote area in the United States, is 6.8 hours with a functioning ELT</i></p> <p><i>When an aircraft on a VFR flight plan is overdue at its intended destination by 1 hour or by 30 minutes on an IFR flight plan, the Flight Service Station servicing the destination airport issues an Information Request, followed by an Alert Notice, ending in a Search Mission</i></p> <p><i>The average time to complete the steps above and find a downed aircraft in a remote area in the United States is 40.7 hours without a functioning ELT</i></p> <p>Prepare to assist crew and passengers accordingly</p> <p>(Sources used for this section: Federal Aviation Administration; Airmen Education Programs)</p>
2	<p>Move Crew and Passengers a safe distance from the aircraft</p> <p>Damaged aircraft present a wide array of potential hazards, such as compressed O2 bottles, inflated tires, aviation fuel, and sharp surfaces. After egress, collect crew and passengers at a safe distance from the damaged structure</p> <p>NOTE: <i>Be mindful of physical safety and engage law enforcement as needed. If egress is not required, assess whether exiting the aircraft is prudent, especially in international areas or harsh environments</i></p> <p>When operating in foreign countries, and if not being coordinated through your company, contact: US STATE DEPARTMENT OVERSEAS CITIZENS SERVICES: +1-202-501-4444</p>
3	<p>Protect Property</p> <p>Take steps, as appropriate and with safety in mind, to protect property</p> <p>See 49 CFR, Part 830.10: Preservation of aircraft wreckage, mail, cargo, and records</p>

Checklist 4 - Post Aircraft Incident/Accident Procedures for Flight Deck Crewmembers

Stage	Action
4	<p>Use Form 1 - Communication Record on page 28 to record the Agency, Name, contact info, and a brief outline of each conversation. Do NOT make any verbal or written statements, speculative comments, or memory recall interpretations</p>
5	<p>Notify the flight department of the event, with emphasis on:</p> <ul style="list-style-type: none"> • Confirmed souls on board • Status of crew and passengers • Status of first response activities • Location of the event • Any specific needs • Details of the event as/if it relates to potential fleet-wide safety concerns • Time for next status call
6	<p>DO NOT contact the NTSB directly, but assist flight department personnel in determining if it is a reportable event, and if so, ensure the flight department notifies the NTSB “immediately, and by the most expeditious means available”</p> <p>See 49 CFR, Part 830.5: Immediate Notification</p>
7	<p>DO NOT provide any statements regarding causation, contributing factors, or pre-event details to anyone (NTSB, FAA, National Aviation Authority, First Responders, Media, etc.) until (1) a medical evaluation has been completed and (2) you have engaged with a legal representative (who may elect to be present with you during interviews)</p> <p>Once you have appropriate representation, statements should exclude any editorial content and speak only to facts</p> <p>See 49 CFR, Part 831.7: Right to Representation</p> <p>Call Tradewind to obtain legal representation if asked for an interview (NTSB/FAA, Law Enforcement, etc.)</p>
8	<p>Encourage each aircraft occupant, regardless of visible medical status, to receive a medical evaluation from a trained professional. Use Form 2 - Medical Examination and Treatment Form on page 29, saving the data for each as appropriate</p>
9	<p>Interface with the Tradewind legal team and the Emergency Director to ensure that toxicology screens are conducted when required by Federal Aviation Regulation or organizational policy</p> <p>See 49 CFR, Part 120</p>
10	<p>Notify YOUR family member(s) that you are OK without disclosing information about the event. Advise them to:</p> <ul style="list-style-type: none"> • Notify other family members that you are OK • Not travel to the event site or Company locations • Not call or contact the Company

Checklist 4 - Post Aircraft Incident/Accident Procedures for Flight Deck Crewmembers

Stage	Action
11	If the Company assigns you as such, request the NTSB Investigator in Charge (IIC) to be a Party to the Investigation. Utilize the Statement of Party Representative form: See 49 CFR, Part 831.11: Parties to the investigation
12	Provide information regarding any injured crew, passengers, or third-party victims by acting as the short-term liaison between hospital officials and the Company. Be sure to note the locations of individuals transported by ambulance and, as much as possible, on current conditions. If feasible/safe, enlist the assistance of a passenger or other crew member
13	Within ten days of an aviation accident, and with assistance from supervisory and legal representation assistance, complete form 6120.1 (OMB No. 3147-0001) DO NOT complete any fields where editorial or narrative questions are asked See 49 CFR, Part 830.15: NTSB Form 6120.1
14	Capture lessons learned and provide to the Company Emergency Operations Center (or equivalent)
15	Ensure team member(s) have been debriefed, provided self-care and self-assessment guidance (or fitness for duty evaluations), and that long-term support is available as needed. Deactivate team w/EOC collaboration
16	Work with Tradewind Aviation, LLC to ensure you are ready to resume safety-sensitive roles. Perform a fitness for duty evaluation; its benefits assist you and the Company

NOTES

CHECKLIST 5 - ON-SITE TEAM LEADER CHECKLIST

WHO: As assigned in accordance with the investigation

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Checklist 5 - On-Site Team Leader Checklist

OPERATIONAL OBJECTIVE	TASKS	
<p>Upon Activation, Coordinate the Completion of Initial Tasks</p>		<p>Proceed immediately to the Emergency Operations Center, or participate by phone via the conference bridge line, in the EOC briefing from the Emergency Director, or the Emergency Response Coordinator</p>
		<p>Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response</p>
		<p>Confirm with the EOC Flight Operations Representative that the NTSB Communications Center 202-314-6290) has received a verbal report as per CFR Part 830. Receive any additional details, including the NTSB Investigator In Charge's (IIC) contact information</p>
		<p>Receive transportation details from the EOC. Request that your lodging be secured at a separate location from families (ask where NTSB is staying)</p>
		<p>Confirm with Flight Operations Rep and the Maintenance Rep the procurement of:</p>
		<p>At least 30 days' maintenance history and the training records of the operating crew (copies of applicable records)</p>
		<p>Hard copies of the Statement of Party Representative. Be familiar with the instructions that follow the form</p>
		<p>Company ID and Business Cards that show your position at Tradewind</p>
	<p><i>"Only those organizations that can provide technical expertise or knowledge to an NTSB investigation are granted party status, and only those persons who can provide the NTSB with needed technical expertise or specialized knowledge are permitted to participate in an investigation."</i></p>	
		<p>Proceed home to pack and plan for seven days. It may be longer, but the hotel can coordinate laundry, etc.</p>
	<p>Brief all other on-site team members on travel details, the plan when you hit the ground, etc. If traveling commercially, do not discuss the accident in public spaces</p>	

NOTES

Checklist 5 - On-Site Team Leader Checklist

OPERATIONAL OBJECTIVE	TASKS
On-Site Duties	Plan to meet the NTSB IIC as agreed. Introduce yourself and seek Party Status for you and the other technical members of the On-Site Team
	Establish a room where you can meet with only Tradewind personnel. This is where you will contact the Emergency Director and where additional support personnel can meet with you outside of the NTSB Party meetings
	Keep the Emergency Director and Emergency Response Coordinator continually informed of the progress of any NTSB/FAA communications, investigative inquiries or developments, and interactions
	Tradewind and Fireside will support you and the on-site team within the boundaries of allowable actions. NOTE: Nothing should prevent Tradewind from taking any intermediate step to institute additional safety measures if deemed necessary
	Plan to stay on-site until NTSB “field work” is complete, wreckage is being prepared for shipment, and there is no longer an operational need to remain on-site
	Maintain high vigilance for individuals trying to listen to or get close to conversations or meetings. Inform the NTSB IIC if there are any individuals close by that are unknown to you, or attempting to listen in or get information
	<p>If approached by media or anyone unknown, the language is: <i>“I apologize; I am not someone who would have any information regarding your question. We do have a public relations department that may be able to assist you. Let me take down your name, organization’s main number, and your direct number, and I will pass this information to that department.”</i></p>
On-going Participation in the Investigation and Return to Normal Operations	NTSB investigations can take up to a year or more to complete. It is essential to stay in step with developments as they move along and keep the communication channels open with the NTSB IIC
	Continue to attend all NTSB briefings, hearings, and party meetings
	Consult with Legal regarding document retention and any close-out procedures once the investigation has ended
	<p>Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations</p> <p>When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties</p>

CHECKLIST 6 - PR AND COMMUNICATIONS CHECKLIST

WHO: Corporate Communications

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Reminder	Families notified first
	Communicators should reach out to and consult with the NTSB Public Affairs Division at 202-314-6100 before issuing any media statement related to an accident
	Press release or statements that do not contain accident investigation-related information, do not need to be cleared by NTSB, however, it is recommend that they are shared with the PAO on-scene prior to release.
	Rule of thumb: Do not speculate or overshare any operational details. Be sure to clear all investigation-related information with NTSB IIC prior to release.

Checklist 6 - PR and Communications Checklist

First 60 Minutes

OPERATIONAL OBJECTIVES	TASKS	
Brand Protection		Proceed immediately to the Emergency Operations Center (EOC), or participate by phone via the conference bridge line, in the EOC briefing from the Emergency Director (ED), or the Emergency Response Coordinator (RC)
		Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response
		Notify Hawkins International Shannon O'Malley - shannon.omalley@finnpartners.com COPY TEAM ALIAS: HIPR_tradewind@finnpartners.com)
		Gather the relevant holding statements depending upon the magnitude assessment (Green, Yellow, Red). Populate the specific factual information, modify if required, and prepare to distribute in this general order:
		Employees: CRITICAL - ensure all reception points are notified
		Key Stakeholders (if applicable)
		Public releases
		<p>Internal Communication #1: Provide the Media Inquiry number and the Media Spokesperson name to all immediate reception points Use this language after appropriate modification:</p>
		<p>Release time:</p> <p><i>Tradewind has received reports of an emergency where Company assets are located. We are working quickly to determine if our Company and its people have been affected. More information will follow. In the meantime, if you receive any inquiries from outside the company, please politely inform the caller that you have no information on their question, take a message, and forward it to Media Relations</i></p>
		Set Up Voice-mail: Ensure the voice-mail "cover message" on the above number is generic, and instructs callers to leave their name, agency or affiliation, and the request or question. Assign someone to monitor the voice-mail box and use Form 1 - Communication Record on page 28 to collect and track callers
	Monitor Social Media: Fireside Partners (Fireside) will assist in monitoring and reporting on any significant social media developments (NOTE: Tradewind may need to delegate a Social Media responder to address rumors or bad information)	

Checklist 6 - PR and Communications Checklist

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS
Internal and External Comms	<p>Notify Hawkins to activate resources given the magnitude of the event:</p> <ul style="list-style-type: none"> • Activate a website “dark page,” a pre-prepared website that can be quickly tailored to the situation and posted to the website or a banner message • Pause or cancel any placed media, excluding print pending severity • Modify, pause, or cancel public relations visits and temporarily cease pro-active outreach • Pause, cancel and/or modify any scheduled social posts, ads, and events
	<p>Link with NTSB: Consult with the Emergency Director or the Emergency Response Coordinator whether or not a connection with the NTSB Public Affairs (PA) Division 202-314-6100 would be appropriate, given the applicability/magnitude of the event. Introduce yourself to the NTSB PA representative</p>
	<p>Internal Communication #2: Instruct all relevant employees:</p>
	<p>Release time:</p>
	<p>Tradewind has received reports of an emergency where Company assets are located. We are working quickly to gather additional information. If you are called, approached, or otherwise asked for any comment or information, state:</p> <p style="text-align: center;"><i>“I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information.”</i></p> <p style="text-align: center;">Please excuse yourself at that point</p> <p style="text-align: center;">A REMINDER TO ALL EMPLOYEES: It is against company policy to comment, speculate, or release any company information into public spaces, including but not limited to social media channels.</p>
	<p>Families notified first: Consult with Fireside Partners/Tradewind Notification Liaison to ensure families receive first communications when possible</p>
	<p>Updates: Keep the Emergency Director and Emergency Response Coordinator continually informed of the progress of any statements as they are prepared, ready, and distributed</p>
	<p>NOTE:</p>
	<p>Message anatomy: the “anatomy” of each message should be composed of a succinct expression of awareness of the event, compassion for anyone involved, Company leadership continuity, and the intent to participate in any investigation</p>
	<p>Ask for assistance: Fireside can assist in reviewing or recommending aviation-specific language for communications and statements</p>

Checklist 6 - PR and Communications Checklist

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS		
Perception		Release of Internal Communication # 1	
	Release time:		
		Release of Public Communication # 1 (Company senior executive may wish to comment to show empathy and business continuity):	
	Release time:		
		Release of Internal Communication # 2	
	Release time:		
		Release of Public Communication # 2 (A Company senior executive may wish to comment to show empathy and business continuity):	
	Release time:		
		Voice-mail messages: Begin to return messages from media voice-mail box. Continue using Form 1 - Communication Record on page 28	
		Close-out statements: Prepare and release for employees and public	
	Release Time:		
	Communication: Periodically remind employees not to discuss or release Company information		
	Investigation: NTSB investigations can take up to a year or more. It is crucial to stay in step with developments and communications as they move along and keep the channels open with the NTSB PA representative		

NOTES

Checklist 6 - PR and Communications Checklist

On-going

OPERATIONAL OBJECTIVE	TASKS	
Humanitarian Support		EOC Communications: Work with the EOC Emergency Director to maintain a continual awareness of all NTSB briefings and hearings
		Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended
		After-Action: Participate in the After-Action Debrief and Report (AAR) conducted by Tradewind Flight Operations
		Memorial: Prepare Company communications for any memorial or Company “acknowledge and respect” event
End of the Active Response		When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

NOTES

COMMUNICATIONS DRAFT HOLDING STATEMENTS (AVIATION ACCIDENT)

WHO: Public Relations/Communications

COMMUNICATIONS SEQUENCING AND ASSOCIATED HOLDING STATEMENTS

Upon Activation of the Tactical Emergency Response Plan follow these steps

1. Brief communication to Company reception points (see below)
2. Family Notification (communication) started
3. Communication to all employees (see below)
4. Initial statement to the standard company media contacts
5. Holding statements for ongoing public communications

1st WARNO - TO ALL RECEPTION POINTS WITHIN THE COMPANY

Tradewind Aviation, LLC has received reports of an emergency in a location where Company assets are located. We are working quickly to determine if our company and its people have been affected.

More information will follow. In the meantime, if you receive any inquiries from outside the company, please politely inform the caller that you have no information on their question, take a message, and forward it to Media Relations

2nd VERIFY NOTIFICATION

Before moving on to the 3rd step, verify with HR that Emergency Contact Notification is underway. The Notification of Emergency Contacts must be completed before sharing information with other employees that are not directly involved

3rd TO ALL COMPANY EMPLOYEES

Tradewind Aviation, LLC has received confirmed reports of an accident with our company [**OWNED/MANAGED**] aircraft [**ADD LOCATION**]. We are working quickly to gather additional information. Once information is received and confirmed, it will be shared appropriately with our employees.

Our immediate concern is for the well-being of our passengers, crew members, and their families. We are dedicating all of our resources to assist them, including company teams and resources trained to provide a full range of support for each family. In addition, a company team of experts is being assembled and dispatched to the accident site to participate in an investigation.

In the meantime, if you are called, approached, or otherwise asked for any comment or information, state: "I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information." Please excuse yourself at that point.

A REMINDER TO ALL EMPLOYEES: It is against company policy to comment, speculate, or release any company information into public spaces, including but not limited to social media channels.

Thank you for your continued support and understanding during this time.

Communications Draft Holding Statements Continued

4th TO STANDARD MEDIA CONTACTS (AND REFERRAL INQUIRIES)

Tradewind Aviation, LLC has received confirmed reports of an accident with our company **[OWNED/MANAGED]** aircraft **[ADD LOCATION]**. We are working quickly to gather additional information. As information is received and confirmed, it will be communicated.

Our immediate concern is for the well-being of our passengers, crew members, and their families. As such it is our company policy to protect their privacy, and we will not be releasing their names or information. We are dedicating all of our resources to assist them, including company teams trained to provide a full range of support for each family. In addition, a company team of experts is being assembled and dispatched to the accident site to participate in an investigation.

We will be releasing more information when it is confirmed, and only after we have had the opportunity to share it with the families who are personally affected. We thank all who have expressed their support and concern for our company and its people, and ask everyone to respect the privacy and the needs of the families of our employees. Thank you for your continued support and understanding during this time.

More information will be distributed as it becomes available.

5th TO EMPLOYEES FIRST, THEN PUBLICLY

It is with sincere sorrow that we have confirmed a company **[OWNED/MANAGED]** aircraft has been involved in a tragic accident. The flight was traveling from **[DEPARTING AIRPORT]** to **[ARRIVING AIRPORT]**. At approximately **[TIME TODAY]**, we received notification of the accident. We have since received confirmation from the **[SOURCE]** that there were no survivors in this accident.

Tradewind Aviation, LLC is working aggressively to confirm all additional details related to our aircraft, crew, and passengers. As this process is being completed, we are also devoting all of our company resources to assist the families that have been affected by this very difficult event.

On behalf of the entire Tradewind Aviation, LLC Organization, we are deeply saddened by today's news. Our thoughts and prayers are with all of the family members and loved ones of the individuals involved in this tragedy.

Specially-trained employee teams are working to assist those affected by this tragedy and will continue to do so in the days and weeks ahead. Tradewind Aviation, LLC is also supporting the accident investigators in their difficult work. A Tradewind Aviation, LLC technical team was dispatched to participate along with the accident investigation authorities.

We will provide you with further information as and when we are able. Thank you

COMMUNICATIONS INSTRUCTIONS TO ALL RECEPTION POINTS:

Important communication instructions and restrictions for all Tradewind Aviation, LLC reception points

Any inquiries and requests for information and comment should be responded to by stating:

"I apologize; I am not someone who would have any information regarding your question. We do have a public relations department that may be able to assist you. Let me take down your name, the organization's main number, and your direct number, and I will pass this information to that department."

Employees are reminded that:

- It is against Tradewind policy to speak directly with the media, at any time, for any reason, without advance approval from the Public Relations office. Employees should refer all media inquiries to the Tradewind Public Relations office. Please do NOT cold-drop callers on the Public Relations team. If you transfer a caller to this number, do it with a warm hand off.
- It is against Tradewind policy to speak to any individual outside the Tradewind about an incident, accident, or disruption in everyday business operations, at any time, for any reason, without advance approval from the Public Relations office.
- It is against Tradewind policy to upload or disclose in any public domain any information, comments, or images about an incident, accident, or any disruption in everyday business operations, at any time, for any reason, without advance approval from the Public Relations office.
- During the investigation of an aircraft accident, the NTSB is solely responsible for disseminating all information concerning the event. Tradewind personnel, in all cases, will not communicate any data or provide any speculative comment related to an aircraft accident or incident.

CHECKLIST 7 - HUMAN RESOURCES

WHO: Corporate Human Resources

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Checklist 7 - Human Resources

OPERATIONAL OBJECTIVE	TASKS					
Initial Actions		Join the Emergency Operations Center (EOC) Conference Bridge Call				
		Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response				
		Gather the emergency contact information for Tradewind employees involved				
		Establish contact with the Fireside Partners (Fireside) HELP Team Leader				
		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 50%;">Name</th> <th style="width: 50%;">Contact Number</th> </tr> <tr> <td style="height: 20px;"></td> <td></td> </tr> </table>	Name	Contact Number		
	Name	Contact Number				
	Inform the designated a Tradewind Notification and Family Assistance Liaison(s) that there has been an activation of the EOC and put them in contact with the Fireside Help Team Leader					
	Supply the emergency contact information for all involved to the Fireside Help Team Leader					
Notification Liaison		Support the Fireside HELP Team as needed during Phase I and Phase II notifications				
		With the EOC, Tradewind Executive Team, and Fireside participate in the discussion to decide which Tradewind Executive will participate in the Phase III call				
		With the Tradewind Notification Team Lead, Chosen Executive, and Fireside participate in the Phase III call Briefing				
Family Assistance Liaison		Establish contact with Fireside HELP Team Family Assistance Leader to:				
		Review with Fireside the plan for the assignment of Family Liaisons to each family unit				
		Review with Fireside the transportation plan for teams and families (Fireside emergency travel coordinator)				
		Assist, as needed, with Phase IV Notification - Family Assistance assignments				
		Fireside to deploy Family Assistance Liaisons				
<p>Be ready to transition from the Family Assistance team to HR for continuity and information sharing. It is critical at this point that families/employees are secure in the knowledge that they will be supported after the initial response and continuing until all of their questions and needs met</p>						

Checklist 7 - Human Resources

OPERATIONAL OBJECTIVE	TASKS	
Tradewind Employee Support		Prepare information regarding Worker’s Comp benefits for short/long-term disability or death. Collate into a simple, easy-to-understand package for the families
		Confirm with Insurance any payouts for immediate needs
		If the employee is deceased, coordinate with Finance to expedite last paycheck and if necessary, funds for funeral expenses
		Work with Fireside HELP Team and the Tradewind Family Assistance Team to determine the best time to relay benefit information to the families
		Prepare for the Family Assistance team to disengage their interaction with the families/ employees and transition to the HR representative for future comms
Long-term Humanitarian Support		Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended
		After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations
		Memorial: Participate in and consult with families on any Company plans for a memorial or Company “acknowledge and respect” event
		Support: Fireside will support you throughout the Family Assistance process and frequently keep you updated and advise in terms of processes and tactics
		Human Resources connection with those affected can take over a year to complete. It is important to stay in step with developments over time
End of Active Response		When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

Checklist 8 - Notification Team Liaison

OPERATIONAL OBJECTIVE	TASKS	
Initial Actions		Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response
		Establish contact with the Fireside Partners (Fireside) HELP Team to assist with the following:
		Fireside to hold a briefing with the EOC regarding the plan for notification of family of the passengers/crew
First 60 Minutes		Fireside to Initiate Phase I Notification - they will keep track of the notification details and contact specific requests or needs
		Fireside to Check in with the EOC and provide update on the status of Phase I notifications
		Fireside Notification Team Lead and HR to discuss with Upper Management if they would like to offer a Phase III call to family and which executive(s) will be making the calls
Next 1 to 2 hours		Upon confirmation of the condition of the passengers/crew - Fireside to initiate Phase II Notification. This CONFIRMS the status of the loved one. Record details of this call on the notification form. At this step, a Phase III call will be offered if the Tradewind Executives agree
		Fireside to Check in with the EOC and provide update on the status of Phase II notifications and if a Phase III call is desired
		Fireside to brief the Tradewind Executive making the Phase III call with pertinent details. Fireside will offer coaching before the exec makes this call
		Fireside to assist with the initiation of Phase III Notification - EXPRESSION of sorrow (provided by a high-level company executive). This phase is only completed if the victim or their family wish to participate
		Fireside to check in with the EOC and provide update on the status of Phase III notifications
Next 2 to 12 Hours		In preparation for Phase IV notification (transition to the care of the Family Assistance Team) - assist the Fireside Family Assistance Team Lead in assigning Family Assistance Team Members (Liaisons) to each family unit
		Fireside to initiate Phase IV Notification - This call is to "Hand off" the families to their Family Assistance Liaisons
Ongoing		Stand by to assist the EOC and answer any questions they may have regarding the notification
		Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended
		After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations
End of Active Response		When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

CHECKLIST 9 - FAMILY ASSISTANCE TEAM LIAISON

WHO: Human Resources or as designated

Verified Information from the EOC

The Scribe will send data for this section

Event Date/ Time				Date/Time of last update	
Reg. Number		Type		Total Pax	
Last Known Position		Point of Departure		Intended Landing Point	
Brief Description of damage					

Send your checklist to the Emergency Operations Center (EOC) for inclusion in the Master Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

Checklist 9 - Family Assistance Team Liaison

OPERATIONAL OBJECTIVE	TASKS	
Initial Steps/ First 60 Minutes		Upon being notified of an imminent activation of the Fireside partners (Fireside) Family Assistance Team, join either the main EOC conference call or participate in a sidebar conference call with Fireside HELP Team Leads and Tradewind Notification Liaison to establish a plan for assignment of Family Liaisons to each family unit
		Upon your activation as a member of the EOC Team, transfer regular operational duties to your designated proxy so that you may focus on the emergency response
		Prepare for deployment if warranted. Trained individuals should bring <u>Fireside Partners' Family Assistance Humanitarian Handbook TM on page 83</u>
Next 1-2 hours		Work with Fireside to establish a transportation plan for teams and families (Fireside will utilize their emergency travel coordinator)
		Fireside to begin in Phase IV Notification - this call is used to "Hand off" the families to their Family Assistance Liaisons. Support Fireside as needed

On-site Humanitarian Support

On-site Family Assistance	Be sure to maintain periodic check-ins with the EOC	
		Establish Family Assistance Center (FAC): A FAC will be established by the Tradewind Family Assistance Liaison and Fireside. A list of necessary items is located in <u>Appendix J: Family Assistance Center on page 133</u>
		Meet the Fireside HELP Advance Team Leader Note that the NTSB may dispatch a Transportation Disaster Assistance (TDA) to assist as well
		Fireside to establish a private meeting room: Where you can meet with only Tradewind and Fireside personnel. This is where you will contact the Emergency Director and where additional support personnel can meet outside of the family areas and public spaces of a hotel
NTSB Briefings for Families	NTSB Family Briefing - Fireside to provide details to Family regarding all NTSB Briefings, including; time, date, and location (in person or virtual). The NTSB may request a meeting room is prepared for them **If a virtual meeting is to be held, make sure that the family tests the platform being used before the briefing** This meeting may happen anywhere in the first 24 hours. It is prudent to prepare as early as possible	

On-going Activities	Stand by to Assist the EOC and answer any questions they may have regarding Family Assistance	
	Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended	
	After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations	
End of Active Response		When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

WHAT: FIRESIDE PARTNERS' FAMILY ASSISTANCE HUMANITARIAN HANDBOOK™

WHO: Human Resources/Notification/Family Assistance Team Leaders

4 PHASE NOTIFICATION PROCESS

Notification calls should be performed by trained individuals within the first 60 minutes

- **Phase I – ACKNOWLEDGES/ADVISES** Emergency Contact of the event
- **Phase II – CONFIRMS** the status of the loved one
- **Phase III – EXPRESSION** of sorrow (provided by a high-level Company executive)
- **Phase IV – CONTINUITY OF CARE** between the Notification and Family Assistance Team Members

FAMILY ASSISTANCE MILESTONES

Post Event Emotional Response Support (PEERS) based on Federal Family Assistance plan for aviation disasters

1. Team Member Activation and Deployment
2. Initial Family Meeting
3. Implement Family Assistance Centers
4. Positive ID
5. Site Visit
6. Memorial
7. Return of Remains/Personal Effects
8. Disengagement
9. Demobilization

Milestone 1: Team Member Activation and Deployment

- Self-Assessment: Are you ready to be 100% available to grieving families right now?
- Family Assignment: You may have to work directly with a family
- Coordination of initial meeting: When/where/what context, and how will you introduce yourself?
- Packing to launch:
 - Where are you going, and how is the weather?
 - How do you get there, when do you need to be at the airport, etc.? Can someone at home start to pack for you?
 - What do you take with you (plan to be away for approx seven days)?
 - What will families need that you could prepare now?

When you have decided to launch or are launching others, use the following steps to help you/them transition from the everyday work environment to the response role:

- Call home/family/friends: let them know you are OK and will be busy for the next several weeks. Please ask them NOT to call you at work, and ask them to inform the rest of the family you are OK
- Prepare your home: Mentally review the following, and take just a few minutes to make notes on what you need to put in place:
 - Family arrangements
 - Child care, pet care
 - Mail/newspapers
 - Packing per checklist
 - Bills that may be due
 - Medications you may need to fill

Fireside Partners' Family Assistance Humanitarian Handbook™

Milestone 2: Initial Family Meeting

You may feel awkward and nervous when first meeting the family face to face. This feeling is perfectly natural. In preparation for this initial meeting, you might want to consider:

This is your first of many interactions. You will have another opportunity if it does not go as planned. You are their resource for the entire process – from now until the loved one is returned to the family

Caution: If the media is present, politely move the families away from this area as quickly as possible unless members of the family insist on talking to the media. In that case, show the family where you will be (off to the side, but not too far) when they are finished. Never be on camera with the family while they talk to the media

Begin with the end in mind:

This is a short, progressive, and intense journey for the Team and the family – navigating the process from Initial Meeting to Positive ID, Return of Remains, and Disengagement. You should begin this process with the intention and knowing it will come to an end

- Gather Your Thoughts
- Take a Deep Breath
- Rely on your intuition and sense of compassion, and be yourself
- Introduce yourself
- Display compassion
- Explain what you can do to help
- Ask what you can do for them right now
- Set your next meeting

Milestone 3: Family Assistance Center (FAC) – Skills for working with the Families

Implementing a Family Assistance Center (FAC), a location where families will gather to obtain information and assistance (US Federal Family Assistance Plan), may be necessary for more significant accidents. A FAC is where the family is provided the support and resources they need. This can be in the hospital, the home, or a coordinated location for families to meet

Things to consider:

- Local Accident?
- Survivors?
- Layout of Resources

A FAC FAMILY BRIEFING:

This is a centralized briefing from various resources, which allows everyone to receive the same information at the same time. Those who may provide information are: NTSB, Police, Medical Examiner/Coroner, Company Rep, etc.

- Usually conducted at least twice daily by the operator and agencies to communicate information
- Families will be briefed before the press – Press should NOT be included in the briefing
- Absent families may join via conference call
- Ensures a consistent message
- Provides a sense of intentional process
- Family Assistance Team member attendance is required

Fireside Partners' Family Assistance Humanitarian Handbook™

Milestone 3 Cont.: Family Assistance Center (FAC) – Skills for Working With the Families

WORKING WITH FAMILIES

We never want to put ourselves in the place of deciding what the family should have, should know about, or what services they need. It is our job to gather information compassionately, ensure that families are involved in decision-making, and put our resources to work as best we can for them

- What questions do they have, and where is the answer best found?
- How do you help them feel an active part in the overall process?
- How do you help them navigate the process points in measured doses?
- What do they need right now that a team member can help get for them?

What families want most, yet what we have the least of, is information. For questions that are outside of your area of expertise, refer to the experts:

- If you do not know the answer, that is OK, but find the person who knows
- Your knowledge of aviation, company culture, personal experiences on emergencies, or death and loss are likely NOT going to be helpful here
- Channel all requests that exceed your authority to approve

Milestone 4: Positive Identification

Due to the speed and forces involved in aviation accidents, scientific methods are often required to identify the occupants on board. Comparing information from when the person was alive to information from the remains of the deceased is often needed. Regardless this can be a very emotionally taxing experience for families, and some basic knowledge is helpful in terms of preparation and answering questions

- Medical/dental records are sometimes needed and are best recovered by a medical professional at families home area and given to the responsible medical professional on-site
- Modern capabilities include DNA comparisons
- Coroner/Medical Examiner is responsible for conducting identification and legally certifying death
- Typically, victims are recovered (removed) from the accident site, identified using a photo (can be from company or family), and an autopsy is performed (if permitted) to try to determine the cause of death. They are then released to be transported to the family's funeral home. Sometimes complexities in the victim's condition, local or international laws, family wishes, and other factors can cause variation in this process

Milestone 5: Site Visit

The Site Visit is a carefully coordinated effort between various organizations, including the Operator, Tradewind, Fireside Partners, the NTSB, possibly the American Red Cross, and transportation resources

- It is an essential step in the grieving process
- It helps the families comprehend and form a visual picture

Fireside Partners' Family Assistance Humanitarian Handbook™

Milestone 6: Memorial

Should not happen before Milestone 5: Site Visit

- The responsibility of the operator – coordinating with strong Non-Profit Agencies, such as the American Red Cross
- Include HR and Fireside Partners
- Should be private and confidential; PR/Media representative can be helpful
- Local agency coordination required
- Transportation, services, amenities

Milestone 7: Return of Remains and Personal Effects

This critical milestone signals that the families will return home with their loved ones soon. The main areas to focus on are

- Travel arrangements for the remains
- Travel arrangements for the families
- Coordinating with local funeral homes
- Beginning the Disengagement Process (Milestone 8)
- In the case of injured survivors, transition to local medical care

Milestone 8: Disengagement

Emotionally difficult for the helper and family (Start with the end in mind). Disengagement can be defined as the release of something that connects or the release of an obligation/engagement. You disengaged from your work and home to engage in this role. Now it is the reverse. You are disengaging from the assigned family to re-engage with your family and work again:

- Start to discuss this with the family a few days before you are actually going to depart
- Start planning/discussing the return home in regards to travel and insurance assistance with funeral services
- Discuss what Company/HR services or resources they will need for continued support
- Provide the contact information for any resources

Milestone 9: Demobilization – Very important to finish up strongly and cleanly

- Families will transition to other company and local assets (Human Resources, friends, churches, etc.)
- Thank everyone on-site who helped!
- After-Action Reports – Field notes
- Debrief

Fireside Partners' Family Assistance Humanitarian Handbook™

CONTINUOUS SELF CARE

Some questions to ask before accepting this responsibility are:

- Do you know anyone in the accident or their family?
- Are you currently under psychological treatment for any disorder, especially PTSD?
- Have you in the last 12 months, or are you currently dealing with any significant life changes (marriage/divorce/bereavement)?
- Are you currently under medical treatment?
- Can you be away from home and work for one or two weeks?
- Have you informed your family and your Supervisor?
- Do you feel that you are appropriately trained and equipped?
- In general, are you OK with things at home right now?

Central to taking care of yourself is your own stress awareness. Pay attention to these signals, take a break, and drink water!

Coming Home

- Prepare your family and co-workers
- Stay in contact while responding
- Know that you may experience reactions
- Know that others may not understand
- Seek assistance if needed – or if told
- You will be changed, but you will be okay

Self Care Strategies

- Before, during, and after an event
- Self-assess before responding
- Call home daily
- “Buddy system” means always working with families in pairs when you can
- Debriefings

EOC/ON-SITE SUPPORT ROLES

Scribe	85
Finance	86
Legal Representation	87
Risk Management/EH&S	88
Security	89
IT Manager	90
On-Site Family Assistance Team Lead	91
On-Site Information Technology Coordinator	92
On-Site Security Coordinator	93
Reception Aviation Emergency Response Procedures	94
Fireside.....	98

Emergency Response Support Roles

Scribe

Time Frame	Responsibilities	General Operational Objectives
Upon Activation	Assist in EOC set up	<ul style="list-style-type: none"> Proceed immediately to the Emergency Operations Center, and assist in setting up the room, with a particular focus on Visual Information Management (ensuring electronic ERP forms and tools are visible for use) Ensure all necessary administrative supplies (such as printers, paper, name tags, computers/laptops, as applicable) will be available
Initial Actions	Record initial factual information and post it visually	<ul style="list-style-type: none"> Utilize the ERP Verification Board (V-Board) to post and continually update any accurate information that will not change
Ongoing	Maintain running accounts of information and timetables, commitments made, and schedules set	<ul style="list-style-type: none"> Utilize and visually present the electronic forms in the Tactical Emergency Response Plan Seek backup assistance as needed Resolve uncertainties by asking for clarification
		<ul style="list-style-type: none"> Import data from the checklists and forms sent to you by the members of the EOC
Completion	Assist in EOC Scale-down and termination	<ul style="list-style-type: none"> Consult with Legal on information and document retention

Sample list of EOC Supplies

Office Supplies - Paper, pens, clips, notepads, etc.
Computer chargers
Phone charging station
Hardwire for connecting the central computer to the Internet, WI-FI - If available
Headset or earbuds available for computer or mobile device
Bottles of water, coffee, other refreshments
Large TV/computer screen

Emergency Response Support Roles

Finance

Time Frame	Responsibilities	General Operational Objectives
Initial Actions & Ongoing	Observe and Advise	<ul style="list-style-type: none"> • Opens designated funding stream or otherwise approves local expenditures for on-site team • Discusses with insurance provider plans for short-term financial assistance to victims and families
		Work with Emergency Director in Insurance Communications
Long-term	Monitoring and Reviewing	Has the direct authority to expend funds and commit the company to action
		If victim is deceased or otherwise unable to continue working at Tradewind, work with HR to prepare final check and any additional compensation approved

Emergency Response Support Roles

Legal Representation

Time Frame	Responsibilities	General Operational Objectives
Upon Activation	Observe and Advise	<ul style="list-style-type: none"> • Proceed immediately to the Emergency Operations Center • Observe and monitor all decisions, interactions, and releases
Initial Actions & Ongoing		<ul style="list-style-type: none"> • Review all records before turning over copies to the NTSB • All Tradewind employees are entitled to legal representation (except those on-site team members while actively engaged in the NTSB Party activities): 49 CFR 831.7: 831.7 Right to representation. Any person interviewed by an authorized representative of the Board during the investigation, regardless of the form of the interview (sworn, unsworn, transcribed, not transcribed, etc.), has the right to be accompanied, represented, or advised by an attorney or non-attorney representative • Do not provide statements or release information to the FAA if the NTSB is the investigative agency. Consult with the NTSB Investigator in Charge first
Long-term	Monitoring and Reviewing	<ul style="list-style-type: none"> • NTSB investigations can take up to a year or more to complete. It is essential to stay in step with developments as they move along and keep the communication channels open with the NTSB IIC • Continue to monitor all Tradewind investigative participation and attend/be briefed on any NTSB briefings, hearings, and party meetings
		<ul style="list-style-type: none"> • Consult with all ERP Teams regarding document retention and any close-out procedures once the investigation has ended

Emergency Response Support Roles

Risk Management/EH&S

Time Frame	Responsibilities	General Operational Objectives
Upon Activation	Safety and well-being during response activities	<ul style="list-style-type: none"> • Proceed immediately to the Emergency Operations Center
Initial Actions	Enact insurance coverages	<ul style="list-style-type: none"> • Contact the insurance underwriter, and coordinate throughout. Note Family Assistance endorsement in the policy
Ongoing	Safety	<ul style="list-style-type: none"> • Maintain a “safety eye” on all response operations • Continue to monitor employee well-being, coordinate with HR on EAP-type issues
Longterm	Monitoring and Reviewing	<ul style="list-style-type: none"> • Insurance activities and claims can take several years to complete. Continue to monitor and participate as required • Participate in “return to operations” activities following the active emergency

Emergency Response Support Roles

Security

Time Frame	Responsibilities	General Operational Objectives
Initial	Security, privacy, and safety of all assets	<ul style="list-style-type: none">• Proceed immediately to the Emergency Operations Center• Coordinate additional security for hangar if required
On-going		<ul style="list-style-type: none">• Maintain a “security eye” on all response operations, especially those that involve deploying Tradewind personnel to accident locations• Consider deploying to accident location if families require additional privacy assets, coordinate with HR and Fireside

Emergency Response Support Roles

IT Manager

Time Frame	Responsibilities	General Operational Objectives
Upon Activation	Ensure proper function of the EOC	<ul style="list-style-type: none"> • Proceed immediately to the Emergency Operations Center
Initial Actions		<ul style="list-style-type: none"> • Communicate with Marketing regarding hold message for website, and social media • Ensure that all monitors/computers are up and working • Set up mobile device charging stations • Set up Printer/ Fax for EOC use • Make sure Wi-Fi is up and running
Ongoing		<ul style="list-style-type: none"> • Be available to assist with any technical problems that may arise • The IT Manager may also deploy to the accident site to assist there

On-Site Support Roles

On-Site Family Assistance Team Lead

TIME FRAME	GENERAL OPERATIONAL OBJECTIVES
<p>Upon Activation</p>	<p>The On-Site Family Assistance Team (FAST) will preferably be two members per passenger or crew member affected, plus administrative support as required. Team members may have to travel to various locations in which the primary family members reside</p>
	<p>Suppose the family wishes to travel to the event site. In that case, the Family Assistance Team Leader will coordinate with the EOC Travel & Accommodations Team Leader to arrange travel for the family members and the FAST Team Members assigned to them. Response Partner, Fireside Partners may help facilitate travel on other air carriers</p>
TIME FRAME	RESPONSIBILITIES - Including but not limited to
<p>Ongoing</p>	<ul style="list-style-type: none"> • Travel to the event site to ensure that the FAC is set-up, operational, and prepared to receive and support family members • Assign tasks and duties to FAST members • Coordinate with the American Red Cross (ARC) to support unique needs of families as determined (childcare, quiet space, etc.) • Coordinate with all local, government, and support entities as required during the course of the family stay • Coordinate all activity with the NTSB relative to any site visit by family members

On-Site Support Roles

On-Site Information Technology Coordinator

TIME FRAME	GENERAL OPERATIONAL OBJECTIVES
Before Deployment	The IT Team will plan for equipment needs and outside resources as necessary
Upon Deployment	The On-Site Information Coordinator will provide computer and secure network access as required to support the mission of the On-Site Team The On-Site IT Team Coordinator will be responsible for security of information that is gathered in the course of the investigation, such as report, photographs, and manuals
	The IT On-Site Coordinator will also be responsible for all communication devices and the security of these devices, including but not limited to mobile phones, network interface devices, and computers
	The IT On-Site Team Leader has full authority and is responsible for the security of data related to the on-site activities of the On-Site Team
TIME FRAME	RESPONSIBILITIES - Including but not limited to
Ongoing	<ul style="list-style-type: none"> • Provide information technology support for the On-Site Teams • Provide communication support for the On-Site Team • Provide security of electronic data collected during the investigation • Provide backup of data • Provide communication security • Provide support to the Executive On-Site Team Leader as requested • Provide electronic technical data to the NTSB as required, at the direction of the Executive On-Site Team Leader

On-Site Support Roles

On-Site Security Coordinator

TIME FRAME	GENERAL OPERATIONAL OBJECTIVES
Upon Deployment	The On-Site Security Team will ensure the security of all deployed Tradewind personnel, offices, and accommodations used during the on-site deployment and of family member areas. External resources may be utilized with the coordination of the On-Site Security Team Leader
TIME FRAME	RESPONSIBILITIES - Including but not limited to
Ongoing	<ul style="list-style-type: none"> • Security of On-Site Team Members, including offices and hotel rooms, and rental cars • Security of accident site • Security of JFSOC • Security of family member areas and hotel room areas • Interface with local and federal law enforcement • Interface with NTSB on security matters • Issue badges to on-site employees and family members

Reception Aviation Emergency Response Procedures

Initial Call

1st Steps Someone is reporting an accident	2nd Steps Contact Management		3rd Steps Prepare																																																												
Upon receiving a notification call that an accident has occurred, gather as much detail as possible from the caller including their name and call back number	Without delay use the contact list below and inform the manager of the situation. After briefing them transfer the call. If they are out of the office use their cell phone number		Alert your Immediate Supervisor of the situation																																																												
DO NOT HANG UP	<table border="1"> <thead> <tr> <th data-bbox="573 674 808 716">Name</th> <th data-bbox="808 674 1040 716">Mobile</th> </tr> </thead> <tbody> <tr> <td data-bbox="573 716 808 758">Adam Schaefer</td> <td data-bbox="808 716 1040 758">203-815-5320</td> </tr> <tr> <td data-bbox="573 758 808 800">Eric Zipkin</td> <td data-bbox="808 758 1040 800">914-953-6059</td> </tr> <tr> <td data-bbox="573 800 808 842">Kyle Haines</td> <td data-bbox="808 800 1040 842">203-305-0448</td> </tr> <tr> <td data-bbox="573 842 808 884">Adam Hohulin</td> <td data-bbox="808 842 1040 884">440-488-8124</td> </tr> <tr> <td data-bbox="573 884 808 926"></td> <td data-bbox="808 884 1040 926"></td> </tr> <tr> <td data-bbox="573 926 808 968"></td> <td data-bbox="808 926 1040 968"></td> </tr> <tr> <td data-bbox="573 968 808 1010"></td> <td data-bbox="808 968 1040 1010"></td> </tr> <tr> <td data-bbox="573 1010 808 1052"></td> <td data-bbox="808 1010 1040 1052"></td> </tr> <tr> <td data-bbox="573 1052 808 1094"></td> <td data-bbox="808 1052 1040 1094"></td> </tr> <tr> <td data-bbox="573 1094 808 1136"></td> <td data-bbox="808 1094 1040 1136"></td> </tr> <tr> <td data-bbox="573 1136 808 1178"></td> <td data-bbox="808 1136 1040 1178"></td> </tr> <tr> <td data-bbox="573 1178 808 1220"></td> <td data-bbox="808 1178 1040 1220"></td> </tr> <tr> <td data-bbox="573 1220 808 1262"></td> <td data-bbox="808 1220 1040 1262"></td> </tr> <tr> <td data-bbox="573 1262 808 1304"></td> <td data-bbox="808 1262 1040 1304"></td> </tr> <tr> <td data-bbox="573 1304 808 1346"></td> <td data-bbox="808 1304 1040 1346"></td> </tr> <tr> <td data-bbox="573 1346 808 1388"></td> <td data-bbox="808 1346 1040 1388"></td> </tr> <tr> <td data-bbox="573 1388 808 1430"></td> <td data-bbox="808 1388 1040 1430"></td> </tr> <tr> <td data-bbox="573 1430 808 1472"></td> <td data-bbox="808 1430 1040 1472"></td> </tr> <tr> <td data-bbox="573 1472 808 1514"></td> <td data-bbox="808 1472 1040 1514"></td> </tr> <tr> <td data-bbox="573 1514 808 1556"></td> <td data-bbox="808 1514 1040 1556"></td> </tr> <tr> <td data-bbox="573 1556 808 1598"></td> <td data-bbox="808 1556 1040 1598"></td> </tr> <tr> <td data-bbox="573 1598 808 1640"></td> <td data-bbox="808 1598 1040 1640"></td> </tr> <tr> <td data-bbox="573 1640 808 1682"></td> <td data-bbox="808 1640 1040 1682"></td> </tr> <tr> <td data-bbox="573 1682 808 1724"></td> <td data-bbox="808 1682 1040 1724"></td> </tr> <tr> <td data-bbox="573 1724 808 1766"></td> <td data-bbox="808 1724 1040 1766"></td> </tr> <tr> <td data-bbox="573 1766 808 1808"></td> <td data-bbox="808 1766 1040 1808"></td> </tr> <tr> <td data-bbox="573 1808 808 1850"></td> <td data-bbox="808 1808 1040 1850"></td> </tr> <tr> <td data-bbox="573 1850 808 1892"></td> <td data-bbox="808 1850 1040 1892"></td> </tr> <tr> <td data-bbox="573 1892 808 1911"></td> <td data-bbox="808 1892 1040 1911"></td> </tr> </tbody> </table>		Name	Mobile	Adam Schaefer	203-815-5320	Eric Zipkin	914-953-6059	Kyle Haines	203-305-0448	Adam Hohulin	440-488-8124																																																			Refrain from discussing the situation with your coworkers or guests
Name	Mobile																																																														
Adam Schaefer	203-815-5320																																																														
Eric Zipkin	914-953-6059																																																														
Kyle Haines	203-305-0448																																																														
Adam Hohulin	440-488-8124																																																														
What is your name?			Make sure that all call reception activities are taking place out of the main lobby area																																																												
What is your location?			If the call seems credible quietly start to prepare the front desk area following the Front Desk/Reception checklist																																																												
What is your phone number?			Standby to receive instructions from the Executive Team																																																												
What organization are you with?	Forward this page to the call list using the button below																																																														
What is the main number there?																																																															
Can you see a registration number?																																																															
"Tell me everything else you know"																																																															

RECEPTION - AVIATION EMERGENCY RESPONSE PROCEDURES

Initial Procedures

Reception/Front Desk Procedures	Resources	Notes
<p>If calls are unable to be forwarded to the EOC, Use the Communication Record to gather and send call information to the appropriate person</p>		<p>At any time you may be approached by the media, it is important that you refrain from speaking to them. All statements should come from the Tradewind public relations department. If you are approached please keep this statement in mind:</p>
<p>Ensure all phone calls can be answered at the Operator's Station. During an emergency event, calls should not be answered at the Front Desk</p>		
<p>Make sure the Lobby, Lounge, and Ramp are made comfortable for visitors, including family and friends of those involved</p> <ul style="list-style-type: none"> • Straighten every area • Make sure refreshments are available • Turn off news stations on lobby/ lounge TVs. Make sure that your computer monitors/mobile devices are not displaying any information regarding the event 		<p>"I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information."</p>
<p>Keep Media out of the building. If you need assistance, call Security or Line Service to help you</p>		<p>Any Employee may be called upon to Help in the Emergency Operations Center (EOC) if able</p>

Remember, do not give out details of the incident/accident to anyone

This includes family, friends, and other co-workers. If anyone is looking for information, either take a message using the Call Log or forward their call to the appropriate manager

RECEPTION AVIATION EMERGENCY RESPONSE PROCEDURES

Reception Call Log

Fill out while speaking to the caller

Date

Time

Caller Name

Phone

Caller Agency

Phone

Call Content

Call Taken By

Which department should handle the call? (These buttons will open an email to the appropriate recipient)

Human Resources

Emergency Director

Public Relations

Fireside

RECEPTION AVIATION EMERGENCY RESPONSE PROCEDURES

Common Scripts

ON THE TELEPHONE

“I am sorry, I do not have the information you are looking for. May I please have your reason for calling, Name, and your Phone Number, and I will have the appropriate member of our team call you back.”

Please excuse yourself at that point

If Tradewind has received reports of an emergency where company assets are. Know that we are working quickly to gather additional information. If you are called, approached, or otherwise asked for any comment or information, state:

IN PERSON

“I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information.”

Please excuse yourself at that point

A REMINDER TO ALL EMPLOYEES:

It is against company policy to comment, speculate, or release any company information into public spaces, including but not limited to social media channels

Fireside

Time Frame	Responsibilities	General Operational Objectives
Upon Activation	Alerting and Confirmation	<ul style="list-style-type: none"> • Notify Tradewind as per Partner Profile document as soon as anomaly/emergency is detected • Begin gathering factual information to aid in ERP activation and decision making
Initial Actions	Record initial factual information and post it visually	<ul style="list-style-type: none"> • Obtain flight information from Tradewind • Recommend level (magnitude) of ERP activation • Start or join the <u>Emergency Conference Bridge</u>
	Deploy assets	<ul style="list-style-type: none"> • Utilize and visually present the electronic forms in the Tactical Emergency Response Plan • Seek backup assistance as needed • Resolve uncertainties by asking for clarification
Ongoing	Provide continual support	<p>Initiate/deploy Emergency Response Services immediately and where practical/possible after consultation with Tradewind :</p> <p>Advance Team Launch - Send a one or two-person advance team to the Accident site location. Depending upon the location of the Accident, Fireside may choose from available commercial transport or, if practical and appropriate, local charter resources</p> <p>Media Monitoring – Fireside will continually monitor and report back to Tradewind on major and local news broadcasts, Social media message trending and Internet news related to Tradewind and the accident</p> <p>Call Volume Support – In the event, inbound call volume to Tradewind is occurring in a capacity that exceeds the capability to respond to calls in a timely and professional manner, Fireside shall assist in overflow call support. In doing so, Fireside will assist with call screening and, where appropriate, can answer basic inquiries and forward calls as needed</p> <p>Crisis Public Relations Support and Consultation – Fireside shall work with Tradewind corporate communications and legal departments as required/ directed to assist in drafting media statements and related matters</p> <p>Support Emergency Contact Services – After an Accident, Fireside’s HELP Team will support the individual or individuals to whom Tradewind has delegated the responsibility to notify the emergency contacts of Tradewind passengers and crew (the “Tradewind Notification Team”) by notifying such emergency contacts of Tradewind passengers and crew. In cases where Tradewind Notification Team cannot perform such notifications. The HELP team shall use the Fireside’s Four-Phase process</p>

Fireside

Time Frame	Responsibilities	General Operational Objectives
Ongoing	Provide continual support	<p>Family Assistance Services – Upon request from the families of accident victims (including survivors and fatalities), Fireside will assign members of the HELP Team to provide “Family Assistance Services” in-person or over the phone to:</p> <ul style="list-style-type: none"> • Assist with physiological, logistical, and information needs; • Match stated informational, medical, and other logistical needs with available resources; • Provide compassionate support throughout the process of victim medical treatment • Provide compassionate support throughout the process of victim recovery, identification, and the return of remains <p>Fireside uses a generally established process within the Federal Family Assistance Plan to provide Family Assistance Services. Fireside will endeavor to provide such Family Assistance Services to each family from the time the family is initially notified of the accident until the family returns home with the accident victim</p> <p>Remains Identification and Repatriation Assistance – Fireside shall use its internal credentialed resources and international contacts to facilitate the rapid yet careful identification and return of fatally injured victims in concurrence with international and U.S. law. Families will be informed and consulted throughout the victim recovery, identification, release, and return processes</p>
Long-term	<p>Retain and manage PE for a minimum of 24 months</p> <p>Completion of long-term tasks</p>	<p>Personal Effects Recovery and Return - Fireside shall use its internal resources and, if needed, international contacts to facilitate the thorough recovery, cataloging, cleaning and restoration, and return of crew, passenger, and ground fatality personal effects. Families will be informed and consulted throughout the personal effects recovery, association, cleaning/restoration, and return processes</p> <p>Post Event Emotional Response and Support (PEERS) – Fireside will provide any Tradewind employee that expresses a need for debriefing services with counseling by Fireside’s credentialed mental health counselors</p>

INCIDENT SPECIFIC PROCEDURES

This section of Initial actions for the Emergency Director is set aside to address aircraft incidents as defined by ICAO in the Convention on International Civil Aviation Annex 13 (An occurrence, other than an accident, associated with the operation of an aircraft that affects or could affect the safety of operation)

Aircraft Event - Bomb Threat.....	101
Aircraft Event - Hijacking.....	103
Aircraft Event - Medical Emergency.....	104
Aircraft Event - Missing Aircraft.....	106
Aircraft Event - Missing or Kidnapped Passenger or Crew.....	107
Air-SOS Service Request.....	108

AIRCRAFT EVENT - BOMB THREAT

WHO: Emergency Director

Threats can be received in many forms: written, verbal, and communicated directly to Tradewind Aviation, LLC or to the Airport Authority. A specific threat may be directed at an aircraft registry or tail number, the name of an operator, crew member, or passenger, the departure/arrival point or times, or combinations thereof. Should Tradewind Aviation, LLC employees receive a threat, it must be communicated to the Emergency Director. Form 7 - Bomb Threat Report on page 34 should be completed by the individual that gets the initial call

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS		
<p style="text-align: center;">INITIAL STEPS CONTACT THE CREW</p>	Contact the PIC by any means available and relay all information known about the threat		
	If the Aircraft is airborne - Report the threat to the Domestic Events Network (DEN) Air Traffic Security Coordinator (ATSC)		844-432-2962
	If unable to contact the DEN ATSC notify the Transportation Security Administration/Transportation Security Operation Center (TSA/TSOC)		703-563-3400
	ARINC (Aeronautical Radio, Inc.) can be used if the aircraft is being operated within an area of ARINC control. Try to establish contact using the following numbers:		
	Location	Toll Free Number	Local Number
	New York	800-645-1095	631-244-2480
	San Francisco	800-621-0140	925-294-8400
	If the aircraft is operating in an international area not in ARINC control, request assistance from:		
The FAA Security Department in Washington, D.C.		202-267-7211	
<p style="text-align: center;">AIRCRAFT IN FLIGHT</p>	Designate an EOC Team member to contact Fireside Partners 302-613-2020		
	Notify Tradewind Aviation, LLC Corporate Security for assistance in contacting Airport Authorities, Law Enforcement, Local FBI at the intended landing site		
	If not already notified - notify TSOC (Transportation Security Operations Center)		703-563-3240
	If notifying from the US, Puerto Rico, or Canada		866-655-7023
	When a pilot requests technical assistance or if it is apparent that such assistance is needed, do NOT suggest what actions the pilot should take concerning a bomb, but obtain the following information and contact the DEN ATSC or TSA/TSOC as explained above:		
	<p>NOTE- This information is needed by TSA explosives experts so that the situation can be assessed and immediate recommendations made to the pilot. The aviation explosives experts may not be familiar with all aircraft configurations but can offer technical assistance which would be beneficial to the pilot</p> <ul style="list-style-type: none"> • Type, series, and model of the aircraft. • Precise location/description of the bomb device, if known. • Other details which may be pertinent 		
EOC Director/Team or Senior Management to notify officials at airport of intended landing of the aircraft bomb/sabotage threat. Request immediate assistance from airport officials			

AIRCRAFT EVENT - BOMB THREAT

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS
AIRCRAFT ON GROUND	If the airplane has started taxiing, but has not yet left the ground, attempt contact through the tower or FBO and request the Captain return immediately to the airport-specific designated area for a security inspection
	Have the aircraft inspected. This must be accomplished before the next flight
OTHER CONSIDERATIONS	If you are unable to inform the suspect aircraft of a bomb threat or if you lose contact with the aircraft, contact the DEN ATSC for relay of pertinent details to other sectors or facilities, as deemed necessary
	When a pilot reports the discovery of a bomb or suspected bomb on an aircraft, determine the pilot's intentions and comply with his/her requests insofar as possible. Take all the actions discussed in the preceding paragraphs which may be appropriate under the existing circumstances

GUIDELINES FOR THE RECEIPT OF A BOMB THREAT

RECOMMENDATIONS
Be Calm, Be Courteous - DO NOT INTERRUPT
Communicate the threat immediately: Alert colleague nearby to advise the Emergency Director
Use Form 7 - Bomb Threat Report on page 34
Pretend you have difficulty hearing - MAKE THE CALLER REPEAT INFORMATION
Keep caller talking - DO NOT HANG UP
Ensure the line remains open
If equipment is in place, record conversation
Have a colleague alert the local Airport Authority Operations Center and contact the local telephone supplier so that a call-tracing process can be initiated
Ensure the Bomb Threat Reporting Form is immediately sent to the Emergency Director
Maintain open communication line with the EOC for call transfer to management leadership
Review all available information on the caller and details of the call with the EOC
As the threat is assessed, TSA and other appropriate authorities will review the need for additional security measures at airfield access points, and security agencies will be made aware of exercising vigilance at screening checkpoints
Management and Airport facilities can also be made aware of the need for additional surveillance

AIRCRAFT EVENT - HIJACKING

WHO: Emergency Director

Threats can be received in many forms: written, verbal, and communicated directly to Tradewind Aviation, LLC or to the Airport Authority. Should Tradewind Aviation, LLC employees receive a threat, it must be communicated to the Emergency Director. Form 8 - Hijacking Threat Report on page 35 should be completed by the individual that gets the initial call

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS	
Initial Response		Upon Notification of a hijacking, activate the Emergency Response for the Team Responsible for the Aircraft that is threatened. Have them start working the applicable parts of their checklists
		Contact Fireside Partners 302-613-2020
		With the Emergency Response Team, act in an advisory capacity for the crewmembers through the authorities in resolving the active hijacking. Take no action unless previously coordinated with the authorities
People		Activate the Notification Team for Phase 1 notification of Emergency Contacts of those aboard the Aircraft. Follow the notification steps as necessary
		Brief Senior Management as needed
Perception		Work with the Public Relations Team and Fireside Partners to tailor the PR statements to reflect the situation as deemed appropriate
Participation		If the aircraft is in flight, coordinate with ATC or any ground station regarding the location and status of the flight

AIRCRAFT EVENT - MEDICAL EMERGENCY

Including in-flight medical emergency diversion

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS	
Initial Response	PASSENGER MANIFEST	
		Contact Dispatch for Passenger and Crew Manifest. Ensure any manifest changes were received
	INITIAL BRIEFING	
		Start an EOC either virtual, using the emergency conference bridge, or at the pre-determined EOC location
		Brief the group on the facts known about the medical emergency
		Include/invite other EOC Team members as needed
		Initiate Departmental Checklists as needed. (i.e.. Human Resources, Public Relations)

People	NOTIFICATION	
		Ensure the involved executive's emergency contacts have been notified (Phase I Notification complete) before contacting their respective offices/assistants

Participation	SUPPORT DUTIES*	
	Attempt to determine the intended point of landing if the aircraft is airborne	
	Airport	FBO
	Gather Information regarding Hospitals or other medical facilities to be used	
	Facility	Contact Information

*Fireside or MedAire, if used, may be the best source for this information

NOTES:

AIRCRAFT EVENT - MEDICAL EMERGENCY

Including in-flight medical emergency diversion

DISPATCH - GENERAL PROCEDURES

CATEGORY	TASKS
Initial Response	MANIFEST
	Retrieve and print passenger manifest and trip information, check for updates
	Provide copies of the changed/updated passenger manifest to Emergency Response Team
	Provide copies of trip information to Emergency Response Team
	Attend (in person or remotely) the Emergency Response Team's initial briefing
	FLIGHT DEPARTURE INFORMATION
Retrieve any catering documentation and records	
Transportation Actions	FAMILY SUPPORT TRANSPORTATION
	Confirm with the Notification/Family Assistance Teams that Phase IV notification has been completed before working with Family Members
	Coordinate transportation of the Family members to the patient's location
Response Management	GENERAL
	Provide Emergency Response Team with information about the schedule of Tradewind aircraft
	FLIGHT SCHEDULE
	Coordinate modification of flight schedules, as required, to support response efforts
	Coordinate alternate flight support to continue Tradewind operations

NOTES:

AIRCRAFT EVENT - MISSING AIRCRAFT

Including in-flight medical emergency diversion

WHO: Flight Coordinator, Emergency Director

GENERAL PROCEDURES

CATEGORY	TASKS				
Immediately at time aircraft is due	FLIGHT COORDINATOR				
		Contact Fireside Partners to help determine the location of the aircraft 302-613-2020			
		Attempt to contact aircraft by radio, phone or ARINC			
		Review flight following data and system			
		Contact destination FBO or airport			
		Destination Airport	FBO Name	FBO Contact Name	FBO Contact Number
		Advise the Director of Operations on the situation			

15 Minutes Past Due		Contact originating or en-route agency			
		Agency	Title	Contact Name	Contact Number
		Contact originating FBO or airport			
		Originating Airport	FBO Name	FBO Contact Name	FBO Contact Number
	Continue to update the Director of Operations				

30 Minutes Past Due or ANYTIME fuel duration is exceeded		Contact FAA Flight Service Station and request an Alert Notice (ALNOT)		
		1-800-WX BRIEF	1-800-992-7433	
		Gather data about the aircraft and prepare to submit when needed		

AIRCRAFT EVENT - MISSING OR KIDNAPPED PASSENGER OR CREW

WHO: Emergency Director

Should Tradewind Aviation, LLC employees receive a report of a missing or kidnapped employee, it must be communicated to the Emergency Director. Form 9 - Missing/Kidnapping Report on page 36 should be completed by the individual that receives the initial call

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS	
Initial Response		Upon report of a missing/kidnapped employee, contact law enforcement local to where the individual was last reported
		As soon as you are able, collect all information regarding the event on the Missing/Kidnapping Report Form
		Contact Fireside Partners 302-613-2020
		Activate the EOC Team members that are relevant to the event.(PR, HR, etc.) Instruct them to use the appropriate portions of their checklists
People		Activate the Notification Team for Phase 1 notification of Emergency Contacts of those reported missing. Follow the notification steps as necessary
		Brief Senior Management as needed
Perception		Work with the Public Relations Team and Fireside Partners to tailor the PR statements to reflect the situation as deemed appropriate
Participation		Stand by to assist local law enforcement

AIR-SOS SERVICE REQUEST

Air-SOS supports those requiring specialized transportation services when faced with challenging situations. For a list and description of services, please see [Appendix S: Air-SOS Services on page 153](#)

For Immediate Air-SOS Assistance

Dial the Air-SOS 24/7 access line at [302-613-2151](tel:302-613-2151)

After you have called the direct line and spoken to our Air-SOS Team, if requested:

1. Fill out the form below
2. Screenshot this page
3. Use the button to the right to open a blank email to the team, paste the screenshot into the body of the email and send

Client Information

Client Company Name	Tradewind Aviation, LLC	Company Phone Number
---------------------	-------------------------	----------------------

Contact Name	Contact Direct Number
--------------	-----------------------

Service(s) Needed

Air Ambulance	Dignified Transport of Remains	Meet and Assist
---------------	--------------------------------	-----------------

Other
(please describe)

Trip Information

Day of Initial Departure	Time of Departure
--------------------------	-------------------

Departure Location First Choice City	ICAO Designation
---	------------------

Departure Location Second Choice City	ICAO Designation
--	------------------

Preferred Aircraft Type(s)

Primary Passenger/Decedent Information

Name	First	Middle	Last
------	-------	--------	------

Status	Relationship to Company
--------	-------------------------

Notes on Condition

CHAPTER 1 RETURN TO OPERATIONS

Institute Return to Service Plan	110
Recovery Objective 1 - End of the Active Company Response.....	110
Recovery Objective 2 - Keep a pulse on the ongoing operations.....	111
Recovery Objective 3 - Return to full flight operations	112
Recovery Objective 4 - Monitor the Recovery Period;	113
know your resources.....	113
Fitness For Duty Decision Tree.....	114
Fitness For Duty Decision Tree Considerations	115
Company Memorial Events, Monuments and Anniversaries - Planning Considerations:	115
Recovery Objective 5 - Adapting to the new normal.....	116
Recovery Objective 6 - Final Closeout.....	116

Institute Return to Service Plan

WHO: EOC Emergency Director (and support personnel as delegated)

Purpose:

This Return to Service Plan provides a basic framework, offers considerations, and demonstrates possible actions after a serious incident or accident. It is primarily focused upon:

- Taking care of and protecting people
- Ensuring regulatory requirements are met and participating effectively in the ongoing investigation
- Ensuring the decisions and actions involved in returning to flight services are made responsibly, safely, and in a risk-conscious manner

Scope:

This Return to Service Plan contains only the minimal steps required to reach the stated objectives. It is intended to supplement the FOM/POH and any additional company guidance, and may not contain all of the steps and actions required, depending on the unique circumstances and variables

RECOVERY OBJECTIVE 1 - END OF THE ACTIVE COMPANY RESPONSE

Main Actions

Important Considerations

	Main Actions	Important Considerations
1	Officially call a definitive end to the Company’s active response; the EOC (including Corporate) will cease operation and demobilize	<p>Several response activities may still continue, such as investigative support and family assistance</p> <p>Ensure any in-field resources still have a solid communications link back to the Emergency Director</p> <p>Communicate demobilization of EOC to all ERP roles and senior management positions</p>
2	Closeout EOC activities; ensure all electronic data is consolidated into one ERP, and develop a central After-Action Report (AAR)	<p>Consult with Legal on document retention policies before proceeding with the following:</p> <p>Collect all relevant written material, including e-mails, handwritten notes, and ERP data, for inclusion in the AAR</p> <p>Designate the responsibility to develop a consolidated AAR, delete the source information once entered, discard any non-relevant paperwork that is no longer needed or has no operational value in the future</p>

RETURN TO SERVICE PLAN

RECOVERY OBJECTIVE 2 - KEEP A PULSE ON THE ONGOING OPERATIONS

Main Actions	Points of Contact
<p>1 Establish/re-confirm the ongoing points of contact and set an agreed schedule for check-in and update</p>	<p>On-Site team and investigative activities</p> <p>Contact Name</p> <p>Contact Number</p> <p>Contact Schedule</p>
	<p>Family Assistance and related activities (e.g., personal effects)</p> <p>Contact Name</p> <p>Contact Number</p> <p>Contact Schedule</p>
	<p>Family Assistance maintains contact with survivors receiving treatment in hospitals</p> <p>Contact Name</p> <p>Contact Number</p> <p>Contact Schedule</p>

RETURN TO SERVICE PLAN

RECOVERY OBJECTIVE 3 - RETURN TO FULL FLIGHT OPERATIONS

Main Actions		Important Considerations													
1	Establish a team for discussing and establishing the plan for the return to flight	1	In addition to Tradewind staff, team could also consist of: a manufacturer rep, an FAA FSDO rep, a member of corporate management, and an independent advisor.												
		Additional (non-Tradewind staff) Return to Flight Team members													
		<table border="1"> <thead> <tr> <th>Name</th> <th>Title/Position</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> </tbody> </table>		Name	Title/Position										
		Name	Title/Position												
		2	Utilize an SMS change management process to ensure the risks have been thoroughly identified and mitigated: "Principles of Change Management ¹ "												
		1. Consider your people first													
2. Gain top-level endorsement															
3. Involve all															
4. State the case															
5. Create ownership															
6. Communicate the plan															
7. Assess the culture															
8. Shape the culture															
9. Plan for the unexpected															
10. Consult with the individual															

¹ Extracted from the Australian Civil Aviation Safety Authority (CASA) "Managing change in the aviation industry":

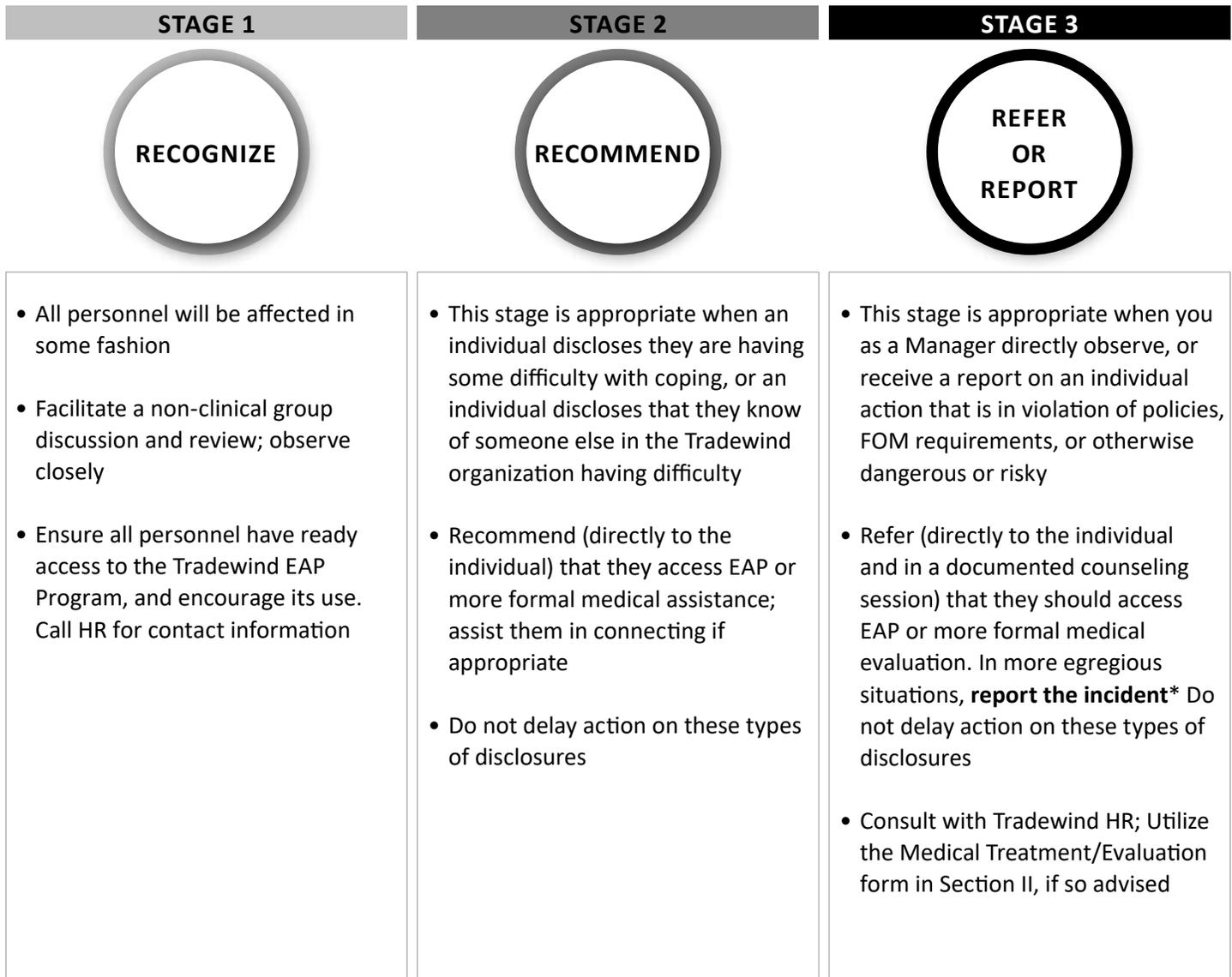
https://aviationsmsinfo.asms-pro.com/hubfs/SMS_Partner_Resources/sms-change.pdf?t=153-697-0890

RETURN TO SERVICE PLAN

RECOVERY OBJECTIVE 4 - MONITOR THE RECOVERY PERIOD; KNOW YOUR RESOURCES

Main Actions		Important Considerations	
1	The effects on your people can take psychological, physiological, and cognitive forms	1	Your people will need to talk. Finding the balance between “mandatory debriefings” and organic sharing requires leadership and trust
		2	You have several tools at your disposal: <ul style="list-style-type: none"> • Tradewind EAP Program. Contact HR for information. • Fireside psychological specialists are available as well. Usage depends on the issue at hand, and Fireside can help advise
2	Planning and holding a Corporate Memorial is often part of the healing process	1	Evaluating Fitness for Duty of personnel is an integral part of returning to operations, yet can be a seemingly complex affair
			Remember that several factors may add to the personal impact the accident has on individual personnel:
			1. The sheer closeness of the event as a corporate family
			2. The personal relationships with passengers
		3. The role in operations, scheduling, etc., and its potential involvement in the accident	
		2	Utilize the <u>Fitness For Duty Decision Tree on page 114</u>

Fitness For Duty Decision Tree



*NOTE: The U.S. Department of Labor has some helpful guidance regarding Performance and Conduct Indicators; see next page

Fitness For Duty Decision Tree Considerations

Awareness of the performance or conduct problems that may be warning signs of potential trouble is a good prevention strategy. Although only one of these indicators may happen, it is more likely that a pattern will present itself or represent a change from normal behavior. Remember that the presence of any of these characteristics does not necessarily mean a violent act [or a long-term problem] will occur. They may indicate another type of problem, such as being ill, depressed, bereaved, etc. Some examples of performance/conduct indicators are listed below (this listing is not intended to be all-inclusive):

Attendance Problems	Excessive sick leave, excessive tardiness, leaving work early, improbable excuses for absences
Adverse impact on supervisor's time	Supervisors spend excessive time coaching or counseling employees about personal problems, re-doing the employee's work, dealing with co-worker concerns, etc.
Decreased productivity	Making excessive mistakes, poor judgment, missed deadlines, wasting work time and materials
Inconsistent work patterns	Alternating periods of high/low productivity and work quality, inappropriate reactions, overreaction to criticism, and mood swings
Concentration problems	Easily distracted and often has trouble recalling instructions, project details, and deadline requirements
Safety issues	More accident prone, disregard for personal safety as well as equipment and machinery safety, needless risk-taking
Poor health and hygiene	Marked changes in personal grooming habits
Unusual/changed behavior	Inappropriate comments, threats, erratic behavior
Evidence of possible drug or alcohol use/abuse	
Evidence of serious stress in their personal life	Crying, excessive phone calls, recent separation
Continual excuses/blame	Inability to accept responsibility for even the most inconsequential errors
Unshakable depression	Low energy, little enthusiasm, despair

Company Memorial Events, Monuments and Anniversaries - Planning Considerations:

A memorial event is often an essential part of transitioning employees, families, and surviving victims from the active response aspects of an accident back to their homes and natural support systems. After an aviation accident, the memorial is often organized by the American Red Cross in coordination with event planners from the Corporation and local agencies.

The Memorial is done best as a multi-faith event with typical elements of a memorial service. The Company will often seek to establish a monument or physical memorial to commemorate the victims and their families. A formal process for deciding upon the location, design, and inscriptions for the monument/memorial should include family members. The Aviation Disaster Family Assistance Act of 1961 requires that family members must be included in the planning process for any physical memorial funded by the air carrier (Company).

¹As a non-airline entity, Tradewind is not explicitly required to meet the requirements within this legislation, but it does provide an expectation framework. The information on this next page is extracted from <https://www.dol.gov/oasam/hrc/policies/dol-workplace-violence-program.htm>

RETURN TO SERVICE PLAN

RECOVERY OBJECTIVE 5 - ADAPTING TO THE NEW NORMAL

Main Actions

Important Considerations

1	There are many natural and expected (but not necessarily easy), aspects of the long-term recovery	1	The memories will take on a long life, stories will be frequently recounted, and occasionally we will think of something we probably should or should not have done
		2	Continue to monitor and “check-in” with personnel, as it may take a long time for problems to manifest themselves
		3	The accident will likely be recurrent fodder for trade show presenters, aviation publications, and general discussion in various settings. Unfortunately, this is a common reality to endure

RECOVERY OBJECTIVE 6 - FINAL CLOSEOUT

Main Actions

Important Considerations

1	Ensure all processes for taking care of personnel and the Company are completed	1	Personal Effects have been cataloged, presented to families, and refurbished/replaced/returned to owners according to their wishes. Any unclaimed PE should be stored until such time that disposal is appropriate (Fireside will facilitate this)
		2	Wrap up all regulatory and investigative activities; NTSB reporting, Party status, and any parallel investigation
		3	Conduct full review and analysis of response activities. Amend and update ERP as necessary

CHAPTER 1 APPENDIX

The purpose of this document is to provide references in support of Sections I through IV of the Tactical Emergency Response Plan (TacERP)

Although much of the information within Section V is public knowledge, the manner and chronology in which it is presented, as well as the non-public information interspersed within, makes this document CONFIDENTIAL AND PROTECTED

The data is current as of December 11, 2025, but references, especially regulatory ones, change occasionally. Please check the source to confirm that you have the most up-to-date information

Appendix A: Resources and Processes Utilized by Fireside Partners Inc.	119
A.1 Confirmation during the first hour.....	119
A.2 Achieving Situational Awareness	119
Appendix B: People: The Humanitarian Response	120
B.1 Ascertain the Status of Injured Victims: HIPAA Exemption	120
B.2 Provide Care to those Affected: Family Assistance Center (FAC).....	120
B.3 Humanitarian Support for Air Carriers.....	120
Appendix C: Perception: Internal and External Communications	121
C.1 External/Internal Statement Guidance	121
Appendix D: Participation: The Investigation and Associated Regulation	122
D.1 Initial Reporting Requirement.....	122
D.2 Investigation	122
D.3 Required Documentation.....	122
D.4 Additional Resources.....	122
Appendix E: The Tactical ERP; Goals, Essentials and Methods.....	123
E.1 Scope.....	123
E.2 Methodology	123
E.3 Tactical ERP Distribution and Maintenance	123
Appendix F: General Corporate Departmental Responsibilities	124
Appendix G: Tactical ERP Teams and Roles.....	126
G.1 Tradewind Senior Management Team.....	126
G.2 Emergency Operations Center Team.....	126
G.3 On-Site Response Team	130
Appendix H: Organizational Charts	131
H.1 Emergency Response Call Tree	131
Appendix I: Tactical ERP Training and Documentation	132
I.1 Training Objectives.....	132
I.2 Responsibilities for Documentation	132

Appendix J: Family Assistance Center	133
J.1 Common Facilities used to establish a FAC.....	133
J.2 FAC Organizations	133
J.3 Rooms	133
J.4 Resources.....	133
Appendix K: International Preparation and Response.....	134
K.1 Guides and Resources.....	134
Appendix L: Definitions, Terms, and Abbreviations.....	136
L.1 Common Terms	136
L.2 International (IATA) Definitions.....	140
L.3 ICAO Definitions	141
L.4 Commonly Used Emergency Response Abbreviations/Acronyms.....	142
Appendix M: Legal Considerations and Resources.....	143
M.1 Accident within the United States.....	143
M.2 Accident Outside The United States	144
M.3 Sample Employee Advice of Rights Form	145
Appendix N: Employee Responsibilities and Communications Policy.....	146
N.1 Operation Phone Home	146
N.2 Tradewind Corporate Media Policy	146
N.3 Internal Employee Communications Policy - Internal Notifications and Updates.....	146
Appendix O: Coordination with Managed Clients	147
O.1 Managed Client	147
Appendix P: Coordination with Other Service Providers	148
P.1 Supplemental Lift Partner Information	148
P.2 Wheels UP Procedures.....	149
Appendix Q: TacERP Instructions	151
Q.1 Send Form or Send Checklist Button	151
Appendix R: Emergency Response Partners.....	152
R.1 Fireside Partners Inc.	152
R.2 USAIG	152
R.3 Wyvern Consulting LTD	152
Appendix S: Air-SOS Services.....	153
Appendix T: TacERP Continual Process Improvement Logs.....	154
T.1 Record of Revisions	154
T.2 Record of Training and Exercises	155
T.3 Tactical ERP Maintenance.....	156

APPENDIX A: RESOURCES AND PROCESSES UTILIZED BY FIRESIDE PARTNERS INC.

These Fireside internal processes and tools are described purely for customer clarity and confidence

A.1 Confirmation during the first hour

1. Air Traffic Control

By contacting the Traffic Management Unit (TMU), we can be put in contact with the local ATC facility that has jurisdiction over your aircraft. Additionally, the Air Traffic Control System Command Center (ATCSCC) can assist in contacting the State which has jurisdiction for responses outside of the United States

2. Rescue Coordination Centers (RCCs)

If an Emergency Locator Transmitter (ELT) is activated within the United States, it is handled by an RCC (United States Air Force or United States Coast Guard). Confirmation of an event may be bolstered by interfacing with the applicable RCC

A.2 Achieving Situational Awareness

1. Mapping the Event Location

The ability to map on-site locations such as (a) the event site, (b) hospitals, and (c) potential Family Assistance Centers will help to build a game plan and a “bird’s-eye view” visual representation for the accident/event site

2. Monitor Air Traffic Control

When an unexpected event occurs, like a diversion, listening to the controlling ATC facility can provide critical information in support of determining root cause

3. Monitor First Responders

First responder radio frequencies can often provide critical information, such as Incident Command information and scope of the event

APPENDIX B: PEOPLE: THE HUMANITARIAN RESPONSE

B.1 Ascertain the Status of Injured Victims: HIPAA Exemption

Healthcare providers can share patient information as necessary to identify, locate and notify family members, guardians, or anyone else responsible for the individual's care, general condition, or death. The HIPAA Exemption spells out where this applies and provides guidance that can be provided to hospital administrators, who may not be aware of the policy

<https://www.hhs.gov/hipaa/for-professionals/faq/960/can-health-care-information-be-shared-in-a-severe-disaster/index.html?msclkid=52d320a8ba6f11ec826fceade21ef3a0>

B.2 Provide Care to those Affected: Family Assistance Center (FAC)

Depending on the scale of the event, the set up and implementation of a FAC may be helpful. The following document has been developed for a large-scale event which is more significant than most business operators will face, but the general guidance is useful when understanding the use and benefit of the FAC

<https://www.nts.gov/tda/TDADocuments/Mass-Fatality-Incident-Family-Assistance-Operations.pdf>

B.3 Humanitarian Support for Air Carriers

The guidance contained in this Federal Aviation Regulation (FAR) is required for carriers, like Part 121 operators. It provides good reference material for all other operators when building protocols

<https://www.nts.gov/tda/TDADocuments/Federal-Family-Assistance-Framework-Aviation.pdf>

APPENDIX C: PERCEPTION: INTERNAL AND EXTERNAL COMMUNICATIONS

C.1 External/Internal Statement Guidance

1. 49 CFR 831.13 – Flow and Dissemination of Accident or Incident Information

When preparing external media statements, be conscious of the fact that they should exclude discussion surrounding the investigation

<https://www.ecfr.gov/current/title-49/subtitle-B/chapter-VIII/part-831/subpart-A/section-831.13>

2. Example Internal and External Holding Statements

Holding statements are pre-developed releases approved by the executive and legal teams before use. Factual data is left blank and completed during their use, look to Communications Draft Holding Statements (Aviation Accident) on page 68 of your TacERP

APPENDIX D: PARTICIPATION: THE INVESTIGATION AND ASSOCIATED REGULATION

D.1 Initial Reporting Requirement

1. 49 CFR 830.5 – Immediate Notification

Reportable events to the NTSB require the operator to “immediately, and by the most expeditious means available, notify the nearest National Transportation Safety Board (NTSB) office.”

<https://www.ecfr.gov/current/title-49/subtitle-B/chapter-VIII/part-830/subpart-B/section-830.5>

D.2 Investigation

1. Certification of Party Representative

Following reporting to the NTSB, the next step is to gain Party Status

http://www.nts.gov/legal/Documents/NTSB_Investigation_Party_Form.pdf

2. 49 CFR 831 – Accident/Incident Investigation Procedures

<https://www.ecfr.gov/current/title-49/subtitle-B/chapter-VIII/part-831>

3. Order 8020.11D - Aircraft Accident and Incident Notification, Investigation and Reporting

This reference provides insight into the NTSB investigatory process.

https://www.faa.gov/documentLibrary/media/Order/FAA_Order_8020.11D.pdf

D.3 Required Documentation

1. Pilot/Operator Aircraft Accident/Incident Report (NTSB Form 6120.1)

Within ten (10) days of the reportable event, the following form shall be completed:

https://www.nts.gov/Documents/6120_1_Form.pdf

D.4 Additional Resources

1. Title 14 - Chapter I - Part 120 – Drug and Alcohol Testing Program

Regulatory requirements relevant to drug and alcohol testing following an aviation accident. The following provides specific requirements to be adhered to by the aircraft operator

<https://www.ecfr.gov/current/title-14/chapter-I/subchapter-G/part-120>

APPENDIX E: THE TACTICAL ERP; GOALS, ESSENTIALS AND METHODS

E.1 Scope

The Tradewind Flight Operation's Tactical ERP scope includes all Tradewind employees and guests that may be involved (either directly or indirectly) in an aviation-related crisis, incident, or accident involving a Tradewind-owned, managed, or chartered aircraft

The Tradewind Flight Operation's Tactical ERP is integral to the Tradewind Crisis Management Plan. It is not intended to supersede this plan but rather integrates its notification processes and goals with the corporate plan. The Tradewind Flight Operations' Tactical ERP is a vehicle for coordinating with corporate objectives

In the context of this document, an emergency is any incident involving a substantial risk of harm or injury to individuals, Company aircraft, or property that warrants the utilization of first responder emergency services (fire, police, EMS, FAA, and NTSB). Includes primarily an aircraft operating under its own power but could also include harm or injury to department personnel while on trip assignment. It should also be understood that all flight operations will take a pause for a period of time until the Director of Aviation and Corporate Officer in Charge determine that it's safe for the flight department to continue operations after an emergency

Tactical ERP Fundamental Goals:

The Plan Overview presents the "case" for Emergency Management, without undue emphasis on the negative effects of an aircraft accident (e.g., injuries, deaths, fines, criminal prosecution) and emphasizes the important aspects of preparedness. A robust, intuitive rationale exists for preparing for an aircraft accident within companies that operate corporate aircraft

Beyond this intuitive rationale, there are compelling human, fiduciary, regulatory, and business reasons within a public Company. Some of the most important reasons for preparedness are reflected below:

- Helps Tradewind fulfill its moral and ethical responsibility to protect employees, their families, the community, and stockholders
- Facilitates compliance with regulatory requirements of Federal, State, and local agencies
- Enhances Tradewind's ability to recover from financial losses, regulatory fines, loss of market share, damage to equipment, or business interruption that could occur as a result of an aircraft accident
- Reduces exposure to civil or criminal liability in the event of an accident
- Enhances Tradewind's image and credibility with families, employees, suppliers, and the community

E.2 Methodology

This Tactical ERP is designed to align the current workforce and resource capabilities of Tradewind with the broad requirements of an effective response. Where sufficient resources are unavailable within Tradewind, strategic partners and external resources have been integrated into the ERP. This will ensure all response goals and priorities are met, despite any limitation of resources at Tradewind

The Director of Aviation or designee will provide oversight of the Tactical ERP. They are responsible for and have the authority to prepare, modify, and maintain the Tradewind Flight Operation's Tactical ERP processes and procedures. The ERP will be audit-ready, with printed and electronic versions available

E.3 Tactical ERP Distribution and Maintenance

This ERP must be managed appropriately. The document contains sensitive and proprietary information. Except for Fireside Partners, it should not be released outside of the Tradewind

APPENDIX F: GENERAL CORPORATE DEPARTMENTAL RESPONSIBILITIES

The following departments/roles are components of an effective response team. If these departments do not exist in name, the roles should be performed or at least led by individuals with an appropriate skill set for the objectives. If the individuals who occupy the roles below are activated in a response, they should delegate proxies/alternates to take over their day-to-day operations while they are in the active phase of a response

Department	ERP Requirement	Mission Objectives	Core Competencies/Location
Human Resources	Assisting anyone affected by the accident or emergency is priority #1 at Tradewind	Immediately assess the impact and possible connection to individuals/ employees receiving the flight information and details of crew and passengers	Knows the procedures and methodology of the Program areas that address taking care of people
			Able to continue past the acute response and into employee benefits, Worker Compensation, and other relevant long-term HR areas
Public Relations/ Corporate Communications	Tradewind will receive most of the visibility after an accident	Maintains close connection with Tradewind PR and NTSB Office of Public Affairs	Ability to identify and act upon the present priorities in terms of communication timing and sequencing
	Effective and coordinated communications will be crucial	Utilizes holding statements and other communications tools to execute the parallel responsibilities	Effectively selects the best perceptual wording
Corporate Security	The accident site, family hotel, and especially in international environments - key personnel will require security and asset protection	Provide security insight and, where needed, resources for all company actions	Ability to connect with and share critical information among Key Stakeholders
		Coordinate directly with local emergency responders, assist and augment where required	Can establish connections with foreign country security assets
			Ability to communicate “on the spot” security recommendations and concerns to the EOC
Legal	Tradewind will require broad oversight across many areas of the EOC and Program areas on an ongoing basis External partners with specialized experience (e.g., aviation counsel) may need to be retained, and close coordination with insurance partners is critical	Approves and offers guidance on all “non-scripted” decisions within the EOC	Ability to multi-task and contribute to the effectiveness of each role in consideration of an organic and changing environment
Maintains close connection with internal company concerns such as Corporate Governance, Business Continuity and Succession planning			
Finance		Opens designated funding stream or otherwise approves local expenditures for on-site team	Has the direct authority to expend funds and commit the company to action
Risk Management		Continually communicates with and provides risk avoidance and cost management guidance	Coordinates assistance and resources from insurance broker and underwriter

General Corporate Departmental Responsibilities Continued

Department	ERP Requirement	Mission Objectives	Core Competencies/Location
<p>Safety</p>	<p>An Emergency Response Plan is part of a robust Safety Management System as a whole</p>	<p>Use a proactive approach to managing workplace safety and health</p>	<p>Knows the ERP very well and is able to recommend changes and updates as they pertain to evolving laws and regulations</p>
		<p>Prevent workplace injuries, illnesses, and deaths, as well as the suffering and financial hardship these events can cause for workers, their families, and employers</p>	
		<p>Improve compliance with laws and regulations</p>	
<p>Training</p>	<p>The training department is responsible for ensuring that each ERP team member receives documented training for the roles and responsibilities to which they are assigned</p>	<p>All training materials used in and tailored to the specific training event, as well as attendance records, and "After-Action Reports," shall be retained where applicable to document training findings</p>	<p>Knows the Tactical ERP very well and is able to communicate the Goals and function to the EOC Team during training</p>
		<p>The Accountable Executive (or designee), who is responsible for the Tradewind Tactical ERP, will assist in the design or procurement of training and exercises to make certain each team is prepared</p>	

APPENDIX G: TACTICAL ERP TEAMS AND ROLES

The Tradewind Tactical ERP organizational structure consists of the following primary teams and individuals that give oversight in the event of a Tactical ERP activation. These closely coordinated teams are identified on the following Emergency Operations Center (EOC) chart:

[Appendix H: Organizational Charts on page 131](#)

G.1 Tradewind Senior Management Team

The Tradewind Senior Management Team should be kept apprised of the ongoing response regularly and in a timely fashion by the Emergency Director or designee for the duration of the response. If members of Senior Management are also members of the EOC Team, their daily Tradewind responsibilities should be handed off to a qualified alternate/proxy until the active response has ended and they can turn their full attention back to their primary duties

G.2 Emergency Operations Center Team

The EOC Team directly supports the Tradewind Senior Management Team and acts as the main conduit of information, tactics, and adherence to the activities defined in the Tradewind Tactical ERP. They are tasked to maintain contact with local and on-site Tradewind resources and interface with the Tradewind Senior Management Team and external response organizations

1. Location - 3 Juliano Drive, Suite 1 Oxford CT 06478

2. Purpose of the Tradewind EOC:

- To remove accident-related activities from other core aspects of the business, allowing personnel to continue operating the Company, as able
- To centralize and closely control all information and communications regarding the accident/incident
- To effectively respond with resources to meet the investigation, communication, and humanitarian requirements of an effective response

1. Emergency Operations Center Team Members

Role	ERP Requirement	Role and Authority	Core Competencies/Location
Emergency Director (ED) Proxy for the RC	The ERP Response needs defined leadership and a “trajectory director”	Leads the ERP teams toward and through, the high-level Operational Stages and Objectives	This is a Leader, not a “doer” of tasks
		Clear roadblocks, accelerate and decelerate each “swim-lane” as necessary	Not hesitant to delegate tasks or activities to others
		Operate as an accountable executive for the emergency response	Knows the major components of the ERP thoroughly and has the respect of the Key Stakeholders (Roles)
Emergency Response Coordinator (RC) Proxy for the ED	Given the demands for attention placed upon the ED, the ERP needs a “continuity manager”	Immediately assumes the leadership role in the absence or distraction of the ED	This is a Leader, and a master of logistics
		Monitors the completion of individual team checklist items	Tracks very well with the ongoing evolution of the emergency response
		Ensures the EOC is set-up and continually operable and arranges for resources needed	Demonstrates thorough knowledge of the major components of the ERP Knows the roles of the Key Stakeholders in the Emergency Response Plan
Aviation Operations Proxy for the RC Proxies for Aviation Ops Reps are other members of the Aviation Ops Team	Have knowledgeable individuals procuring and securing investigation-related crew documents and records	Coordinate and secure all documents and records related to the Flight Crew and aircraft operating manuals	Knowledge of the location of the required Flight Crew documents
			The location should be the EOC. May be asked to be a part of the On-site Team
Flight Crew		Assist passengers, prepare distress signals, and preserve integrity of accident site. Report to the EOC	Incident/Accident Site
Communications/ Public Relations Proxies are other members of the Communications Team; Assistance from Fireside Partners	Tradewind Aviation, LLC will receive most of the visibility after an accident Effective and coordinated communications will be paramount	Maintains close connection with Tradewind Communications and NTSB Office of Public Affairs	Ability to identify and act upon the present priorities in terms of communication timing and sequencing
		Directs, approves, and delivers all internal, external, and targeted (e.g., shareholder) communications	Ability to identify and act upon the present priorities in terms of communication timing and sequencing
		Utilizes holding statements and other communications tools to execute the parallel responsibilities	Effectively selects the best perceptual wording

Emergency Operations Center Team Members Continued

Role	ERP Requirement	Role and Authority	Core Competencies/Location
Human Resources Proxies are other members of the HR Team; Assistance from Fireside Partners	Assisting anyone affected by the accident or emergency is priority #1 at Tradewind Aviation, LLC	Immediately assess the impact and possible connection to individuals/employees receiving the flight information and details of crew and passengers Immediately assess the impact on people given the flight information and the connection of the crew and passengers to the employees	Knows the procedures and methodology of the Program areas that address taking care of people Understands the uniqueness of aviation accidents and is trained for the role
		Authority to provide authorization to Fireside to initiate actions	Able to continue past the acute response and into employee benefits, Worker Compensation, and other relevant long-term HR areas
		Immediately establish direct communication with Fireside, provide crew and passenger emergency contact information, and work closely in the Notification and Family Assistance areas	Ability to multi-task and contribute to the effectiveness of each role in consideration of an organic and changing environment
Family Assistance Team Proxies are other members of the HR Team; Assistance from Fireside Partners	Assisting anyone affected by the accident or emergency is priority #1 at Tradewind Aviation, LLC	The Family Assistance Team members, typically two per Emergency Contact or family impacted, are the primary in-person and longer-term support for the families of victims	Their role is often performed with the Emergency Contacts/victims' family members either at their homes or near the incident/accident location
Notification Team - Liaison Proxies are other members of the HR Team; Assistance from Fireside Partners	Assisting anyone affected by the accident or emergency is priority #1 at Tradewind Aviation, LLC	Team - Notification of the Emergency Contacts of those involved with an aviation incident/accident. This team should be either trained Tradewind EOC HR Team Members or Fireside HELP Team Members	Notification Team members should have specific notification training in order to perform the task with the utmost sensitivity and caring
		Notification Liaison - the primary Company contact for a Fireside lead notification process.	
		A smooth transferring of responsibility for the Emergency Contacts to the Family Assistance Team when notification is complete	The location should be in a quiet place, close to but outside of the main EOC
Scribe Proxies are other members of the Aviation Department; Assistance from Fireside Partners	Record and maintain data relevant to the event	Record and maintain all data that flows into the EOC	Must be highly organized and have a good working knowledge of technology and various computer applications Aviation knowledge preferred Location should be in the EOC
		Keep the most current data accessible for the EOC Team	

Emergency Operations Center Team Members Continued

Non Checklist Holding EOC Roles			
Role	ERP Requirement	Role and Authority	Core Competencies/Location
Corporate Security Proxies are other qualified members of the Security Department	Key personnel will require security and asset protection. The accident site, family hotel, and especially in international environments, all company assets	Provide security insight and, where needed, resources for all company actions	Ability to connect with and share critical information among Key Stakeholders
		Coordinate directly with local emergency responders, assist and augment where required	Can establish connections with foreign country security assets
		Works with Fireside Partners to provide for the privacy of victim families	Ability to communicate “on the spot” security recommendations and concerns to the EOC
Finance Proxies are other qualified members of the Finance Department		Opens designated funding stream or otherwise approves local expenditures for the on-site team	Has the direct authority to expend funds and commit the company to action
Legal Proxies are other members of the Legal Department	Tradewind Aviation, LLC will require broad oversight across many areas of the EOC and Program areas on an ongoing basis External partners with specialized experience (e.g., aviation counsel) may need to be retained, and close coordination with insurance partners is critical	Approves or offers guidance on all “non-scripted” decisions within the EOC	Ability to multi-task and contribute to the effectiveness of each role in consideration of an organic and changing environment
		Maintains close connection with internal company concerns such as corporate governance, business continuity, and succession planning	
Risk Management Proxies are other members of the Legal, Insurance, or Safety department		Continually communicates with and provides risk avoidance and cost management guidance	Knows the general processes and methodology within this Program in advance, so the execution flow can continue without numerous discussions regarding the efficacy of the actions within
		Coordinates assistance and resources from insurance broker and underwriter	

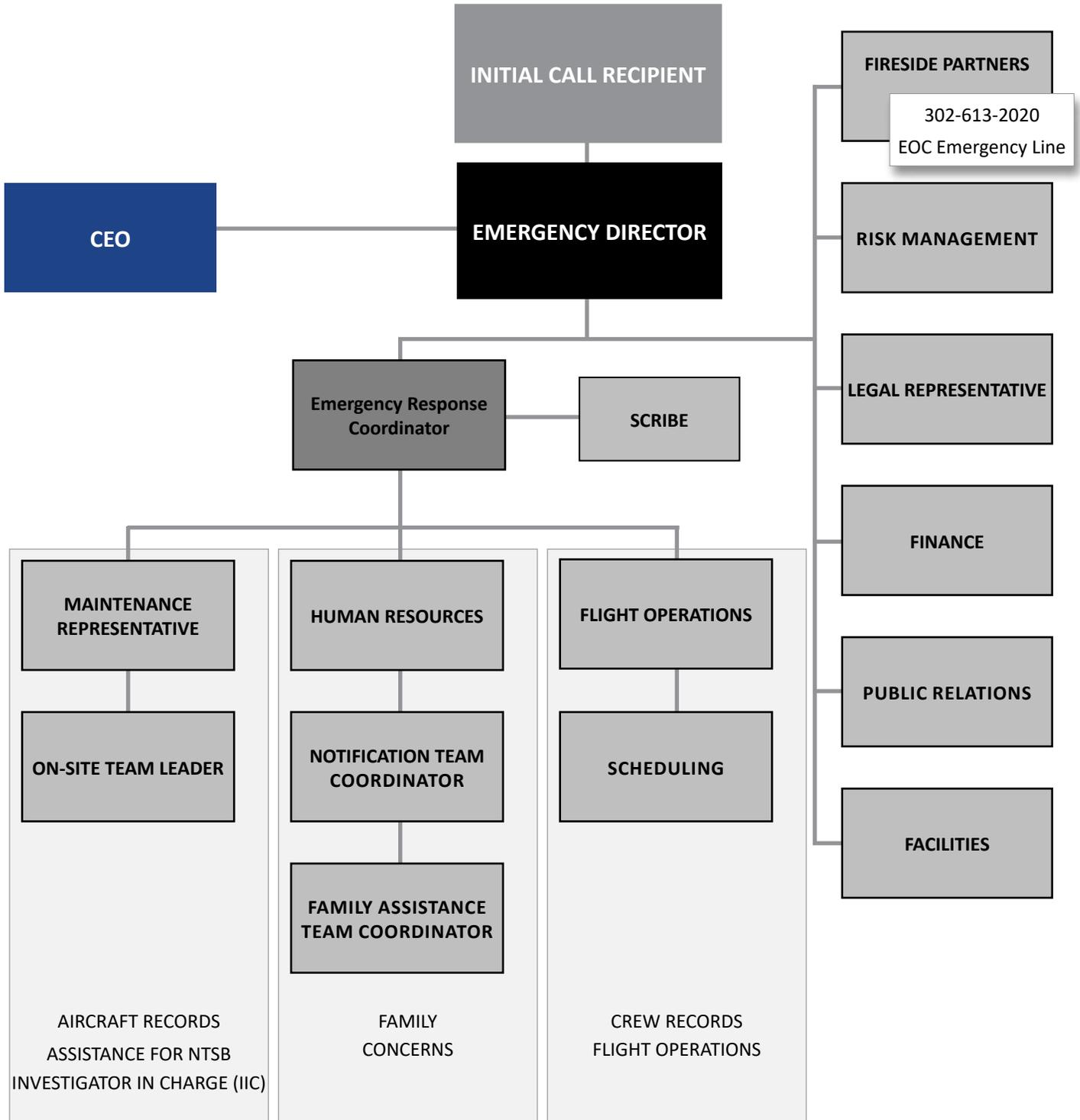
G.3 On-Site Response Team

The On-Site Team is responsible for Company activities on-site. During the activation of the Tactical Emergency Response Plan, the On-Site Team will serve as the central on-site Company resource for coordination and sharing of information among participating organizations. This team will also be responsible for tracking mission activities for each organization on-site and maintaining a current list of personnel locations, and contact information of involved response organizations

Role	ERP Requirement	Mission Objectives	Core Competencies/Location
On-site Team Leader Proxy for the On-site Technical Team Proxies for the OSTL can be determined when the best department/team member to be the OSTL is chosen	Tradewind Aviation, LLC will need a Company representative and "local leader" at or near the accident location	Deploys to the accident location; leads and coordinates all local company activities	Able to operate in a wide variety of roles including spokesperson (if needed), troubleshooter, and leader
		Continually communicates with and flows information back to the EOC	Has the direct authority to expend funds and commit the company to action
		Oversees and assists the technical (aviation) on-site team in any investigative participation	Fully trained and prepared for the role
On-site Technical Team Proxy for the On-site Team Leader	As aircraft owner/manager, Tradewind Aviation, LLC may be asked to participate in the investigation	Represents Tradewind in the aviation investigation and participates effectively in the assessment of factual information	Has working knowledge of the relevant regulations and best practices for NTSB and FAA investigations
		Authorized to speak and present information/documentation on behalf of the Company	Fully trained and prepared for the role
On-site Security Coordinator Proxies are other qualified members of the Security Department	Ensuring security of deployed Tradewind Aviation, LLC personnel and family members on-site	The On-Site Security Coordinator will be responsible for ensuring the security of all deployed Tradewind personnel, offices, and hotel rooms used during the on-site deployment and of family member areas	The On-Site Security Team Leader will be in the same location the rest of the On-Site Team, or a place requested by the NTSB Investigator in Charge
		Coordinating security with outside resources, including local and federal law enforcement	Ability to communicate effectively with Law enforcement entities
On-site Communications Coordinator	Tradewind Aviation, LLC will receive most of the visibility after an accident	Arrange and set up locations for all on-site press briefings	If directed by the Tradewind EOC Media/Communications Team, give Family and Media briefings
		Gather information from the accident as needed and manage all documents related to on-site communications	
	Effective and coordinated communications will be crucial	Coordinate all information to be released with the On-Site Executive Team Leader and the Tradewind EOC Media/Communications Team	The Communications Coordinator should be located with the rest of the On-site Team, or a place requested by the NTSB Investigator in Charge
On-site Family Assistance Team Lead (FAST)	Coordination of the On-site Family Assistance Team to ensure as worry free an experience for the families affected as possible	Coordinate all activity with the NTSB relative to any site visit by family members	Ability to multitask and manage a team of individuals
		Travel to the event site to ensure that the FAC is set-up, operational, and prepared to receive and support family members	The primary location of the On-Site FAST will be the Family Assistance Center (FAC)

APPENDIX H: ORGANIZATIONAL CHARTS

H.1 Emergency Response Call Tree



APPENDIX I: TACTICAL ERP TRAINING AND DOCUMENTATION

I.1 Training Objectives

Exercise your TacERP with a practice drill at least once a year, and conduct a full simulation drill every 36 months. The purpose of response training is to maintain a high awareness of duties and responsibilities for each TacERP role by the primary and alternate role holders. When planning a drill/training, make every effort to coordinate Tradewind's Tactical ERP with the ERPs of other agencies/organizations that may be involved in a TacERP activation and subsequent emergency response. This includes local airports and emergency services. This will also allow us to determine the functionality and validity of each section of the Plan and identify those areas that require revision or improvement.

An effective drill should include scenarios that address potential fail points in the ERP, including missing personnel and communication difficulties

After-Action reports are created, and the Tactical ERP is updated. Periodic checks (at least once annually) of telephone numbers and individuals assigned to specific responsibilities are reviewed and updated as appropriate

I.2 Responsibilities for Documentation

The Tradewind TacERP Accountable Executive is responsible for the distribution, maintenance, and training of the Emergency Response Plan. A training drill of the Emergency Response Plan should be conducted at least annually and will be done so at the request of the Tradewind TacERP Accountable Executive. The overall scope of the training drill should vary from year to year. This will allow different scenarios to be acted out, which will inevitably have different outcomes

The Tradewind TacERP Accountable Executive is also responsible for coordinating all revisions necessary to the Emergency Response Plan with Fireside Partners or on their own

After the completion of a drill or exercise, an After-Action Report (AAR) will be generated listing changes or improvements needed to the emergency response plan if any. If appropriate record the drill and the after action in the Tradewind SMS

APPENDIX J: FAMILY ASSISTANCE CENTER

The FAC, serves as a focal point for coordination and sharing of information and resources among family members and participating organizations

Note - In many cases, due to the small passenger loads of corporate aircraft, operation of a full FAC may not be necessary. In cases where only one or two passengers are involved, space and hotel rooms sufficient to handle the emergency will be utilized. The need to establish a FAC will be coordinated with the Tradewind EOC Team Leader and the NTSB Office of Aviation Disaster Assistance

J.1 Common Facilities used to establish a FAC

1. Hotels
2. Local government buildings
3. Mobile command posts

Note - Schools & hospitals should not be used for the FAC or Morgue Operations

J.2 FAC Organizations

Organizations that may be involved in the investigation and may be located at or near the FAC

1. NTSB
2. Air Carrier
3. American Red Cross
4. Local Government
5. Law Enforcement
6. Department of State (DOS)
7. Department of Justice (DOJ)
8. Federal Emergency Management Agency (FEMA)
9. Department of Defense (DOD)
10. Foreign Consulates

J.3 Rooms

The FAC should be in the same hotel where families are housed and have rooms available for the following:

1. Medical Examiner/Coroner
2. INS – If foreign citizens are involved
3. FBI – If crime identified
4. Briefing/Conference Room
5. Red Cross Rooms
6. Quiet Rooms

J.4 Resources

1. Internet access
2. Phones
3. Amplification equipment
4. Phone bridge with passcode for families who don't want to come in
5. Audio/Visual Equipment
6. Overhead projectors
7. Translators (if needed)

APPENDIX K: INTERNATIONAL PREPARATION AND RESPONSE

The challenges of an emergency response are compounded by the additional confusion infused by an international scenario. These difficulties include such unique elements as:

- Multiple time zones
- Physical inaccessibility
- Language and other communications barriers
- Diplomatic and political challenges
- Customs and cultural differences, etc.

It is for these reasons and others that the Company must take extra steps to prepare and respond because we fly internationally

K.1 Guides and Resources

1. Preparation

Identify our frequent international landing sites. This should include typical destinations as well as customs stops and en-route refueling locations

2. Support resources

Use Tradewind systems to identify and contact Company employees who would be resources at the time of an event

3. Company facilities and key personnel

Company directories are available online (People Finder). Focus on the most politically influential leaders and functional managers who can assist in the critical areas of the response effort (i.e., Human Resources, External and Government Relations, Legal, etc.)

4. Company affiliates and influential friends of the Company

(Suppliers, vendors, customers, partners, diplomats, politicians, law firms, public relations, etc.)

The Company should engage its external resources at the time of an event, if needed

5. International offices of security firms and handling agents

Tradewind Corporate Security has a working knowledge of the global operational environment. We will rely on their expertise, experience, and influence to address security issues or to engage external resources, if necessary

6. International medical, legal, security, crisis interventionists, and other firms

Use Company resources to identify and engage their external resources at the time of an event, if needed

7. International accident investigation consultants

These are specialists who can help in the immediate and long term. There are U.S.-based organizations and internationally or locally-based firms to consider. Identifying a domestic firm that typically partners with on-site firms may be prudent. This can be particularly important when the local authorities are reluctant to cooperate with non-local experts

8. US Embassy/Department of State/attaches/liaisons

There is an online directory available from the Department of State (www.usembassy.gov) that includes up-to-date listings of names and direct access phone numbers for key desks within each embassy

9. International Red Cross/Red Crescent

These organizations have a substantial international infrastructure that crosses nearly all political and social boundaries. Their international directory (with contact information) is available online (www.ifrc.org > [Where we work > then select the appropriate region and country](#)). For faster service, consider calling the International Federation of Red Cross and Red Crescent Headquarters in Geneva, Switzerland ([+41 22 730 42 22](tel:+41227304222))

10. US military bases (air bases and others)

Although the U.S. military is not a traditional resource for support, they can be called upon for emergency help. Their assistance may require third-party intervention (i.e., at the specific request of a member of Congress or the Senate, etc.)

Tradewind operates in international locations several times each year. Some of these locations may have certain legal or cultural expectations that could be aircraft event related. For instance:

- Some countries may hold flight crew members criminally liable for deaths and injuries in an aircraft event. The Tradewind Legal Department will manage this situation if the need arises
- The quality of medical treatment for the injured and ill varies worldwide. Getting hospitalized patients repositioned without extraordinary efforts (medically, legally, diplomatically, or financially) may not be easy. Corporate Security and Human Resources will manage this, with help from Legal and Corporate Communications, as needed
- Many cultures have diverse customs and laws that impact care and transportation of the dead. Some may require autopsies; others may forbid them. Some may require immediate burial; others may require immediate cremation is accomplished

APPENDIX L: DEFINITIONS, TERMS, AND ABBREVIATIONS

L.1 Common Terms

Definitions noted by (Tradewind) are Tradewind Aviation, LLC tasks

AIRCRAFT: Fixed wing or rotary wing equipment owned or operated by Tradewind Aviation for the purpose of conducting Company business

AIRCRAFT ACCIDENT: An occurrence associated with the operation of an aircraft that takes place between the time any person boards the aircraft with the intention of flight and all such persons have disembarked and in which any person suffers death or serious injury, or in which the aircraft receives substantial damage. ([NTSB Part 830.2](#))

AIRCRAFT HIJACKING: An aircraft hijacking or air piracy means any seizure of or exercise of control over an aircraft, by force or violence, or threat of force or violence, or by any other form of intimidation, and with wrongful intent. [Source: Code of Federal Regulations, Title 14, Part 243 -Passenger Manifest Information ([CFR14 Part 243](#)).

AIRCRAFT INCIDENT: An occurrence other than an accident, associated with the operation of an aircraft, which affects or could affect the safety of operations. ([NTSB Part 830.2](#))

AIRCRAFT RESCUE AND FIRE FIGHTING (ARFF): ARFF is the response agency whose primary responsibilities are to save lives, suppress fire, and evacuate/rescue survivors. Subsequently, ARFF is responsible for preserve property and facilities that may be affected by an accident

AVIATION CRISIS: An aviation crisis is an unplanned incident that: Interrupts normal aviation operations, requires an immediate, coordinated response by aviation senior management has the potential to quickly focus extensive news media and public attention on the Company

AVIATION DISASTER: An aviation disaster is defined as any of the following:

- An aircraft accident, as defined above
- A missing aircraft
- An act of air hijacking or piracy, as defined above

CENTERS FOR DISEASE CONTROL: Located in Atlanta, Georgia, USA is an agency of The Department of Health and Human Services (DHHS). The CDC serves as the national focus for developing and applying disease prevention and control, environmental health, health promotion, and educational activities designed to improve the health of the people of the United States

CHARTER/TRAVEL COORDINATOR: A person not on the flight, or an entity that should be contacted in case of an aviation incident/accident. The contact need not have any specific relationship to a passenger

CIVIL AIRCRAFT: Any aircraft other than a public aircraft

CREWMEMBER: person assigned to perform duty in an aircraft during flight time. Includes pilots and cabin servers listed on dispatch release as well as any person occupying the flight deck jump seat. ([Reference FAR 14 Part 1 1.1](#))

EMERGENCY OPERATIONS CENTER (EOC) (TRADEWIND): The EOC serves as the Tradewind strategic decision-making center in the event of an aircraft or facility emergency incident/accident. The EOC is staffed by the Executive and EOC Teams and is located on the second floor in the training room

CRITICAL INCIDENT RESPONSE GROUP: The Critical Incident Response Group is the FBI's Domestic Emergency Support Team (DEST), which deploys the necessary resources to assist the on-scene FBI commander, in coordination with the TSA, in managing a hijack incident. This group integrates crisis managers, hostage negotiators, behaviorists, surveillance assets, agents, and the Hostage Rescue Team

DATA CLOAKING (TRADEWIND): The ability to restrict from view and preserve the integrity of data elements/records until access and release has been approved by the individual(s) designated as having authority to make those decisions

DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS): The DHHS is the United States government's principal agency for protecting the health of all Americans and providing essential human services

DEPARTMENT OF HOMELAND SECURITY (DHS): The DHS has the responsibility to prevent terrorist attacks within the United States, reduce America's vulnerability to terrorism, and minimize the damage from potential attacks and natural disasters

DEPARTMENT OF JUSTICE (DOJ): The DOJ enforces the law and defends the interest of the United States, provides Federal leadership in preventing and controlling crime, administers and enforces immigration laws, and ensures fair and impartial administration of justice for Americans

DEPARTMENT OF STATE (DOS): The DOS is the lead United States foreign affairs agency that promotes and protects the interests of US citizens. DOS has the primary role in, but not limited to, the following:

- Leading inter-agency coordination in developing and implementing U.S. foreign policy
- Protecting and assisting U.S. citizens living or traveling abroad
- Assisting U.S. businesses in the international marketplace
- Coordinating and supporting international activities of other U.S. agencies and officials
- Keeping the public informed about U.S. foreign policy and relations with other countries and providing feedback from the public to administration officials
- Leading and coordinating U.S. representation abroad, conveying U.S. foreign policy to foreign governments and international organizations through U.S. embassies and consulates in foreign countries, and diplomatic missions to international organizations

DEPARTMENT OF TRANSPORTATION (DOT): The DOT oversees the formulation of national transportation policy, promoting inter-modal transportation. Other DOT responsibilities include, but are not limited to, the following:

- Assure fitness of U.S. air carriers
- Enforce airline consumer protection regulations
- Issue regulations to prevent alcohol and illegal drugs misuse in transportation systems
- Prepare transportation legislation

DISASTER MORTUARY OPERATION L RESPONSE TEAM (DMORT): As part of Department of Health and Human Services, DMORT, is a team that assists local medical examiners in victim identification and mortuary services

DIVERSION: Any flight that is required to land at a location other than its original destination for reasons beyond the control of the pilot/company (i.e. mechanical malfunction, significant weather, medical issues, etc.)

EMERGENCY: An unforeseen combination of circumstances that calls for immediate action or assistance, an unsafe (or potentially unsafe) situation, or a situation that is perceived unsafe by Crewmembers or passengers

EMERGENCY CONTACT PERSON: A person not on the flight, or an entity that should be contacted in case of an aviation incident/accident. The contact need not have any specific relationship to a passenger

EMPLOYEE ASSISTANCE PLAN (EAP) (TRADEWIND): Provides stress management services designed to mitigate the emotional impact of a traumatic event for Tradewind Aviation, LLC employees

EVENTS: Any occurrence during aircraft operations that is unplanned or deviates from Standard Operating Procedures (SOP) and has the potential for causing a safety problem to that crew or other crews in the future

EXECUTIVE ASSISTANT (EA): Executive Assistant to Tradewind President and will be part of the EOC and Executive Teams

EXECUTIVE TEAM(TRADEWIND): The senior managers, lead by the Company CEO or President, are responsible for coordination of all emergency response activities

FAMILY ASSISTANCE CENTER (FAC) (TRADEWIND): The Tradewind Family Assistance Center is where a group of volunteers, specifically trained to provide assistance to survivors and families of passengers involved in aircraft accidents, are located. This may be part of a Joint Family Support Operations Center (JFSOC)

FAMILY ASSISTANCE SUPPORT TEAM (FAST) (TRADEWIND) A group of Tradewind Aviation, LLC employee volunteers who are specifically trained to provide face-to-face assistance to survivors and families of passengers involved in aircraft accidents. The Family Assistance Support Team operates the Family Assistance Center

FATAL INJURY: Any injury which results in death within 30 days of the accident ([NTSB Part 830.2](#))

FEDERAL AVIATION ADMINISTRATION (FAA): The FAA is the element of the U.S. government with primary responsibility for civil aviation safety. The FAA's major functions include the following:

- Regulating civil aviation to promote safety and fulfill the requirements of national defense
- Encouraging and developing civil aeronautics, including new aviation technology
- Developing and operating a common air traffic control and navigation system for civil and military aircraft. Researching new technologies concerning National Airspace System and civil aeronautics
- Developing and implementing programs to control aircraft noise and other environmental effects of civil aviation
- Regulating U.S. commercial space transportation

FEDERAL AVIATION REGULATIONS (FARS): FARs are the laws and regulations written by the FAA that airlines and aircraft operators must ensure they comply with in order to operate

FEDERAL BUREAU OF INVESTIGATION (FBI): A federal agency under the DOJ charged with investigating all violations of federal laws, except those assigned by legislative enactment or otherwise to some other federal agency. The FBI's jurisdiction includes a wide range of responsibilities in the criminal, civil, and security fields, including responding to crimes aboard aircraft or the destruction of aircraft and motor vehicles

FIXED SITE INCIDENTS: Large incidents at Company facilities involving: multiple injuries; fires/explosions; destructive storms; significant environmental releases, or more minor releases in especially sensitive areas

FIRESIDE PARTNERS INC (FIRESIDE): A privately owned vendor organization that assists in emergency response planning and on-site support services in the event of an emergency. Tradewind retains the services of Fireside where referenced

GROUND ACCIDENT: An occurrence involving an aircraft, where no intent for flight exists, which results in substantial damage, and death or serious injury to personnel. Also included is substantial damage to an aircraft caused by an environmental phenomenon

GROUND INCIDENT: : An occurrence that results in limited or no damage to an aircraft and/or injury that does not result in lost work days. This also involves Company ground support equipment that has sustained damage

HAZARD: Any condition or situation, generally, but not always external to the aircraft or during non-aircraft operations, which has the potential for causing harm to individuals or individuals in the future

INCIDENT: An occurrence other than an accident associated with the operation of an aircraft

INCIDENT BRIEFING ROOM (IBR) (TRADEWIND): The facility that will be used as the primary site for briefing the media, but it may also be used to conduct other groups as necessary

INJURY: Any traumatic injury or occupational illness that results in one or more days away from work. In addition, it includes transient unconsciousness or physical incapacity, etc., whether or not lost days occur

INTENT FOR FLIGHT: Intent for flight is a prerequisite for classification of an aircraft accident. The intent for flight exists when an engine is started for the purpose of commencing authorized flight and continues until the aircraft with all engines, propellers, or rotors have stopped and brakes set or wheel chocks in place. An aircraft engine is considered started the instant an attempt is made to set it in motion

JOINT FAMILY SUPPORT OPERATIONS CENTER (JFSOC): Led by the NTSB, the JFSOC is a central location where participating organizations can be brought together to monitor, plan, coordinate, and execute a response operation, maximizing the use of all available resources. The JFSOC is designed to communicate and share information to respond successfully in an emergency. Generally established close to the site, it's location will depend on the severity of the accident and availability of space

NTSB: National Transportation Safety Board. Charged by Congress to investigate every civil (U.S.) aviation accident to determine its probable cause and issue prevention recommendations

OFF-SITE INCIDENT: Transportation and distribution incidents with impacts similar to those described for fixed site incidents, except that the location may result in a higher level of media coverage and public involvement than would normally be expected

ON-SITE EMERGENCY OPERATIONS CENTER (OSEOC) (TRADEWIND): Established as near as practically feasible to the accident site, the OSEOC is the facility that provides tactical direction and control to the Tradewind immediate response efforts and coordinates the response for the emergency responders

ON-SITE RESPONDER (TRADEWIND): A Tradewind employee that is located at the site of the incident/accident and is among the first Tradewind employees to respond

ON-SITE TEAM (TRADEWIND): Representatives from Tradewind Aviation, LLC who will attend on-site and may include; Investigation, FAST, , Communications, Security, IT, etc. The On-Site Team is lead by the Executive On-Site Team Leader

OPERATOR: Any person who causes or authorizes the operation of an aircraft, such as the owner, lessee, or bailee of an aircraft

OVERDUE AIRCRAFT: An aircraft that is 30 minutes or more beyond an expected report time and is not known to be out of communication or is not known to be in a situation where a report would be unlikely, or an aircraft that is 60 minutes beyond an expected report time in any circumstance

PASSENGER: Every person aboard a covered flight segment, regardless of whether he or she paid for the transportation, had a reservation, or occupied a seat, except the crew. The definition of passenger includes, but is not limited to, the following:

- A revenue and non-revenue passenger
- A person holding a confirmed reservation
- A person rerouted from another aircraft
- An infant held upon a person's lap
- A person occupying a jump seat
- Air Carrier personnel who are on board but not working on that particular flight segment

PASSENGER MANIFEST (TRADEWIND): The computerized record of a passenger reservation containing the following:

- Passenger name
- Itinerary
- Phone contact(s)

POST EVENT EMOTIONAL RESPONSE SUPPORT (PEERS): PEERS is available to all Company personnel who know/knew the crew and passengers, and may require support due to the personal impact from the accident

PILOT IN COMMAND: The person who has final authority and responsibility for the operation and safety of the flight and has been designated as pilot in command before or during the flight. (Reference FAR 1.1)

PUBLIC AIRCRAFT: An aircraft used exclusively in the service of any government or of any political subdivision thereof, including the government of any state, territory, or possession of the United States or the District of Columbia, but not including any government-owned aircraft, engaged in carrying persons or property for commercial purposes

RUNWAY EXCURSION: When an aircraft leaves any part of the taxiway or runway designated for aircraft movement without permission. The deviation from a definite or proper course

RUNWAY INCURSION: When an aircraft moves onto any runway or taxiway surface without permission

SERIOUS INJURY: Any injury which: (1) Requires hospitalization for more than 48 hours, commencing within seven days from the date of the injury was received; (2) results in a fracture of any bone (except simple fractures of fingers, toes, or nose); (3) causes severe hemorrhages, nerve, muscle, or tendon damage; (4) involves any internal organ; or (5) involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface. ([NTSB Part 830.2](#))

STATE: A nation or territory considered as an organized political community under one government.
“Germany, Italy, and other European states”

SUBSTANTIAL DAMAGE: Damage or failure, which adversely affects the structural strength, performance, or flight characteristics of the aircraft, and which would normally require major repair or replacement of the affected component. Engine failure or damage limited to an engine if only one fails or is damaged, bent fairings or cowling, dented skin, small punctured holes in the skin or fabric, ground damage to rotor or propeller blades, and damage to landing gear, wheels, tires, flaps, engine accessories, brakes, or wing tips are not considered “substantial damage” for the purpose of this part. ([NTSB Part 830.2](#))

TRIAGE: A system of assigning priorities of medical treatment to casualties on the basis of urgency, chance for survival, etc.

L.2 International (IATA) Definitions

ACCREDITED REPRESENTATIVE: A person designated by a State, on the basis of his or her qualifications, for the purpose of participating in an investigation conducted by another State

ADVISER: A person appointed by a State, on the basis of his or her qualifications, for the purpose of assisting its accredited representative in an investigation

AIRCRAFT: Any machine that can derive support in the atmosphere from the reactions of the air other than the reactions of the air against the earth’s surface

CAUSES: Actions, omissions, events, conditions, or a combination thereof, which led to the accident or incident

FLIGHT RECORDER: Any type of recorder installed in the aircraft for the purpose of complementing accident/incident investigation

INCIDENT: An occurrence, other than an accident, associated with the operation of an aircraft that affects or could affect the safety of operation *Note - The types of incidents which are of main interest to the International Civil Aviation Organization for accident prevention studies are listed in the Accident/Incident Reporting Manual (Doc 9156)*

INVESTIGATION: A process conducted for the purpose of accident prevention which includes the gathering and analysis of information, the drawing of conclusions, including the determination of causes, and, when appropriate, the making of safety recommendations

INVESTIGATOR-IN-CHARGE: A person charged, on the basis of his or her qualifications, with the responsibility for the organization, conduct, and control of an investigation

Note. - Nothing in the above definition is intended to preclude the functions of an investigator-in-charge being assigned to a commission or other body

MAXIMUM MASS: Maximum certificated take-off mass

OPERATOR: A person, organization, or enterprise engaged in or offering to engage in an aircraft operation

PRELIMINARY REPORT: The communication used for the prompt dissemination of data obtained during the early stages of the investigation

SAFETY RECOMMENDATION: A proposal of the accident investigation authority of the State conducting the investigation, based on information derived from the investigation, made with the intention of preventing accidents or incidents

SERIOUS INCIDENT: An incident involving circumstances indicating that an accident nearly occurred

Note 1. - The difference between an accident and a serious incident lies only in the result.

Note 2. - Examples of serious incidents can be found in Attachment C of Annex 13 and in the Accident/Incident Reporting Manual (Doc 9156)

SERIOUS INJURY: An injury which is sustained by a person in an accident and which any of the below conditions apply:

- Requires hospitalization for more than 48 hours, commencing within seven days from the date the injury was incurred
- Results in a fracture of any bone (except simple fractures of fingers, toes, or nose)
- Involves lacerations that cause severe hemorrhage, nerve, muscle, or tendon damage
- Involves injury to any internal organ
- Involves second or third-degree burns, or any burns affecting more than 5 percent of the body surface
- Involves verified exposure to infectious substances or injurious radiation

STATE OF DESIGN: The State having jurisdiction over the organization responsible for the type design

STATE OF MANUFACTURE: The State having jurisdiction over the organization responsible for the final assembly of the aircraft

STATE OF OCCURRENCE: The State in the territory of which an accident or incident occurs

STATE OF THE OPERATOR: The State in which the operator's principal place of business is located or, if there is no such place of business, the operator's permanent residence

STATE OF REGISTRY: The State on whose register the aircraft is entered

Note - In the case of the registration of aircraft of an international operating agency on other than a national basis, the States constituting the agency are jointly and severally bound to assume the obligations which, under the Chicago Convention, attach to a State of Registry. See, in this regard, the Council Resolution of 14 December 1967 on Nationality and Registration of Aircraft Operated by International Operating Agencies which can be found in Policy and Guidance Material on the Economic Regulation of International Air Transport (Doc 9587)

L.3 ICAO DEFINITIONS

Accident, Incident- Definitions for Accident, Incident, and Serious Incident, are defined by ICAO in the Convention on International Civil Aviation Annex 13

1. **ACCIDENT** - An occurrence associated with the operation of an aircraft that takes place between the time any person boards the aircraft with the intention of flight until all such persons have disembarked, in which:
 - a) A person is fatally or seriously injured as a result of:
 - Being in the aircraft, or
 - Direct contact with any part of the aircraft, including parts which have become detached from the aircraft, or
 - Direct exposure to jet blast,

Except when the injuries are from natural causes, self-inflicted or inflicted by other persons, or when the injuries are to stowaways hiding outside the areas normally available to the passengers and crew; or

- b) the aircraft sustains damage or structural failure, which:
 - Adversely affects the structural strength, performance, or flight characteristics of the aircraft, and
 - Would normally require major repair or replacement of the affected component,

Except for engine failure or damage, when the damage is limited to the engine, its cowlings or accessories; or for damage limited to propellers, wing tips, antennas, tires, brakes, fairings, small dents or puncture holes in the aircraft skin; or

- c) the aircraft is missing or is completely inaccessible.

Note 1.— For statistical uniformity only, an injury resulting in death within thirty days of the date of the accident is classified as a fatal injury by ICAO.

Note 2.— An aircraft is considered to be missing when the official search has been terminated and the wreckage has not been located.

2. **INCIDENT** - An occurrence, other than an accident, associated with the operation of an aircraft which affects or could affect the safety of operation.
3. **SERIOUS INCIDENT** - An incident involving circumstances indicating that an accident nearly occurred.

L.4 Commonly Used Emergency Response Abbreviations/Acronyms

ARC	American Red Cross	ICAO	International Civil Aviation Organization
AAR	After-Action Report	ICP	Incident Command Post
ACM	Additional Crew Member	ICS	Incident Command System
AED	Automated External Defibrillator	IFR	Instrument Flight Rules
ARFF	Aircraft Rescue and Fire Fighting	IIC	Investigator in Charge
ARINC	Aeronautical Radio INC	IMAT	Incident Management Assistance Team
ATC	Air Traffic Control	IMT	Incident Management Team
ATCSCC	Air Traffic Control System Command Center	IT	Information Technology
BCP	Business Continuity Plan	JFO	Joint Field Office
CDC	Centers for Disease Control (an agency of the DHHS)	JFSOC	Joint Family Support Operations Center
CFR	Code of Federal Regulations	JIC	Joint Information Center
CHDO	Certificate Holding District Office (FAA)	JIS	Joint Information System
CVR	Cockpit Voice Recorder	LOFR /LNO	Liaison Officer
DEST	Domestic Emergency Support Team (part of the FBI)	MX	Maintenance
DHHS	Department of Health and Human Services	NGO	Non-Government Organization
DHS	Department of Homeland Security	NIMS	National Incident Management System
DMORT	Disaster Mortuary Operational Response Team	NPG	National Preparedness Goal
DOC	Department of Operations Center	NPS	National Preparedness System
DOD	Department of Defense	NRCC	National Response Coordination Center
DOJ	Department of Justice	NTSB	National Transportation Safety Board
DOS	Department of State	OPS	Operations
DOT	Department of Transportation	OSEOC	On-Site Emergency Operations Center
EA	Executive Assistant	PAX	Passengers
EAP	Employee Assistance Program	PEERS	Post Event Emotional Response Support
ELT	Emergency Locator Transmitter	PIC	Pilot in Command
EOC	Emergency Operations Center	PIO	Public Information Officer
ERP	Emergency Response Plan	POH	Pilot's Operating Handbook
ESF	Emergency Support Function	PTSD	Post Traumatic Stress Syndrome
FAA	Federal Aviation Administration	RCC	Rescue Coordination Centers
FAC	Family Assistance Center	RSF	Recovery Support Function
FAR	Federal Aviation Regulation	SIC	Second in Command
FAST	Family Assistance Support Team	SITREP	Situation Report
FBI	Federal Bureau of Investigation	SMS	Safety Management System
FBO	Fixed Base Operator - private jet departure facility	SOFR	Safety Officer
FDR	Flight Data Recorder	SPCC	spill prevention, control, and countermeasure
FEMA	Federal Emergency Management Agency	TAC	Tactical
FO	Flight Operations	TacERP	Tactical Emergency Response Plan
FOC	Flight Operations Center	TDA	Transportation Disaster Assistance
FOM	Flight Operations Manual	TEC	Technician
FSDO	Flight Standards District Office	TF	Task Force
Fireside	Fireside Partners, Inc.	TMU	Traffic Management Unit
HELP	Humanitarian Emergency Liaison Personnel	TSA	Transportation Security Administration
IAP	Incident Action Plan	TSOC	Transportation Security Operation Center
IATA	International Air Transport Association	VFR	Visual Flight Rules
IBR	Incident Briefing Room	WARNO	Warning Order

APPENDIX M: LEGAL CONSIDERATIONS AND RESOURCES

M.1 Accident within the United States

Regulations and statutes play a role in every accident notification and investigation phase. An accident scene is first a rescue and recovery scene. Although it is the carrier's responsibility to control the site, the appropriate fire and rescue departments, coroner/medical examiner, and local law enforcement will likely be the first responders to an accident. The NTSB assumes control upon arrival at the scene

1. NTSB Role and Regulations

The NTSB investigates air carrier accidents¹ [49 C.F.R. § 831.5](#).

Although the NTSB has investigative authority over all other federal agencies, in 2000, the U.S. Code was amended to allow the transfer of investigative control to the FBI should the Attorney General and Director of the NTSB conclude the accident may have been caused by a criminal act

In this case, the NTSB will likely assume a role in support of the Department of Justice/FBI² Additionally, the NTSB will use the resources of other government agencies based on [49 U.S.C. § 1113 \(b\)\(1\)\(c\)](#)³

The following are the most applicable NTSB regulations governing the accident notification and investigation Accident Notification:

[NTSB Regulation 49 C.F.R. § 830 defines aircraft accident and initial notification requirements](#)

- 830.1 Applicability
- 830.2 Definitions
- 830.5 Immediate Notification
- 830.6 Information to be given in notification
- 830.10 Preservation of aircraft wreckage, mail, cargo, and records
- 830.15 Reports and statements to be filed

[NTSB Regulation 49 C.F.R. § 831](#) covers the accident investigation process and procedures:

- 831.1 Applicability of part
- 831.2 Responsibility of Board
- 831.3 Authority of Directors
- 831.4 Nature of investigation
- 831.5 Priority of Board investigations
- 831.6 Request to withhold information
- 831.7 Right to representation
- 831.8 Investigator-in-charge
- 831.9 Authority of Board representatives
- 831.10 Autopsies
- 831.11 Parties to the investigation
- 831.12 Access to and release of wreckage, records, mail, and cargo
- 831.13 Flow and dissemination of accident or incident information
- 831.14 Proposed findings

1. 49 U.S.C. 1132(a)(1)(A) This enabling statute for the NTSB states: "The National Transportation Safety Board shall investigate each accident involving civil aircraft."

2. 49 U.S.C. 1131(a)2B "If the Attorney General, in consultation with the President of the Board, determines and notifies the Board that circumstances reasonably indicate that the accident may have been caused by an intentional criminal act, the Board shall relinquish investigative priority to the Federal Bureau of Investigation. The relinquishment of investigative priority by the Board shall not otherwise affect the authority of the Board to continue its investigation under this section."

3. For example, the NTSB has a Memorandum of Understanding with the Department of State to use that agency's resources in furtherance of the Aviation Disaster Family Assistance Act of 1996

M.2 Accident Outside The United States

International Civil Aviation Organization (ICAO) Annex 13 sets the ground rules for investigations of aviation accidents involving more than one country. The NTSB will likely be a party to the investigation

ICAO Annex 13 Filed Differences

The United States investigation protocol follows ICAO standards with the following filed differences to ICAO Annex 13 - Aircraft Accident and Incident Investigation

1. Section 5.12

- The United States laws provide some protection against dissemination of some medical or private information
- US laws also prohibits disclosure of the cockpit voice recorder information not pertinent to the investigation

2. Section 5.25(h)

- Deliberations related to analysis, probable causes, and safety recommendations are limited to investigative authority and staff. Other participation is through written submissions

3. Section 5.26(b)

- The standard used in the US for public access to information does not consider the consent of the State conducting the investigation

4. Section 6.2

- The US laws on public right to access of government held information may not protect the dissemination of a draft report

5. Treaties applicable to accidents and investigations:

Which treaty applies depends on accident location and origin country of parties involved

Warsaw Convention of 1929

- The Warsaw Convention established liability limits for loss in an aviation accident. A fixed and undisputed payout was established unless willful misconduct on the part of the carrier could be proven

The Hague Protocol

- This protocol increased the amount of compensation for each loss or injury under the Warsaw Convention

The Montreal Convention

- This convention was held for the purpose of modernizing the Warsaw Convention and incorporating other related documents. The convention supersedes the previous international air carriage agreements - the Warsaw Convention and The Hague Protocol. It became effective after 30 nations adopted it in 2003
- This convention eliminates passenger liability limits of the Warsaw Convention/Hague Protocol, leaving a court to decide if there is liability
- Article 33 of this convention allows jurisdiction over suits to be brought in the domicile of a codeshare partner. This is generally considered a way of accessing US courts for higher damage awards

6. Local Laws

The local laws of the territory of the crash will also play an important role. Some countries consider an accident investigation a criminal matter. Should an accident occur outside the United States, consider seeking advice of the general counsel, or outside counsel

7. Evidence handling and protection

NTSB approval is required before moving any item from an accident scene. Some accidents may be investigated as a criminal matter by the FBI. These investigations have established evidence-handling protocols. Any accident investigation can lead to litigation, so it is important that the On-Site Team to consult with ERP Resources, including but not limited to: Legal, Risk Management, and Fireside Partners Inc., before the removal of any items that are or may become involved in criminal or civil litigation

M.3 Sample Employee Advice of Rights Form

Advice to employees on government interviews

TO: Distribution [DATE]

Subject: Government Investigation

As you may be aware, the federal government is presently conducting an investigation that apparently focuses on **[INSERT APPROPRIATE DESCRIPTION]**.

During this investigation, you may be contacted personally at home or the office by a Government investigator wishing to speak to you regarding the investigation. If you are approached by a Government investigator who requests a telephone or personal interview, you should know of the following:

- 1. The investigator may request to speak to you**
- 2. You have a right to speak to the Government investigator as well as a right not to speak to the Government investigator**
- 3. The Government investigator does not have a right to insist upon an interview and he does not possess subpoena or other powers of process requiring attendance at an interview. Submission to an interview is an entirely voluntary matter**

[OPTIONAL AND IF APPLICABLE] The Government investigator may indicate that you can be subpoenaed to a grand jury to testify if you do not agree to an interview. While the investigator does not have subpoena power, the United States Attorney (United States Department of Justice) has the power to issue a subpoena requiring attendance at a grand jury. However, by agreeing to an interview, you do not foreclose the issuance of a grand jury subpoena, and you still may be subpoenaed to testify before the grand jury about the matters discussed in the interview.

If you wish to submit to an interview, you can decide that you will go forward only in the presence of an attorney and can schedule the interview at a time and place convenient to you. Under any and all circumstances, you should tell the truth, and a failure to do so could result in a violation of law.

If you decide not to submit to an interview, you should politely decline to be interviewed.

Additionally, if a Government investigator contacts you, the Company would appreciate it if you would notify the Company before you decide whether to submit to an interview. The Company has retained attorneys to counsel the Company concerning the investigation. These attorneys can meet with you to discuss the investigation and, if you desire, can accompany you during an interview should you decide to consent to an interview request. Remember, the decisions on whether to have an interview, when to have an interview and who should be present are your personal decisions, and not the decisions of the Government or the Company.

Counsel for the Company whom you may notify in the event you are contacted are as follows:

[DESIGNATED PERSONS INCLUDING THEIR OFFICE AND, IF APPROPRIATE, HOME PHONE NUMBERS]

Finally, if you have already been contacted, the Company would appreciate it if you would notify me at the above listed office number.

If you have any questions, please let me know.

[SIGNATURE]

APPENDIX N: EMPLOYEE RESPONSIBILITIES AND COMMUNICATIONS POLICY

N.1 Operation Phone Home

Employees

All Tradewind Aviation, LLC flight crews and other employees traveling on Company business, upon hearing of an aircraft or facility emergency, incident, or accident involving a Tradewind Aviation, LLC or Tradewind operated aircraft should, as soon as practical, assume responsibility for contacting relatives and friends to assure them of their safety regardless of their location. This will help to eliminate the many extra calls to the Tradewind Emergency Operations Center (EOC) and switchboard and enable the EOC team to focus on the affected Crewmembers, passengers, and their families

Off-Duty Personnel

In the event of an aircraft emergency, incident, or accident, many off-duty Tradewind personnel may wish to help with the response. Because of the sensitive nature of some of the roles as an ERP team member, employees wanting to help should contact their manager or supervisor first, who then will contact the Emergency Operations Center

The EOC Team Leader will then notify the manager or supervisor if additional help is needed and contact the individual willing to assist. The typical role that off-duty personnel may be asked to assume will vary widely, from making copies, assisting in food service, helping IT in setting up computers, and other clerical duties

Please remember that the first hours and initial set-up period may appear chaotic. All off-duty volunteers take directions from the EOC Team Leader or the person the team leader assigns them. No employee is to self-activate in an ERP role

N.2 Tradewind Corporate Media Policy

Should you receive a call or are approached by a member of the media or public, follow the

1. Media Statement -

Do not allow yourself to get trapped into making comments that you should not make. If approached by a member of the media, simply state:

"I am not an authorized spokesperson for my Company. Please contact our Corporate Office for more information."

It is best practice to give out the Fireside media hot-line number if available and not give the names of those in the Marketing/PR department

2. Interacting with the public

You may occasionally get questions or comments from concerned citizens, friends, family, or colleagues from other air carriers. It is best not to answer their questions directly but respond with one of the following:

"It would be inappropriate for me to comment on that right now. There is a lot that we do not know."

Then politely excuse yourself

N.3 Internal Employee Communications Policy - Internal Notifications and Updates

1. Employees will be informed in a timely matter of:

- Initial Awareness of the Event
- Details and developments that affect Tradewind Aviation, LLC Operations

2. Method of Communication

All Communications will come from the Marketing/PR department in the form of emails

3. Your responsibilities regarding communications

Remember, in an ERP Triggering event, our passengers will garner a high level of public interest. We must protect their privacy

- A. All communications from Tradewind Aviation, LLC are private Tradewind Aviation, LLC documents and are not to be shared with anyone outside of the Company
- B. Refrain from talking about the event in public spaces on and off the Tradewind Aviation, LLC Campus
- C. Any employee posted or sent communications (email, text messages, photos) may be part of the accident record, and we ask that you refrain from sharing the information without the express permission of the PR Department

APPENDIX O: COORDINATION WITH MANAGED CLIENTS

O.1 Managed Client

Due to the high-profile nature of our Managed Client's owners and passengers, additional care and due diligence is required when handling the communications surrounding an emergency with a managed client's tail number(s)

A managed client aircraft conducts domestic and international operations under FAR Part 91 on behalf of its owners and their related businesses

1. NOTIFICATION PROTOCOL

- A. Upon notification of an accident or emergency involving a Tradewind Managed Client aircraft, in addition to the normal Tradewind EOC alerting, the Emergency Director or their designee shall first contact the affected Managed Client's account contact in coordination with the PR/Communications team and the Notification Team Liaison

2. INFORMATION/MEDIA COORDINATION

- A. In acknowledgment of the sensitive nature of the overall operations of our Managed Clients and any public statements regarding same, Tradewind will confer with the account contact for the affected Managed Client for any public press releases. The Tradewind Media/Communications Team shall provide all possible assistance and information to the Tradewind Managed Client Liaison

3. ON-SITE TEAM SUPPORT

- A. In addition to the Tradewind On-Site Team personnel, Tradewind may accept the Managed Client's designated personnel to be members of a combined On-Site Team

4. RESPONSE TO MEDICAL EMERGENCIES

- A. If Managed Client's Tail number(s) is diverted due to a medical emergency, upon landing at the diversion airport, the Captain shall notify Tradewind Flight Operations of their location, nature of the medical emergency, patient status if known, the medical facility where the patient is being treated, and available contact information. The Tradewind Managed Client Liaison will then notify the Managed Client's account contacts

5. RESPONSE TO SECURITY EMERGENCIES

- A. Although rare, security emergencies do occur. In some locations, the goal of the criminal organization isn't so much terrorism or publicity but extortion/ransom by kidnapping a high-profile individual in the hopes that the kidnapped person's organization will pay a hefty ransom
- B. Should a situation involving a security issue occur on our Managed Client's Tail number, the flight crew would follow TSA guidance contained in their TSA security training and take any necessary measures to mitigate the situation
- C. Once the situation allows, the Captain will advise the Tradewind Director of Operations. The Tradewind Director of Operations will, in turn, notify our Managed Client account contact. Depending on the nature of the security situation, a limited activation of the Tradewind EOC may be necessary. The Tradewind Executive Team, in conjunction with Managed Client, will make that decision. These procedures apply to both domestic and international operations. For international operations, notification of local law enforcement can be facilitated via the handler (Universal Aviation) and the closest U.S. Embassy's Legal Attaché
- D. Tradewind will defer to our Managed Client in the handling of the security event and any Media/Communications requirements
- E. Tradewind will assist in coordinating with the TSA and other government organizations as appropriate

APPENDIX P: COORDINATION WITH OTHER SERVICE PROVIDERS

P.1 Supplemental Lift Partner Information

When using the services of a supplemental lift partner provide them with this notification form

Notify Tradewind Aviation, LLC immediately upon ERP Activation

Do not delay initial notification of the event to Tradewind. Provide as much of the currently known information as possible. If no information is known other than something has happened, that is all you need to say.

Use the call list below for initial notification. Call in order until you reach a live person

Name	Title	Office	Mobile/Other	Email
Adam Schaefer	COO	203-267-3523	203-815-5320	aschaefer@flytradewind.com
Eric Zipkin	CEO / AE	203-267-3502	914-953-6059	ezipkin@flytradewind.com
Kyle Haines	VP of Maintenance	203-267-3508	203-305-0448	khaines@flytradewind.com
Michael Giovannini	Director of Safety	203-267-3563	831-776-3554	mgiovannini@flytradewind.com
Maria Meyer	Director of Operations	203-267-3565	203-512-6520	mmeyer@flytradewind.com
Adam Hohulin	SVP Operations	203-267-3533	440-488-8124	ahohulin@flytradewind.com
Fireside Partners		302-613-2020	302-613-1263	response@firesideteam.com

UNVERIFIED INCIDENT/ACCIDENT INFORMATION

Date/Time				Type of Incident	Accident	Incident	Medical	Other
Tail Number				Type				
Departure Airport		Intended Arrival Airport		Diverted to		Landed	Off Field	
Incident/Accident Description (anything that is known initially, in a general sequence):								

UNVERIFIED PASSENGER AND CREW INFORMATION

Total Number	Unhurt	Injured	Fatality
Passengers			
Crew			

CONTINUING STEPS

	Coordinate with the Tradewind Aviation, LLC and Fireside Partners Joint Notification Team before starting emergency contact notification
	Coordinate with the Tradewind Aviation, LLC PR/Communications Team before releasing public statements
	Coordinate with the Fireside Partners Effects Management Center to facilitate the return of Tradewind Aviation, LLC passenger personal effects

REMINDERS

DO NOT Disclose any information about the passengers, their company affiliation, purpose of the flight, etc. other than as absolutely required by federal regulation or as necessary to medical personnel

DO NOT make any statements to the press, news media nor any unidentified person regarding the operation of the aircraft, passengers or passenger affiliations, for whom the flight is being performed

P.2 Wheels UP Procedures

WHEELS UP

Page: 34

Approved Operator Standards Manual

Revision: 6

ERP Interface: Client Notification Procedure (Version: R4)

NOTE: The following is provided for reference purposes only. The operator may incorporate this section in its entirety in its manual system or may choose to document the information in another manner. However, in all cases, Wheels Up notification and contact requirements must be documented in the operator's system and be readily available if needed.

Client Notification Procedure

Certain clients or organizations require immediate notification if an incident or accident occurs involving their passengers on an operator's aircraft. These include:

- Wheels Up

NOTE: In addition, Wheels Up requires immediate notification of any accident or incident involving the operator's aircraft.

The following information must be provided:

1. Aircraft type
2. Registration number
3. Location of event
4. Number of persons on board (crew and passengers)
5. Status of persons on board (if known)
6. Operator's point of contact

Notification of Wheels Up

NOTE: Notification should begin with the VP Safety & Security, then proceed through the list until reaching a Wheels Up representative. Once the first Wheels Up contact is established the operator is no longer required to continue down the list.

- | | | |
|--|----------------|--|
| 1. Al Mann, VP Safety & Security (primary) | (917) 246-8498 | amann@wheelsup.com
affiliate-safety@wheelsup.com |
| 2. Duty Director | (614) 369-0870 | dutydirector@wheelsup.com |
| 3. Wheels Up Member Services | (855) 933-5987 | flightops@wheelsup.com |

WHEELS UP

Page: 35

Approved Operator Standards Manual

Revision: 6

Media, Public, and Other Communications

When a client organization's customer is involved in an incident or accident it is required that all public communications, including press or news media statements or releases regarding the incident or accident, be coordinated with the client organization prior to release.

NOTE: Unauthorized employees of the operator are prohibited from making any statements to anyone regarding the incident or accident. This includes speculation, comments to family and friends, and use of social networking or similar websites to comment about the incident or accident.

Notification of Family Members

It is essential that notification of family members be coordinated in advance with the client organization when their customer or client is involved in an incident or accident on an operator's aircraft. This is to ensure that accurate family contact information is available to those making the notification.

Security

The Director of Security, or equivalent, will insure that the aircraft and its contents are safeguarded to insure the returning of personal effects. He/she will also insure that all crew documents are obtained and properly secured.

CONFIDENTIAL

APPENDIX Q: TACERP INSTRUCTIONS

Q.1 Send Form or Send Checklist Button

1. Sender

When you see a Send Form or Send Checklist Button they perform specific actions

- A. They will extract the data from the form fields or checklist
- B. They will attach that data to an email. The email address will either be the Emergency Director and the Scribe (if the address is not pre-populated then add the email address for the EOC recipient)

2. Recipient

Upon receipt of a data file email

- A. Open the email
- B. With the TacERP open, double click on the Data Files attached. The data from the sender's form or checklist should populate on the corresponding checklist in the Main EOC TacERP

APPENDIX R: EMERGENCY RESPONSE PARTNERS

Tradewind Aviation, LLC has coordinated with the following outside companies to provide services as needed in the event of an aircraft or facility emergency, incident or accident. Use of these companies will be coordinated with Tradewind Emergency Operations Center Team Leader

R.1 Fireside Partners Inc.

1. Trigger Events, Activation, and Notification, the EOC Team Leader will immediately contact Fireside Partners' Emergency Operations Center (Fireside EOC) and notify them of the event by calling: 302-613-2020
2. Fireside Partners (Fireside) will work closely with Tradewind. Tradewind will communicate with Fireside Partners, their emergency response partner, on any area where additional support or consultation is required, including but not limited to the following areas
 - A. 24/7/365 EOC Support
 - B. ERP Support
 - C. Advance Team
 - D. Investigation Support
 - E. Call Volume Support
 - F. Media Monitoring
 - G. Crisis Public Relations Support
 - H. Coordination (Federal Agencies and Industry Contacts)
 - I. Emergency Contact Services (HELP)
 - J. Family Assistance Services
 - K. Post-Event Emotional Response Support

R.2 USAIG

1. USAIG is the insurer for Tradewind and will have a role in the Emergency Response Plan. Upon notification that an accident or emergency has occurred, the EOC Team Leader or their designee will notify the Tradewind USAIG Account Manager
2. For specific contact information, See [Insurance on page 13](#)

R.3 Wyvern Consulting LTD

1. WYVERN Wingman operators voluntarily undergo WYVERN audits to support their Wingman status. Once the audit is complete, Wingman operators provide data to Wyvern's risk assessment system so to evaluate each flight. The data provided is checked to ensure that each flight meets all governing regulatory requirements as well as Wyvern's higher standard for flight times and training intervals
2. Upon notification that of accident or incident, the EOC Team Leader or their designee should notify Wyvern and provide them with an initial or preliminary report within 48 hours. Additionally, a final written report of any of the following events involving Tradewind or any of its approved pilots or technicians should be submitted

APPENDIX S: AIR-SOS SERVICES

Our services include but are not limited to the following. All Air-SOS trips are closely monitored and supported by our 24/7 Emergency Operations Center

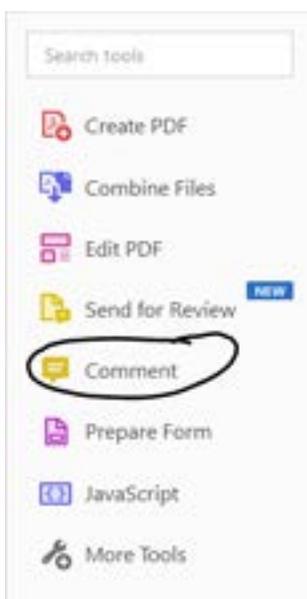
Air Ambulance Coordination	Medical Coordination	Coordination with hospital staff to facilitate patient release, intake and ensure proper care while en route
	Aircraft Sourcing	Assistance with selecting and booking a medevac aircraft from within our provider network
	Logistical Support	Planning of ground transport, flight permits, patient release, and all applicable paperwork to ensure bed-to-bed care is maintained
Dignified Transport of Remains	Medico-legal Assistance	Coordination with funeral homes and local authorities to ensure all permits, certificates, and approvals are in place for transportation of remains
	Aircraft Sourcing	Assistance with selecting and booking an appropriate transport aircraft from within our highly vetted Authorized Provider Network (APN)
	Logistical Coordination	Coordination of necessary flight permits, ground handling, hangar space, etc. to ensure a safe and respectful transport
	Oversight and Accompaniment	Team members in place at the arrival and departure points to assist with the transfer from ground transport to aircraft, oversee the process, provide updates to your management team, and resolve any roadblocks that arise
	Family Assistance	Experienced humanitarian professionals assigned to provide ongoing information, comfort, and logistical support to the family of the decedent
	Counseling	Telephonic or in-person counseling by Fireside’s credentialed professionals for individuals affected by the decedent’s passing
	Personal Effects Processing	Respectful retrieval, cleaning, and return of the decedent’s Personal Effects by Fireside’s Effects Management Center (EMC) personnel
Additional Services	Travel Companion Service	Coordination with hospital staff to facilitate patient release, intake and ensure proper care while en route
	Media Monitoring and Communications Support	For high-profile cases, monitoring of social and news media for any coverage of the event, and assistance with employee communication and media statements

T.3 Tactical ERP Maintenance

A. This Tactical Emergency Response Plan shall be maintained for currency, relevancy, and general maintenance by Fireside Partners Inc., and updated quarterly as needed under the direction of the Tradewind Accountable Executive. Tradewind shall always own the content and structure, and may at any time choose to maintain and update the ERP

1. How to Submit Revision Requests

In this PDF Open the Comments Function



Use the tools at the top of the PDF to make edits to this document



For more information on how to add comments to an adobe Acrobat PDF follow this link to their website:

<https://helpx.adobe.com/acrobat/using/commenting-pdfs.html>

Submit your Edits to the TacERP Update Team

2. Be sure to include any and all training exercises/drills not listed in the Tac

Your update schedule is Jan/April/July/Oct. A reminder will be sent out on the 15 of the month before. Updates submitted before the 15 of your Update month will be completed by the end of that month. Updates are made in the order in which they are received. Significant changes and new modules to add may take in excess of to 30 days to complete

Email TacERPUpdates@firesideteam.com if you have any questions

CHAPTER 2

AVIATION FACILITY EMERGENCY RESPONSE PROCEDURES

Chapter 2 Facility Response Procedures

SPECIFIC INSTRUCTION FOR AVIATION FACILITY EVENTS

Facility Emergency Instructions 159

Armed Assailant or Other Violent Threat 160

Bomb Threat 162

Civil Unrest..... 163

Earthquake..... 164

Fire or Smoke 165

Hazardous Materials..... 166

Medical Emergency 167

Utility Outage..... 168

Personnel Contingencies 169

Personnel Contingencies - Contagion 170

Other Facility Emergencies..... 171

Weather 172

Other Natural Disasters..... 173

Facility Emergency Instructions

A Facility Emergency could be anything from toxic fumes to catastrophic hangar damage

RECOMMENDED ACTIONS	NOTES
INITIAL STEPS	
<p>1. Initiate immediate steps to mitigate loss to life and property (evacuation, fire suppression, etc.)</p>	
<p>2. Move to a safe location or, if the situation warrants, the evacuation area</p> <p>Call 911 or ensure emergency services are responding</p> <p>3. <ul style="list-style-type: none"> • Follow instructions of first responders • Move all personnel to safety </p>	<p>*Remember, do not give out details of the incident/accident to anyone</p>
<p>4. Notify the EOC <u>Emergency Director on page 11</u></p>	
ONCE YOU ARE SAFE	
<p>If you have evacuated the hangar, let your immediate supervisor know your location</p>	➔
<p>Fill out the Facility Event Notification Form and submit it to the Safety Director</p>	➔
<p>Contact your family to let them know that you are safe and ask them to tell others that you are OK and not to call to the hangar</p>	
<p>At any time, you may be approached by the media. It is essential that you do not speak to them. All statements should come from the Tradewind public relations department. If you are approached, please keep this statement in mind</p>	
<p><i>"I am not an authorized spokesperson for my company. May I have your contact information and I will have the appropriate person contact you"</i></p>	

Armed Assailant or Other Violent Threat

Quickly determine the most reasonable way to protect your own life

From: The DHS [Armed Assailant How to Respond](#) booklet



RECOMMENDED ACTIONS	NOTES
<p>EVACUATE</p> <p>If there is an accessible escape path, attempt to evacuate the premises. Have an escape route and plan in mind</p> <p>Evacuate regardless of whether others agree to follow and leave your belongings behind. Help others escape if possible</p> <p>Prevent individuals from entering an area where the Armed Assailant may be</p> <p>Follow the instructions of any police officers and keep your hands visible</p> <p>Do not attempt to move wounded people</p> <p>Call 911 and report your status when you are safe </p>	<p>Silence your cell phone (this includes vibrate) It could give away your hiding place</p> <p>Monitor cell phone for updates</p> <p>Evacuate regardless of whether others agree to</p>
<p>HIDEOUT</p> <p>If evacuation is not possible, find a place to hide where the Armed Assailant is less likely to find you</p> <p>Your hiding place should:</p> <ul style="list-style-type: none"> • Be out of the Armed Assailant’s view • Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door) • Not trap you or restrict your options for movement <p>To prevent an Armed Assailant from entering your hiding place:</p> <ul style="list-style-type: none"> • Lock the door • Blockade the door with heavy furniture 	<p>If evacuation is not possible, find a place to hide where the Armed Assailant is less likely to find you</p>

Armed Assailant or Other Violent Threat Cont.

Quickly determine the most reasonable way to protect your own life

From: The DHS [Armed Assailant How to Respond](#) booklet



RECOMMENDED ACTIONS	NOTES
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HIDE OUT CONTINUED

If the Armed Assailant is nearby:

- Lock the door
- Silence your cell phone
- Turn off any source of noise (radios, televisions)
- Hide behind large items (cabinets, desks)
- Remain quiet

Hide behind large items

If evacuation and hiding are not possible:

- Remain calm
- Dial 911, if possible, to alert police to the Armed Assailant's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

Silence Cell Phones

TAKE ACTION AGAINST THE ASSAILANT

As a last resort, and only when your life is in imminent danger, attempt to disrupt and incapacitate the Armed Assailant by:

- Acting as aggressively as possible against them
- Throwing items and improvising weapons
- Yelling
- Committing to your actions

When running from an armed assailant, move in an erratic manner Don't run in a straight line

To prevent an Armed Assailant from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture

Bomb Threat

Employees should always be aware of their surroundings and any suspicious items



RECOMMENDED ACTIONS	NOTES
<p>IF YOU SEE A SUSPICIOUS ITEM</p> <hr/> <p>Keep calm</p> <hr/> <p>Do not touch or approach any suspicious objects</p> <hr/> <p>If possible, without getting too close to the object, open windows in the area to minimize primary damage from any possible blasts and fragmentation</p> <hr/> <p>Restrict access to the area. The only personnel who should be allowed are Senior Executives and law enforcement officials</p> <hr/> <p>If necessary, evacuate the area</p> <hr/> <p>Report your status to Management </p>	<p>Suspicious items may include:</p> <ul style="list-style-type: none"> • Unusually weighty and bulky letters • Parcels or envelopes with chemical or oil stains • Unexpected parcels or envelopes without return addresses • Parcels or envelopes with foreign postmarks (where one would not usually receive foreign mail) • Parcels or envelopes that simply do not look or feel ordinary • Unusual sounds from parcels or envelopes
<p>PHONED IN THREAT</p> <hr/> <p>DO NOT hang up. The longer they talk the more likely they will be caught</p> <hr/> <p>Signal other employees to listen in or call authorities</p> <hr/> <p>Write down the exact wording of the threat. Use Facility Form 1 - Bomb or Other Threat Report on page 179 to gather as much information as you can</p> <hr/> <p></p> <hr/> <p>Immediately upon termination of the call, do not hang up, but from a different phone, contact 911 immediately</p>	<p>Listen carefully. Be polite and show interest</p> <hr/> <p>Stay away from windows</p>

Civil Unrest



RECOMMENDED ACTIONS

NOTES

OUTSIDE

Move away from the exterior of the building to an interior room without windows

If you are near or in the vicinity of a rally, riot, or civil unrest, return to the building immediately. If you cannot return immediately, enter another public building or retail store and remain inside until safe to leave

Contact your supervisor and inform them of your location, and provide a telephone number where you can be contacted



Do not attempt to leave your location until the proper authorities have announced that the area is safe and cleared

INSIDE

Do not attempt to leave the building until the proper authorities have announced the area is safe and cleared

Email and text your family to report your status and wellbeing. Have that person report to other family members and friends. All phone lines should be kept open for emergency calls

Stay away from windows

Earthquake



RECOMMENDED ACTIONS	NOTES
<p>DO NOT evacuate the building until the event is over</p>	
<p>IF IN THE HANGAR, STAY CLEAR OF AIRCRAFT THAT MAY BE ON JACKS</p>	<p>Be aware of tall furniture such as file cabinets, shelves, as they can easily topple</p>
<p>DROP down onto your hands and knees before the earthquake knocks you down. This position protects you from falling but allows you to still move if necessary</p>	
<p>COVER your head and neck (and your entire body if possible) under the shelter of a sturdy table or desk. If there is no shelter nearby, get down near an interior wall or next to low-lying furniture that won't fall on you, and cover your head and neck with your arms and hands</p>	
<p>HOLD ON to your shelter (or to your head and neck) until the shaking stops. Be prepared to move with your shelter if the shaking shifts it around</p>	<p>DO NOT stand in a doorway.</p>
<p>Do not attempt to change your location during the quake. Stay where you are. Stairwells may be broken and the power may fail (taking out elevators)</p>	<p>You are safer under a table. In modern buildings; doorways are no stronger than any other part of the building. The doorway does not protect you from the most likely source of injury—falling or flying objects. Most earthquake-related injuries and deaths are caused by falling or flying objects (e.g., TVs, lamps, glass, bookcases), or by being knocked to the ground</p>
<p>After the earthquake, when the shaking stops, if there is a clear path to safety, leave the building and go to an open space away from damaged areas</p>	
<p>Report your status and location to Management </p>	<p>Aftershocks are common and they will usually occur right after the initial quake. Aftershocks can cause significant damage, so treat them the same as the initial shock</p>
<p>Email and text your family to report your status and well-being. Have that person report to other family members and friends. All phone lines should be kept open for emergency calls</p>	<p>Phone systems may be overloaded. Try to reach one person outside the event area and have them notify the rest of your friends and family</p>



Fire or Smoke



RECOMMENDED ACTIONS	NOTES
<p>FIRES THAT CAN BE IMMEDIATELY CONTROLLED</p> <ol style="list-style-type: none"> 1. Provide fire suppression with a fuel appropriate fire extinguisher 2. Notify Your Supervisor 	<p>When using a fire extinguisher Remember to PASS</p> <p>Pull the pin while holding the nozzle away from you, and release the locking mechanism</p>
<p>FIRES THAT CAN NOT BE IMMEDIATELY CONTROLLED</p> <ol style="list-style-type: none"> 1. Pull the nearest fire alarm 2. Evacuate following your evacuation routes 3. Once you are safe, Dial 911 4. Report to the designated Rally Point 5. Report your status/location to HR 	<p>Aim low, pointing the nozzle at the base of the fire</p> <p>Squeeze the lever slowly and evenly</p> <p>Sweep the nozzle from side to side</p>
<p>SMOKE - NON-WILDFIRE</p> <ol style="list-style-type: none"> 1. Attempt to find the source of the smoke 2. If an active fire follow the steps above 3. Notify your supervisor 	
<p>SMOKE - WILDFIRE</p> <p>If you are working outside in wildfire smoke conditions, make sure that you take precautions to safeguard your health by using the appropriate respirators. Check with your supervisor for appropriate gear</p> <p>If you are inside and wildfire smoke conditions develop, make sure that all office windows are closed and that you limit your time outside</p>	<p>Be prepared to retreat if the conditions become unsafe for evacuation</p>



Hazardous Materials



RECOMMENDED ACTIONS

NOTES

FUEL/AIRCRAFT FLUIDS SPILL

Employees engaged in fueling processes (Line Service, Maintenance, etc.) should follow the procedures laid out in the Tradewind SPCC Plan. A copy of the Plan is located in the Line Service Office

All other Tradewind Employees should follow the steps below

Notify an available Maintenance or Line Supervisor

Minor Spill (less than 10 gallons)

Wait for a qualified employee (Maintenance/Line Service) to assess and clean the spill

If Line or Maintenance is not immediately available, Use the spill kits located in each hangar, and place absorbent pads on to the spill

Major Spill (more than 10 gallons)

If it is safe to stay in the area, wait for a qualified employee (Maintenance/Line Service) to assess the spill. Procedures are outlined in the SPCC Plan

If you do not feel safe or begin to feel adverse effects from fumes associated with the spill, remove yourself from the area and notify HR immediately

CHEMICAL SPILL

If there is any question as to safety of attempting to contain the release, clear the immediate area of all personnel

Evacuate the facility if necessary and go upwind of the release

Spill kits are located inside the hanger and outside by the fuel farm

Remember: ANY liquid on the Hangar floor is a potential slip hazard

Chemical spills can be very dangerous to anyone in the immediate area and sometimes to the surrounding environment. In instances, it will involve an outside responder to properly clean up a chemical spill properly

Spilled Materials may often be colorless and odorless

Medical Emergency



RECOMMENDED ACTIONS	NOTES
<p>If a person is injured or sick, commence appropriate first aid only if qualified to do so. If not qualified to perform first aid, stay with person until medical assistance can be provided</p>	
<p>Do not move the victim unless they are in imminent danger of further injury. Unnecessary movement could worsen the injury</p>	
<p>Determine whether or not the victim needs immediate medical care. Do not come into contact with blood, vomit, or other bodily fluids without the use of appropriate personal protection equipment</p>	
<p>Call 911 for an emergency/paramedic unit if the situation warrants</p>	<p>Human Resources on page 11</p>
<p>Remember the importance of maintaining the ABCs: “Airway, Breathing, Circulation”</p>	
<p>If the victim is unconscious, check to see whether his/her airway is open and he is breathing</p>	
<p>If needed (e.g.. if victim is not breathing), begin CPR</p>	
<p>If needed (e.g.. cardiac arrest), get the AED (Automatic External Defibrillator) located in each airplane and in designated locations in each base hangar. Use the AED following the provided instructions</p>	
<p>Maintain ongoing assessment until help arrives</p>	
<p>If requested, help Emergency Professionals when they arrive</p>	
<p>Notify a member of Human Resources. If they are not available, notify a member of the Senior Executive Staff</p>	<p>At any time you may be approached by the media. It is important that you do not speak to them. All statements should come from the Tradewind public relations department. If you are approached please keep this statement in mind:</p>
	<p>“I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information”</p>

Utility Outage



RECOMMENDED ACTIONS	NOTES
<p>POWER OUTAGE</p> <p>In the event of a power outage, call your local utility company to report the outage</p> <p>Immediately evacuate everyone from the building via the shortest and safest exit route Assemble in the designated Emergency Assembly Area One</p> <p>NATURAL GAS LEAK</p> <p>If you smell a rotten egg or sulfur smell, recognize that it could be a natural gas leak</p> <p>Leave the area quickly by the fastest possible route.</p> <p>Immediately evacuate everyone from the building via the shortest and safest exit route Assemble in the designated Emergency Assembly Area One</p> <p>Call the local gas company from a phone outside the building. Call 911 in emergency.</p> <p>DO NOT use your telephone inside the building. This includes cell phones, and all types of portable communication, and electronic devices with a battery. These can create a spark and create a source of ignition.</p> <p>DO NOT turn any electrical switch on or off, including hangar doors and lights. This could create a spark and create a source of ignition.</p> <p>DO NOT light matches or create any other source of ignition.</p> <p>If possible, open doors (except the hangar doors) and windows to ventilate the building. However, do not spend additional time opening doors or windows if there is an imminent danger of explosion or fire that would jeopardize your safety.</p> <p>If you know or suspect that someone is missing or trapped, call 911</p> <p>If you are trapped during a gas release/emergency, close all doors between you and the gas leak. Stuff the cracks around the doors. Wait at a safe window and signal/call for help. If there is a phone in the room, call 911 and tell them exactly where you are</p>	

Personnel Contingencies

The following procedures are guidelines to be used in the case of incidents or emergencies involving employees of Tradewind at home or abroad



RECOMMENDED ACTIONS

NOTES

MISSING/KIDNAPPING

If you suspect that a co-worker or other employee Tradewind is missing under suspicious circumstances or endangered in any way, contact your immediate supervisor and let them know

EMOTIONAL CRISIS

If you suspect someone is experiencing a mental health crisis, reaching out is the first step to providing the help they need to get better. Sit down to talk in a supportive, non-judgmental way. You might start the conversation with a casual invitation: "Let's talk. You don't seem like yourself lately. Is there something going on?"

No emotional crisis is more urgent than suicidal thoughts, and behavior, or threats to harm someone else. If you suspect someone is considering self-harm or suicide, don't wait to intervene. If you discover or suspect that they are dwelling on thoughts of self-harm, or developing a plan, it's an emergency. Dial 911 to get them to the emergency room for urgent attention

As soon as you are able, notify your immediate supervisor of the situation

[Human Resources on page 11](#)

If you feel you are unable to help a person in immediate emotional distress, immediately notify your direct supervisor to assist and take over for you

Excerpts were taken from the [American Psychological Association](#)

Personnel Contingencies - Contagion

The following procedures are guidelines to be used in the case of a contagion outbreak. While written for the Corona-virus Disease 2019 (Covid-19), these guidelines can be used for any infectious respiratory disease



RECOMMENDED ACTIONS	LINKS
<p>SELF CARE</p>	<p>CDC.gov</p>
<p>The best source of information for any outbreak is cdc.gov</p>	
<p>As the chief means of transmission of a respiratory virus involves contacting the virus with one's hands and then touching one's face, we remind you to take the following steps:</p>	
<ul style="list-style-type: none"> Regularly and thoroughly wash your hands for 20-seconds CDC Guide to Keeping Hands Clean 	<p>Hand Washing Guidelines</p>
<ul style="list-style-type: none"> Regularly use the hand sanitizers in the office Practice cough and sneezing etiquette by covering your mouth with a hand, Kleenex or your sleeve whenever you cough or sneeze CDC Guide to Coughing and Sneezing Etiquette 	<p>Coughing and Sneezing</p>
<p>If you are sick, stay home. Don't share the flu, colds, or other viruses with your co-workers</p>	
<p>DO YOU THINK YOU HAVE BEEN EXPOSED?</p>	
<p>If, for any reason, you think you may have been exposed to the virus, please follow the Department of Health guidelines and do not come into the office if the advice is to self-isolate.</p>	<p>Isolation Precautions</p>
<p>WHAT TO DO IF YOU ARE DIAGNOSED</p>	
<p>These guidelines were written for Covid-19 https://www.cdc.gov/coronavirus/2019-ncov/index.html</p>	
<ul style="list-style-type: none"> Stay home except to get medical care Separate yourself from other people and animals in your home Call ahead before visiting your doctor Wear a face mask Cover your coughs and sneezes Clean your hands often Avoid sharing personal household items Clean all "high-touch" surfaces every day Monitor your symptoms 	<p>CDC Information for Travelers</p>
<p>PLANNING A TRIP?</p>	
<p>If you are planning a trip, whether on business or for personal reasons, you should check the latest travel advice and "Alerts" on the U.S. State Department and CDC websites:</p>	
<p>CDC Information for travelers</p>	<p>U.S. State Department</p>
<p>U.S. State Department Travel Advisories</p>	
<p>You may decide to avoid certain destinations or take extra precautions. Be aware that the COVID-19 virus remains infectious for 14-days and a person may be infectious before presenting symptoms</p>	

Other Facility Emergencies

This section contains direction for other more obscure threats that can occur in a high profile business facility such as Tradewind Aviation, LLC



RECOMMENDED ACTIONS	NOTES
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MAILROOM SECURITY AWARENESS	Government Resources
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The mailroom is the focal point for businesses that is most overlooked when applying safety & security policies and procedures. This section will hopefully give direction on how to handle suspected threats

FBI

[203-777-6311](tel:203-777-6311)

fbi.gov

Identifying Suspicious Packages and Envelopes

CDC

cdc.gov/anthrax

[770-488-7100](tel:770-488-7100)

- | | |
|--|--|
| <ul style="list-style-type: none"> • Inappropriate or unusual labeling • Excessive postage • Handwritten or poorly typed addresses • Misspellings of common words • Strange return address or no return address | <ul style="list-style-type: none"> • Incorrect titles or titles without a name • Not addressed to a specific person • Marked with restrictions, such as “Personal,” “Confidential,” or “Do not x-ray” • Marked with any threatening language • Postmarked from a city or state that does not match the return address |
|--|--|

USPS

[Call Postal Inspectors at](http://www.usps.gov)

[1-877-876-2455](tel:1-877-876-2455)

[and state “Emergency”](http://www.usps.gov)

- | | |
|---|--|
| <p>Appearance</p> <ul style="list-style-type: none"> • Powdery substance felt through or appearing on the package or envelope • Oily stains, discolorations, or odor • Lopsided or uneven envelope • Excessive packaging material, such as masking tape, string, etc. | <p>Other suspicious signs</p> <ul style="list-style-type: none"> • Excessive weight • Ticking sound • Protruding wires or aluminum foil |
|---|--|

USPS
www.uspis.gov/report/report-suspicious-mail/

Handling of Suspicious Packages or Envelopes

- **DO NOT HANDLE** the piece of mail or package that is suspected of contamination
- If it can be done quickly, document the visible surfaces of the item, including sender, recipient, postmark data, and physical description
- Make sure that suspicious items are isolated and the immediate area is cordoned off. Alert others in the area
- WASH hands with soap and water to prevent spreading potentially infectious material to face and skin
- Notify your supervisor, who will then notify local law enforcement
- List everyone that has come in contact with the suspected item. HR to include contact information
- Place all items worn when in contact with the suspected mail item in plastic bags and have them available for law enforcement

Weather

While Tradewind Aviation, LLC HQ is not prone to severe weather our employees may encounter severe weather conditions while at our other facilities or on the road. If you are caught in severe weather use this section as a general guide and always follow the directions of local authorities and EMS



RECOMMENDED ACTIONS

REDCROSS.ORG LINKS

THUNDERSTORMS/LIGHTNING

Thunderstorms

All fueling operations must be suspended upon notification of a lightning strike within 5 miles of the airport

If you are outside the Facility seek shelter immediately

WINTER STORM WARNING/BLIZZARD

Winter Storm Safety

If you must go outside, protect yourself from winter storm hazards:

- Wear layered clothing, mittens or gloves, and a hat. Outer garments should be tightly woven and water-repellent. Mittens or gloves and a hat will prevent the loss of body heat
- Cover your mouth to protect your lungs from severely cold air. Avoid taking deep breaths; minimize talking
- Watch for signs of hypothermia and frostbite
- Keep dry. Change wet clothing frequently to prevent a loss of body heat. Wet clothing loses much of its insulating value and transmits heat rapidly away from the body

TORNADO WARNING

Tornado Safety

A tornado has been sighted or indicated by radar

Take shelter immediately. Protect your head, as most injuries are from flying debris

Go to a small interior room (restrooms, medium conference room). Get under a sturdy table if you can and cover your head and neck with your arms and cover your body as best you can e.g., with a heavy coat, blankets, or pillows

Remain until the "All Clear" signal has been given to return to your area

HURRICANE

Hurricane Safety

Closely monitor radio, TV, or [NOAA Weather](#) for official bulletins

Follow instructions issued by local officials. Evacuate immediately if told to do so

If winds become strong, stay away from windows and doors. Follow all instructions by the local EMS and evacuate to the safest place possible

Close all interior doors and brace external doors

Other Natural Disasters

While Tradewind Aviation, LLC HQ is not prone to severe weather our employees may encounter severe weather conditions while on the road. If you are caught in severe weather use this section as a general guide and always follow the directions of local authorities and EMS

RECOMMENDED ACTIONS

REDCROSS.ORG LINKS

Flood Safety

FLOOD

A flood/flash flood WATCH means a flood or flash flood is possible

A flood/flash flood WARNING means flooding or flash flooding is already occurring or will occur soon. TAKE IMMEDIATE PRECAUTIONS!

During a flood

If a warning is issued disconnect electrical equipment (do not touch electrical equipment if you are wet or standing in water). Turn off the gas and electricity at the main switch or valve. Move important items to the highest possible floor

Move immediately to higher ground or stay on high ground

Be prepared to evacuate quickly and know your routes and destinations. Find a local emergency shelter

After a Flood

Return only when authorities say it is safe

Be aware of areas where floodwaters have receded, and watch out for debris. Floodwaters often erode roads and walkways

Avoid standing water as it may be electrically charged from underground or downed power lines

If you are involved in a Flood event at home or on the road, report your status to Tradewind Management



Other Natural Disasters

RECOMMENDED ACTIONS

REDCROSS.ORG LINKS

TSUNAMI

Tsunami Safety

If you hear an official tsunami warning or detect signs of a tsunami, evacuate at once. A tsunami warning is issued when authorities are confident that a tsunami threat exists, and there may be little time to get out

To escape a tsunami, go as high and as far as you can – ideally to a spot 100 feet above sea level or 2 miles away

Tsunami-prone areas should have clearly marked signs directing you to safety

After a tsunami, check in with Tradewind Management to report your status

Remain until the “All Clear” signal has been given to return to your area

Keep tuned to local radio and TV stations or to: [NOAA Weather](#)

CHAPTER 2 TOOLS/FORMS

Facility Tool 1 - Incident Management System (ICS) Personnel Contact list.....	176
Facility Tool 2 - National Incident Management (NIMS)/Incident Command Structure (ICS) Personnel List.....	177
Facility Tool 3 - Simple Status Board	178
Facility Form 1 - Bomb or Other Threat Report	179
Facility Form 2 - Event Notification Form	180
Facility Form 3 - Medical Examination and Treatment Form	181
Facility Form 4 - Status Report Form	182
Facility Form 5 - Missing/Kidnapping Report.....	183

Facility Tool 1 - Incident Management System (ICS) Personnel Contact list

Use this Tool to keep track of Incident Command (ICS) Liaisons and Law Enforcement officers that serve as the Tradewind Aviation, LLC contacts for this event

Tradewind Aviation, LLC Incident Command Liaison

Role	Name	Contact Number	Alt Contact Number	Email
ICS Liaison Officer				
ICS Liaison Officer 2				
ICS Liaison Officer 3				

Emergency Response/Law Enforcement Contacts

Agency	Name	Contact number	Alt Contact number	Email

Facility Tool 3 - Simple Status Board

This Tool is to keep track of the Tradewind EOC Team during an event involving the Tradewind Aviation Facility/Hangar

Role	Name	Location	Status	URGENT TASK
Emergency Director				
Emergency Response Coordinator				
On-Site Team Lead				
Asset Protection				
Human Relations				
Public Relations				
Corporate Legal				
Risk Management				
Insurance				
Fireside EOC				
Notification Team Lead				
Family Assistance Team Lead				

Facility Form 1 - Bomb or Other Threat Report

Who: All Employees

Copy or screenshot and email as needed:

THREAT CHECKLIST

Date/Time

Time Caller Hung Up

Phone number where
call was received

Ask Caller

Where is the bomb located?

What will make it explode?

When will it go off?

Did you place the bomb?

What does it look like?

Why?

What kind of bomb is it?

What is your name?

Exact Words of the Threat

Information About the Caller

Where is the caller located? (Background and level of noise)

Estimated age:

Is voice familiar? If so, who does it sound like?

Male

Female

Caller's Voice		Background Sounds	Threat Language
Accent	Laughter	Animal Noises	Incoherent
Angry	Lisp	House Noises	Message read
Calm	Loud	Kitchen Noises	Taped
Clearing throat	Nasal	Street Noises	Irrational
Coughing	Normal	PA System	Profane
Cracking voice	Ragged	Music	Well-spoken
Crying	Rapid	Conversation	Other Notes:
Deep	Raspy	Motor	
Deep breathing	Slow	Clear	
Disguised	Slurred	Static	
Distinct	Soft	Machinery	
Excited	Stutter		

Facility Form 2 - Event Notification Form

Incident details								
Date/Time								
Caller Name				Phone				
Caller Agency				Phone				
Caller Location								
Location <u> KOXC </u>								
Type	General Emergency		Armed Assailant		Bomb Threat		Civil Unrest	
	Personnel Emergency		Earthquake		Weather		Other Natural Disasters	
Casualties (Number)	Minor		Moderate		Serious		Severe	
	Critical		Unsurvivable		Deceased			
Incident/Accident Description (anything that is known initially, in a general sequence): Note: Ensure Emergency Services are Responding								
Call Taken By								

Facility Form 3 - Medical Examination and Treatment Form

(Optional)

Copy or screenshot and email as needed:

MEDICAL EXAMINATION AND TREATMENT FORM

If you have been involved in an incident or accident, it is strongly suggested that you receive a medical examination and treatment if necessary. Often injuries may not be readily apparent and it is the safest option to be evaluated and treated.

As an employee, guest, or visitor to Tradewind Headquarters
on the _____ of _____, 20____
and as a result of an accident that affected the building, event, or meeting I was in, I have been advised to seek medical evaluation
or treatment. I have hereby:

Accepted and received such a medical evaluation or treatment (initial):

Refused such a medical evaluation or treatment (initial):

Check Box if Employee of Tradewind

Check Box if Guest/Visitor of Tradewind

Date/Time

Printed Name

Signature

Facility Form 4 - Status Report Form

Copy or screenshot and email as needed:

EMPLOYEE STATUS REPORT

NAME

CONTACT NUMBER

YOUR LOCATION

SHELTERED IN PLACE

Location:

RALLY POINT 1

Notes:

RALLY POINT 2

Notes:

OTHER

Notes:

INJURIES

YES

HAVE YOU BEEN
TRANSPORTED TO THE
HOSPITAL?

YES

WHICH HOSPITAL?

NO

If you are injured please seek medical attention
immediately

NO

If you are with others that need to report in, but are unable to, this form can be cleared and reused. Please submit your report or screenshot it first. Then press the CLEAR FORM button below and start over

It is important that you save and send your information first

Facility Form 5 - Missing/Kidnapping Report

Copy or screenshot and email as needed to the Director of Aviation

MISSING EMPLOYEE/KIDNAPPING REPORT

Your Name

Contact Number

Your Location

EVENT DETAILS

Date/Time

Identities of Missing/Kidnapped

Injuries/Casualties

Method of Kidnapping/Description of Event

Kidnapper's Identity

Demands?

Has the Press been alerted?

CHAPTER 2 CONTACTS

Tradewind Facility Contacts	185
Tradewind Facility Contacts - KOXC/KHPN	185
Tradewind Facility Contacts - TJSJ (Luis Muñoz Marin International Airport).....	185
Facility Call Tree	185
External Agency Contacts	186
KOXC - Facility Contacts	186
KHPN - Facility Contacts	186
TJSJ - Facility Contacts	186
External Agencies Continued	188
Aid Organizations	188
Mental Health Resources.....	188

Tradewind Facility Contacts

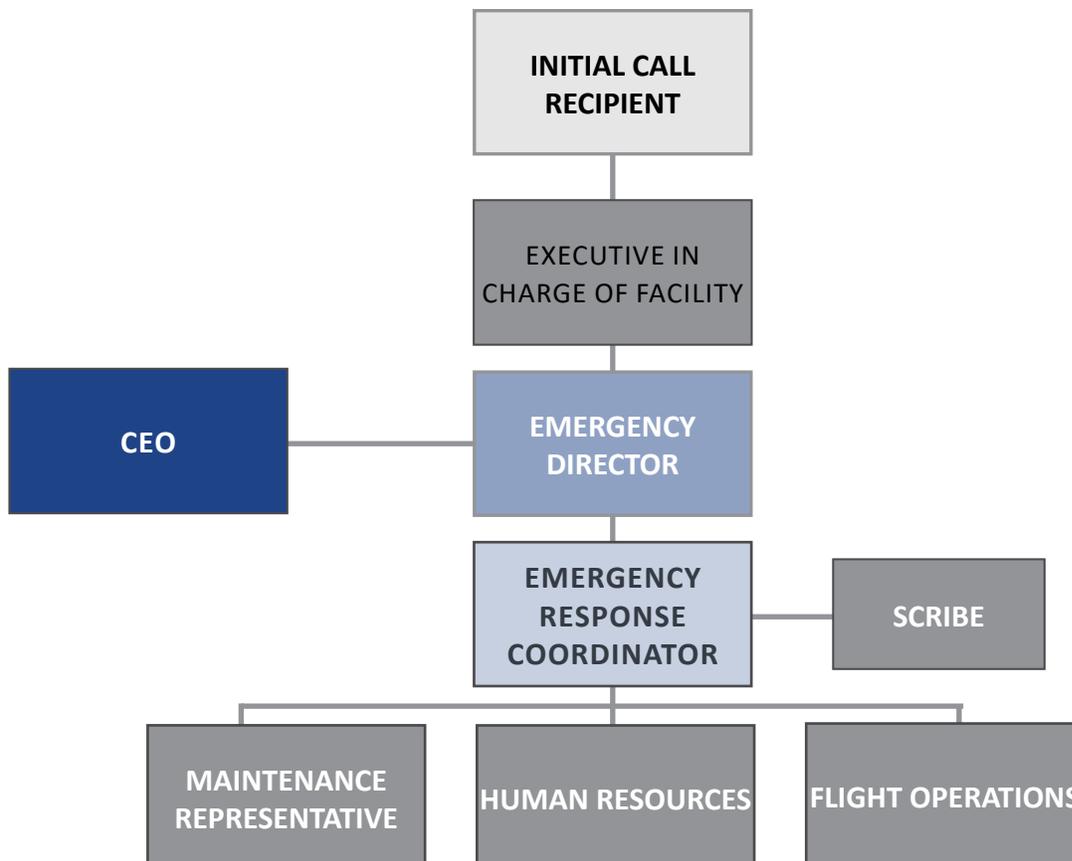
Tradewind Facility Contacts - KOXC/KHPN

Role	Name	Title	Office Phone	Mobile Phone	Email
Executive in charge of Facility	John Reilly	Northeast Facilities Manager	203-267-3512	914-733-6112	ephillips@flytradewind.com
Alternate	Adam Schaefer	COO	203-267-3523	203-815-5320	aschaefer@flytradewind.com

Tradewind Facility Contacts - TJSJ (Luis Muñoz Marin International Airport)

Role	Name	Title	Office Phone	Mobile Phone	Email
Executive in charge of Facility	JP Calo Perez	Caribbean General Manager		787-422-1871	jcaloperez@flytradewind.com
Alternate	Adam Schaefer	COO	203-267-3523	203-815-5320	aschaefer@flytradewind.com

Facility Call Tree



External Agency Contacts

KOXC - Facility Contacts

WATERBURY OXFORD AIRPORT - KOXC 3 Juliano Drive Oxford CT 06478 (Hangar F),
200 Christian Street Oxford CT 06478 (Hangar D)

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		203-267-4491		
Airport Operations	Matt Kelly	203-264-8010	860-818-5848	
Airport Fire/Rescue		Call 911		
Airport Police/Local Police		203-888-4353		
Local Fire/Rescue		Call 911		

KHPN - Facility Contacts

WESTCHESTER COUNTY AIRPORT - KHPN 136 Tower Road, West Harrison NY 10604

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		914-948-6520		
Airport Operations		914-995-4850		
Airport Police		914-995-4108		
Airport Fire/Rescue		914-995-4850		
Local Police		914-995-4108		
Local Fire/Rescue		914-995-4850		

TJSJ - Facility Contacts

LUIS MUÑOZ MARIN
INTERNATIONAL AIRPORT - TJSJ Airport Rd, Carolina, 00979, Puerto Rico

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		1 787-253-8943	1 787-253-8665	
Airport Operations		1 787-289-7240 Ext. 4002		
Local/Airport Police		1 787-791-0098		
Local/Airport Fire/Rescue		1 787-289-7240 Ext. 4002		

BASE AIRPORT AGENCY CONTACTS CONTINUED

WHAT: Leading the Initial Procedures (cont.)

WHO: Emergency Director, External Phone contacts

TETERBORO AIRPORT - KTEB 111 Industrial Ave, Teterboro, NJ 07608

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		201-288-1740		
Airport Operations		201-288-1775		
Airport Fire/Rescue		Call 911	201-288-1000	
Airport Police (Port Authority)		201-288-2761		
Teterboro Police Department		Call 911	201-646-2700	

STUART FLORIDA - KSUA 2011 SE Airport Rd, Stuart, FL 34996

Agency	Name	Main Number	Alternate Number	Email/Website
Tower and Local Approach		772-692-7399		
Airport Operations (Martin County Airport)		772-221-2374		
Stuart Police Department		772-287-1122	911	
City of Stuart Fire Rescue (Station 1 Headquarters)		772-288-5360	911	

External Agencies Continued

National and Local assistance agencies

Aid Organizations			
American Red Cross	Farmington Office - Regional Headquarters	877-287-3327	https://www.redcross.org/local/connecticut.html
	Metro New York North	203-869-8444	https://www.redcross.org/local/new-york/greater-new-york/about-us/locations/metro-new-york-north.html
	Cruz Roja Americana Capítulo de Puerto Rico	787-758-8150	https://www.redcross.org/local/puerto-rico.html
Tradewind Aviation, LLC Employee Assistance Program			
Poison Control		800-222-1222	https://www.poisonhelp.org/help
Mental Health Resources			
988 Suicide & Crisis Lifeline		988	Online
Veterans Crisis Line		988 Press 1	

CHAPTER 2 MANAGEMENT CHECKLISTS

Safety Director Initial Tasks	190
Green Level Events	191
Safety Director	191
Facility Event Initial Procedures - The 24-hour Swim Lanes	192
Yellow, Red, and Black Level Events	194
Safety Director	194
PR and Communications Checklist	195
Human Resources Checklist.....	203
Notification Team Liaison Checklist.....	207
Family Assistance Liaison Checklist	209

Safety Director Initial Tasks

WHAT: Assess the Threat/Damage

WHO: Safety Director or Designated Alternate

Using the table below, assess the probable magnitude of the accident/incident:

Magnitude	Description
Green - Minor	<ul style="list-style-type: none"> The facility experiences no significant impact on operations (minimal disruption), and there is no loss of major assets No media coverage
Yellow Noticeable	<ul style="list-style-type: none"> The facility is temporarily closed or unable to operate but can continue without an interruption of more than one day A limited number of assets may be damaged, but the majority of the facility is not affected The number of visitors to this facility may be reduced by up to 25% for a limited period of time May have some local media coverage
Red: Severe	<ul style="list-style-type: none"> The facility is partially damaged/contaminated. Examples include partial structure breaches resulting in weather/water, smoke, impact, or fire damage to some areas Some items/assets in the facility are damaged beyond repair, but the facility remains mostly intact The entire facility may be closed for a period of up to two weeks, and a portion of the facility may be closed for an extended period of time (more than one month) Some assets may need to be moved to remote locations to protect them from environmental damage The number of visitors to this facility may be reduced by up to 50% for a limited period of time National media coverage, possibly worldwide
Black: Devastating	<ul style="list-style-type: none"> The facility is damaged/contaminated beyond safe habitable use Most items/assets are lost, destroyed, or damaged beyond repair/restoration The number of visitors to this facility may be reduced by up to 75% for a limited period of time National media coverage possibly world wide

Green Level Events

Safety Director

OPERATIONAL OBJECTIVE	TASKS
Confirmation and Notification of Accident	Notification of possible Incident/Accident at a Tradewind Facility
	Ask the Caller if they are in a safe place and verify that they are OK
	Given the Green magnitude of the event the EOC will most likely not need to be activated
Victim Care	If an employee is injured make sure that they are receiving appropriate medical care and if they have not already done so, contact HR
	If there is injury to a non employee (contractor, guest, etc.) make sure they are receiving medical care. You may wish to consult with HR and have them help facilitate relations with the victim. If not already on scene, you may also wish to have their company liaison attend to them as well (this could be the head of the department that they are visiting or their account manager)
	If the victim chooses not to seek medical care, print out and have them fill in the Medical Care Waiver Form if possible
Investigation	If the incident/accident site is safe, Investigate the scene in case there is cause for escalation of the magnitude level and react accordingly
	Be sure to get all details of the incident for entry into the SMS reporting system
Brand Protection	Have communications monitor regular media channels to ensure that there is not additional coverage of the incident
	Remind employees not to engage with the media and to refer to the prepared media statement: <i>"I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information."</i>
Investigation Wrap-up	Follow the directions in the SMS for closing an incident case

NOTES

Facility Event Initial Procedures - The 24-hour Swim Lanes

These Swim Lanes are similar to the Swim Lanes in the Aviation chapter and are designed to give the Emergency Director an overview of how the response should go

EOC = Internal Incident Command | Fireside = Fireside Partners | HR = Human Resources | LGL = Legal Counsel | PR = Public Relations

Total: 24 Hours	PEOPLE Fireside, & HR	PERCEPTION PR & LGL	PARTICIPATION EOC, Fireside & LGL
<p>This Span: The first 60 minutes from the time of the accident</p> 	<p>HR to analyze the victim list for employees married or related to other employees</p> <hr/> <p>Send all available emergency contact information to Fireside</p> <hr/> <p>Fireside to Initiate Phase I Notification ACKNOWLEDGES/ADVISES Emergency Contact of the event</p> <p>DEPENDENCY: Emergency Contact information (may need to contact HR or business unit for this)</p> <hr/> <p>Ask all other employees to contact their families to let them know that they are OK and not to call other Tradewind employees. Continually assess if Fireside should send assistance to personnel</p>	<p>Senior Management communications only until Phase I Emergency Contact Notification is underway</p> <hr/> <p>Verify if Fireside should handle employee emergency contact notification</p> <hr/> <p>Prepare internal employee/ Stakeholder communications (do not release yet)</p>	<p>Assess safety risk of using additional assets/equipment/facilities</p> <hr/> <p>For more significant events that will have a Unified/ Incident Command - select Tradewind Liaisons to work with the ICS sections as necessary</p> <hr/> <p>Assign a scribe in the EOC; Consolidate Section I data and all follow-on data into one central ERP, save locally</p> <hr/> <p>Ensure all hangar call-reception points follow the protocol for receiving calls and have access to the <u>Reception Pull Out</u></p> <hr/> <p>Contact: <u>insurance underwriter and broker</u></p>

<p>This Span: Next 90 minutes from the time of the accident</p> 	<p>Fireside Notification Team keeps EOC updated as to status of notification via the Emergency Conference Bridge</p> <hr/> <p>Fireside to launch Advance team to secure family hotel and coordinate with hospitals, other local resources</p>	<p>Release Internal employee/ Stakeholder communications. Remind all to refer inquiries to the PR Team</p> <p>DEPENDENCY: Phase I Notification started</p>	
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Facility Event Initial Procedures - The 24-hour Swim Lanes

EOC = Internal Incident Command | Fireside = Fireside Partners | HR = Human Resources | LGL = Legal Counsel | PR = Public Relations

Total: 24 Hours	PEOPLE Fireside, & HR	PERCEPTION PR & LGL	PARTICIPATION Fireside & LGL
<p>This Span: Next 90 minutes from the time of the accident, cont.</p> 	<p>Fireside to initiate Phase II Notification CONFIRMS the status of the loved one</p> <hr/> <p>Fireside talks directly with ERP Leads/Alternates</p> <hr/> <p>Fireside starts humanitarian aid coordination process with the claims adjuster/broker as per SOP</p>	<p>Prepare external statements (do not release yet)</p>	<p>Establish hourly updates with EOC staff and Tradewind ICS Liaisons</p>
<p>This Span: 3 - 8 Hours from the time of the accident</p> 	<p>Phase III Notification EXPRESSION of sorrow (provided by a high-level company executive). Only completed if the victim/family wishes to participate</p> <hr/> <p>Fireside to Initiate Phase IV Notification Transition to Family Assistance CONTINUITY OF CARE between the Notification and Family Assistance</p>	<p>Monitor News and Social Media</p> <hr/> <p>Release external Statements</p>	<p>Provision EOC for long hours of operation</p>
<p>This Span: 8 to 24 hours from the time of the accident</p> 	<p>Fireside pairs HELP Team Tradewind Team Members to family units and if necessary travels to family locations/ airport</p> <hr/> <p>Fireside and HR support families:</p> <ul style="list-style-type: none"> • Travel and logistics • Information and support • Repatriation of remains • Return of personal effects • Coordination with hospitals <hr/> <p>Fireside provides Response Log at close of each day</p>	<p>Collect and monitor media inquiries</p> <hr/> <p>Demonstrate and communicate Company continuity</p>	<p>Keep account of where everyone is (Hangar, Corp. Offices, on-site, etc.) Utilize the <u>Simple Status Board</u></p> <hr/> <p>Establish EOC closing time and opening for Day 1-2</p>

Yellow, Red, and Black Level Events

Because of the severe nature of these levels of events they are treated much in the same way as a severe aviation response and may involve a government lead response

Safety Director

OPERATIONAL OBJECTIVE	TASKS
Confirmation and Notification of Accident	Notification of possible Incident/Accident at a Tradewind Facility
	Ask the Caller if they are in a safe place and verify that they are OK and have called emergency services
	Using the Facility Event Notification Form get all the information you can regarding the incident. If the severity of the event warrants activation, use the Facility Event Call tree to activate a local EOC Reminder: If the facility is damaged then the EOC may be moved to an alternate location
	For larger events that will have a Unified/Incident Command - select Tradewind Liaisons to work with the ICS sections as necessary
Victim Care	If the situation warrants contact Fireside Partners and have them join the Tradewind EOC managing the event.
	If there are injuries to anyone during this level event, make sure that Emergency Medical Services have been called and that victims are being treated
	If the victim chooses not to seek medical care, print out and have them fill in the Medical Care Waiver form if possible
	Notify Tradewind HR and have them pull the Victim's Emergency contact information and send to Fireside. Fireside will begin notification of Emergency Contacts and start the Family Assistance Process if needed
Investigation	If the incident/accident site is safe, Investigate the scene in case there is cause for escalation of the magnitude level and react accordingly
	Be sure to get all details of the incident for later entry into the SMS reporting system
Brand Protection	Have communications monitor regular media channels to ensure that there is not additional coverage of the incident
	Remind employees not to engage with the media and to refer to the prepared media statement: <i>"I am not an authorized spokesperson for my company. Please contact our Corporate Office for more information."</i>
Investigation Wrap up	Follow the directions in the SMS for closing an incident case
Continuing Care	Refer to the Return to Operations Section of the Aviation Manual on procedures to help employees adjust to the new normal



PR and Communications Checklist

For Yellow, Red, and Black Level Facility Events

PR and Communications Checklist

First 60 Minutes

OPERATIONAL OBJECTIVE	TASKS	
Manage Perception		Proceed immediately to the Emergency Operations Center, or participate by phone via the conference bridge line, in the EOC briefing from the Emergency Director, or the Emergency Response Coordinator
		Gather the relevant holding statements depending upon the magnitude assessment (Green, Yellow, Red). Populate the specific factual information, modify if required, and prepare to distribute in this general order:
		Employees: CRITICAL - ensure all reception points are notified
		Key Stakeholders(if applicable)
		Public releases
		Internal Communication #1: Provide the Media Inquiry number and the Media Spokesperson name to all immediate reception points Use this language after appropriate modification:
		Release time:
	<p><i>Tradewind Aviation, LLC has received reports of an emergency at their Hangar Facility We are working quickly to determine if our company and its people have been affected.</i></p> <p><i>More information will follow. In the meantime, if you receive any inquiries from outside the company, We do have a public relations department that may be able to assist them. Take down their name, organization's main number, and their direct number, and pass this information to the appropriate department</i></p>	
		Set Up Voice-mail: Ensure the voice-mail "cover message" on the number provided is generic, and instructs callers to leave their name, agency or affiliation, and the request or question. Assign someone to monitor the voice-mail box and use the <u>Communication Log Form</u> to collect and track callers
		Monitor Social Media: Fireside will assist in monitoring and reporting on any significant social media developments (NOTE: Tradewind Aviation, LLC may need to delegate a Social Media responder to address rumors or bad information)

PR and Communications Checklist Cont.

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS
Internal and External Comms	<p>Internal Communication #2: Instruct all relevant employees:</p> <p>Release time:</p>
	<p><i>Tradewind Aviation, LLC Aviation has received reports of an emergency at our Hangar facility. We are working quickly to gather additional information. If you are called, approached, or otherwise asked for any comment or information, state:</i></p> <p><i>“I apologize; I am not someone who would have any information regarding your question. We do have a public relations department that may be able to assist you. Let me take down your name, organization’s main number, and your direct number, and I will pass this information to that department.”</i></p> <p><i>Please excuse yourself at that point</i></p> <p><i>A REMINDER TO ALL EMPLOYEES: It is against company policy to comment, speculate, or release any company information into public spaces, including but not limited to social media channels.</i></p>
	<p>Families notified first: Consult with HR Emergency Contact/Family Assistance Lead to ensure families receive first communications when possible</p>
	<p>Updates: Keep the Emergency Director and Emergency Response Coordinator continually informed of the progress of any statements as they are prepared, ready, and distributed</p>
	<p>NOTE:</p>
	<p>Message anatomy: the “anatomy” of each message should be comprised of a succinct expression of awareness of the event, compassion for anyone involved, company leadership continuity, and the intent to participate in any investigation</p>
	<p>Ask for assistance: Fireside can assist in reviewing or recommending aviation specific language for communications and statements</p>

PR and Communications Checklist Cont.

Next 90 Minutes

OPERATIONAL OBJECTIVE	TASKS	
Perception	Release of Internal Communication # 1	
	Release time:	
	Release of Public Communication # 1 (Company senior executive may wish to comment to show empathy and business continuity):	
	Release time:	
	Release of Internal Communication # 2	
	Release time:	
	Release of Public Communication # 2 (Company senior executive may wish to comment to show empathy and business continuity):	
	Release time:	
	Voice-mail messages: Begin to return messages from media voice-mail box, continue using <u>Communication Log</u> from Section II	
	Close-out statements: Prepare and release close-out communications for employees and public	
Release Time:		
Communication: Periodically remind employees not to discuss or release company information		

PR and Communications Checklist Cont.

On-going

OPERATIONAL OBJECTIVE	TASKS	
Humanitarian Support		<p>Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended</p>
		<p>After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Aviation, LLC Aviation Flight Operations</p>
		<p>Memorial: Prepare company communications for any memorial or company “acknowledge and respect” event</p>

NOTES

Communications Draft Holding Statements (Facility Event)

WHO: Public Relations/Communications or as Approved by the EOC ED

Communications Sequencing and associated holding statements

Upon Activation of the Tactical Emergency Response Plan under **Yellow** or **Red**

1. Brief communication to company reception points (see below)
2. Family Notification (communication) started
3. Communication to all employees (See below)
4. Initial statement to the standard company media contacts
5. Holding statements for ongoing public communications

1st WARNO - TO ALL RECEPTION POINTS WITHIN THE COMPANY

Tradewind Aviation, LLC has received reports of an emergency involving **[AFFECTED GROUP]**. We are working quickly to determine the details of the event.

More information will follow. In the meantime, if you receive any inquiries from outside the company, please politely inform the caller that you have no information on their question, and ask to take their contact information. See the attached [Communication Instructions](#)

2nd VERIFY NOTIFICATION

Before moving on to the 3rd step, verify with HR that Emergency Contact Notification is underway. It is imperative that notification of the Emergency Contacts is done before employees at large are given details of the event

3rd TO ALL COMPANY EMPLOYEES

Tradewind Aviation, LLC has received confirmed reports of an incident involving **[AFFECTED GROUP]**. We are working quickly to gather additional information. As information is received and confirmed it will be distributed to our employee family.

Our immediate concern is for the well-being of **[AFFECTED GROUP]** and their families. We are dedicating all of our resources to assist them, including company teams and resources trained to provide a full range of support for each family. In addition, a company team of experts is being assembled and dispatched to the accident site to participate in an investigation.

In the meantime if you are called, approached, or otherwise asked for any comment or information, state:

"I apologize; I am not someone who would have any information regarding your question. We do have a public relations department that may be able to assist you. Let me take down your name, organization's main number, and your direct number, and I will pass this information to that department."

Please excuse yourself at that point. A REMINDER TO ALL EMPLOYEES: It is against company policy to comment, speculate, or release any company information into public spaces, including but not limited to social media channels.

Thank you for your continued support and understanding during this time.

WHAT: Communications Draft Holding Statements Continued

WHO: Public Relations/Communications or as Approved by the EOC ED

4th TO STANDARD MEDIA CONTACTS (AND REFERRAL INQUIRIES)

Tradewind Aviation, LLC has received confirmed reports that Tradewind Aviation, LLC employees were involved in a **[BRIEFLY DESCRIBE EVENT]** at/near **[AIRPORT IF APPLICABLE]** in **[CITY, STATE]** . We are working quickly to gather additional information. As information is received and confirmed it will be communicated.

Our immediate concern is for the well-being of our employees, guests, and their families. As such, it is our company policy to protect their privacy, and we will not be releasing their names or information. We are dedicating all of our resources to assist them, including company teams trained to provide a full range of support for each family. In addition, a company team of experts is being assembled and dispatched to the accident site to participate in an investigation.

We will be releasing more information when it is confirmed, and only after we have had the opportunity to share it with the families who are personally affected. We thank all who have expressed their support and concern for our company and its people, and ask everyone to respect the privacy and the needs of the families of our employees. Thank you for your continued support and understanding during this time.

More information will be distributed as it becomes available.

5th TO EMPLOYEES FIRST, THEN PUBLICLY

It is with sincere sorrow that we have confirmed that Tradewind Aviation, LLC employees were involved in an **[BRIEFLY DESCRIBE EVENT]** at/near **[AIRPORT IF APPLICABLE]** in **[CITY, STATE]** At approximately **[TIME TODAY]**; we received notification of the accident. We have since received confirmation from the **[SOURCE]** that there were no survivors in this accident.

Tradewind Aviation, LLC is working aggressively to confirm all additional details related to our facility and our employees. As this process is being completed, we are also devoting all of our company resources to assist the families that have been affected by this very difficult event.

On behalf of the entire Tradewind Aviation, LLC Organization, we are deeply saddened by today's news. Our thoughts and prayers are with all of the family members and loved ones of the individuals involved in this tragedy.

Specially-trained employee teams are working to assist those affected by this tragedy and will continue to do so in the days and weeks ahead. Tradewind Aviation, LLC is also supporting the accident investigators in their difficult work. An Tradewind Aviation, LLC technical team was dispatched to participate along with the accident investigation authorities.

Out of respect for our employees and their families, and for the integrity of the investigation, we will not release any names of anyone involved, nor will we speculate on any aspect of this accident. The confidentiality and privacy of our employees and their families are vital,, and we appreciate the support and concern so many have shown for our company and its people. We ask that all respect the privacy of those affected by this accident.

We will provide you with further information as and when we are able. Thank you

Communications Instructions to all Reception Points:

Important communication instructions and restrictions for all Tradewind Aviation, LLC reception points

Any inquiries and requests for information and comment should be responded to by stating:

"I apologize; I am not someone who would have any information regarding your question. We do have a public relations department that may be able to assist you. Let me take down your name, the organization's main number, and your direct number, and I will pass this information to that department."

Employees are reminded that:

- It is against Tradewind policy to speak directly with the media, at any time, for any reason, without advance approval from the Public Relations office. Employees should refer all media inquiries to the Tradewind Public Relations office. Please do NOT cold-drop callers on the Public Relations team. If you do transfer a caller to this number, do it with a warm hand-off
- It is against Tradewind policy to speak to any individual outside the Tradewind about an incident, accident, or any disruption in normal business operations, at any time, for any reason, without advance approval from the Public Relations office
- It is against Tradewind policy to upload, or disclose in any public domain, any information, comments, and images about an incident, accident, or any disruption in normal business operations, at any time, for any reason, without advance approval from the Public Relations office



Human Resources Checklist

For Yellow, Red, and Black Level Facility Events

Human Resources Facility Event Checklist Continued

OPERATIONAL OBJECTIVE	TASKS		
Tradewind Employee Support		Prepare information regarding Worker’s Comp benefits for short/long-term disability or death. Collate into a simple, easy-to-understand package for the families	
		Confirm with Insurance any payouts for immediate needs	
		If the employee is deceased, coordinate with Finance to expedite last paycheck and, if necessary, funds for funeral expenses	
		Work with Fireside HELP Team and the Tradewind Family Assistance Team to determine the best time to relay benefit information to the families	
		Prepare for the Family Assistance team to disengage their interaction with the families/ employees and transition to the HR representative for future comms	
Long-term Humanitarian Support		Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended	
		After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations	
		Memorial: Participate in and consult with families on any Company plans for a memorial or Company “acknowledge and respect” event	
		Support: Fireside will support you throughout the Family Assistance process and report in to you frequently to keep you updated and will advise in terms of processes and tactics	
		Human Resources’ connection with those affected can take over a year to complete in totality. It is important to stay in step with developments over time	



Notification Team Liaison Checklist

For Yellow, Red, and Black Level Facility Events

Notification Team Liaison Facility Event Checklist

OPERATIONAL OBJECTIVE	TASKS
Initial Actions	<p>Establish contact with the Fireside Partners (Fireside) HELP Team to assist with the following:</p>
	<p>Fireside to hold a briefing with the EOC regarding the plan for notification of the family of the victims</p>
First 60 Minutes	<p>Fireside to Initiate Phase I Notification - they will keep track of the notification details and contact specific requests or needs</p>
	<p>Fireside to Check in with the EOC and provide update on the status of Phase I notifications</p>
	<p>Fireside Notification Team Lead and HR to discuss with Upper Management if they would like to offer a Phase III call to family and which executive(s) will be making the calls</p>
Next 1 to 2 hours	<p>Upon confirmation of the condition of the victims - Fireside to initiate Phase II Notification. This CONFIRMS the status of the loved one. Record details of this call on the notification form. At this step, a Phase III call will be offered if the Tradewind Executives agree</p>
	<p>Fireside to Check in with the EOC and provide update on the status of Phase II notifications and if a Phase III call is desired</p>
	<p>Fireside to brief the Tradewind Executive making the Phase III call with pertinent details. Fireside will offer coaching before the exec makes this call</p>
	<p>Fireside to assist with initiating of Phase III Notification - EXPRESSION of sorrow (provided by a high-level company executive). This phase is only completed if the victim or their family wishes to participate</p>
	<p>Fireside to check in with the EOC and provide update on the status of Phase III notifications</p>
Next 2 to 12 Hours	<p>In preparation for Phase IV notification (transition to the care of the Family Assistance Team) - assist the Fireside Family Assistance Team Lead in assigning Family Assistance Team Members (Liaisons) to each family unit</p>
	<p>Fireside to initiate Phase IV Notification - This call is to "Hand off" the families to their Family Assistance Liaisons</p>
Ongoing	<p>Stand by to assist the EOC and answer any questions they may have regarding the notification</p>
	<p>Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended</p>
	<p>After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations</p>



Family Assistance Liaison Checklist

For Yellow, Red, and Black Level Facility Events

Family Assistance Team Liaison

OPERATIONAL OBJECTIVE	TASKS	
Initial Steps/ First 60 Minutes		Upon being notified of an imminent activation of the Fireside partners (Fireside) Family Assistance Team, join either the main EOC conference call or participate in a sidebar conference call with Fireside HELP Team Leads and Tradewind Notification Liaison to establish a plan for assignment of Family Liaisons to each family unit
		Prepare for deployment if warranted. Trained individuals should bring their <u>Fireside Partners' Family Assistance Humanitarian Handbook TM on page 83</u>
Next 1-2 hours		Work with Fireside to establish a transportation plan for teams and families (Fireside will utilize their emergency travel coordinator)
		Fireside to begin in Phase IV Notification - this call is used to "Hand off" the families to their Family Assistance Liaisons. Support Fireside as needed

On-site Humanitarian Support

On-site Family Assistance	Be sure to maintain periodic check-ins with the EOC	
		Establish Family Assistance Center (FAC): A FAC will be established by the Tradewind Family Assistance Liaison and Fireside. A List of necessary items is located in the <u>Appendix</u>
		Meet the Fireside HELP Advance Team Leader Note that the NTSB may dispatch a Transportation Disaster Assistance (TDA) to assist as well
		Fireside to establish a private meeting room: Where you can meet with only Tradewind and Fireside personnel. This is where you will contact the Emergency Director and where additional support personnel can meet outside of the family areas and public spaces of a hotel
NTSB Briefings for Families	<p>NTSB Family Briefing - Fireside to provide details to Family regarding all NTSB briefings, including; time, date, and location (in person or virtual). The NTSB may request a meeting room is prepared for them</p> <p>**If a virtual meeting is to be held, make sure that the family tests the platform being used before the briefing** This meeting may happen anywhere in the first 24 hours. It is prudent to prepare as early as possible</p>	
On-going Activities	Stand by to Assist the EOC and answer any questions they may have regarding Family Assistance	
	Legal Records: Consult with Legal regarding document retention and any close-out procedures once the investigation has ended	
	After-Action: Participate in the After-Action Debrief and Report conducted by Tradewind Flight Operations	

CHAPTER 2 REFERENCE

Aviation Facilities Emergencies General Information	210
Purpose	210
Scope	210
Objectives	210
Responsibility of all Company Personnel	210
Trigger Events	210
Exercises	211
Incident Command System Information	212
Incident Command Functional Area Descriptions	212
Incident Command Staff Descriptions	213
Incident Command Glossary of Terms	214

Aviation Facilities Emergencies General Information

Purpose

The aviation facilities section of the Emergency Response Plan is to provide the Tradewind Aviation, LLC emergency response teams the documented advance preparation, coordination, and initial course of actions that are necessary to:

Educate employees and vendors within a Tradewind facility on the principles, methodologies, and operational procedures involved in an event that impacts life and property

Demonstrate to internal employees, key stakeholders, and auditors the level of preparation and investment Tradewind has made in ensuring a comprehensive and effective response to a facilities event

Provide guidance to responsibly manage and control the resources needed to respond to an event within a Tradewind facility

Interface with outside agencies, response partners, and vendors during the response

Provide support to other Tradewind vendors, where applicable

Scope

The scope of the Tradewind aviation facilities plan includes all Tradewind employees, contractors, vendors, and guests that may be involved (either directly or indirectly) in a facilities-related emergency, incident, or accident that threatens life and property

The plan addresses the initial steps to be taken during a significant event at a facility and supplements existing emergency response protocols within the Aviation Tactical ERP (TacERP) that may also be utilized as necessary in the event of a facilities emergency

Objectives

High-level objectives:

- To emphasize the importance of and to provide support to protect life and property
- Notification of First Response Agencies
- Notification of Tradewind facilities
- Notification of Fireside
- Confirmation of who was involved in the event (all employees/contractors accounted for)
- Provide a smooth transition beyond the initial evacuation and notification stages of the response

Responsibility of all Company Personnel

It is the responsibility of each employee or contractor to report immediately, by the most expeditious means, all facilities events impacting life and property to the Director of Operations and notify them of the incident. At no time is the employee to discuss details of the event with anyone outside of the Company

Trigger Events

Fire	Weather Events/Flooding
Bomb threat	Significant employee injury involving transport to hospital or fatality
Fuel spill	Media attention, such as Breaking News and continuous coverage, as a result of a facilities event
Hazardous materials spill	Damage to facility structure

DEPARTMENTAL RESPONSIBILITIES

The following departments/roles are components of an effective long-term response and will make up part of the response teams. If these departments do not exist in name, the roles should be performed by individuals with a matching skill set to the objectives

Human Resources

Tradewind Aviation, LLC Human Resources will be responsible to account for all Tradewind employees and guests that are in a Tradewind aviation facility (hangar). In addition, they are responsible for maintaining emergency contact information of affected employees and of overseeing Notification of Emergency Contacts

As 3rd party vendors will most likely be occupying Tradewind aviation facilities, they will be tasked with interfacing with those vendors to assist in accounting for contractors and assisting in Notification, if necessary

Finance

The finance department, at the direction of the Executive Team or EOC Leader, or designee, will provide necessary funds to respond to a facilities event that impacts life and property

Communications/Media

The Communications/Media designee is responsible for coordinating with the Executive Team to draft any media statements issued by Tradewind. This is usually accomplished within the confines of the Crisis Management Team. The Communications department is also responsible for coordinating any messages or instructions that are issued to the employees internally

Legal

The legal team will provide legal counsel to the Executive Team and EOC Team Leader

Security

The Security Team is responsible for security of all Tradewind facilities. In the event of an aviation facilities emergency, security measures may be needed at the facilities site as well as additional locations as deemed appropriate

Exercises

Realistic exercise scenarios will be used to practice and test procedures related to an aviation facilities emergency. Annual exercises using the tabletop suggestions below, as well as a full exercise being conducted bi-annually. The full exercise may be coordinated with local Emergency Management Agencies and Response Partners

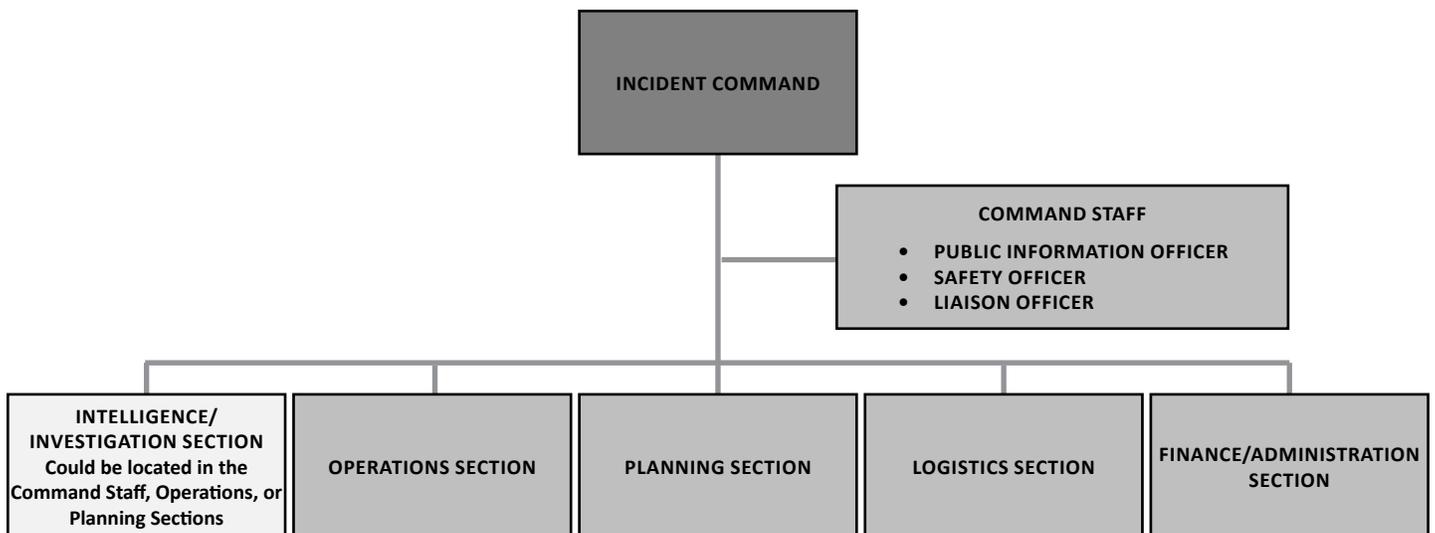
- 1. Simple Tabletop Exercise** - conducted to become familiar with the instructions, forms, and checklists used by the team. Recurrent training for each team should be conducted before the exercise and a complete review of the exercise should be conducted after completion
- 2. Expanded Tabletop Exercise** - conducted to become familiar with the instructions, forms, and checklists used by the team and should include any outside agencies involved with each team. This exercise will be used to help coordinate efforts and interfaces with outside agencies that the team will be in contact with during an actual emergency, incident, or accident
- 3. Joint Tabletop Exercise** with all teams. Outside agencies will be asked to participate and joint evaluations will be conducted of the effectiveness of the emergency response plan and effectiveness of inter-agency interfaces
- 4. After-Action Report - (AAR)** A detailed After-Action Report will be written after each training exercise detailing the exercise and suggestions for continuing improvement

Incident Command System Information

If your facility event is of the magnitude to require management by government agencies, an Incident Command System may be set up to manage the event. Included in this section is information on the structure and roles in an Incident Command System

Incident Command Functional Area Descriptions

INCIDENT COMMAND	Sets the incident objectives, strategies, and priorities and has overall responsibility for the incident
OPERATIONS	Conducts operations to reach incident objectives. Establishes tactics and directs all operational resources
PLANNING	Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation
LOGISTICS	Arranges for resources and needed services to support achievement of the incident objectives (resources can include personnel, equipment, teams, supplies, and facilities)
FINANCE/ADMINISTRATION	Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses
INTELLIGENCE/ INVESTIGATIONS	The Intelligence/Investigations function can be established to collect, analyze, and disseminate incident-related information and intelligence for incidents involving intensive intelligence gathering and investigate activity (such as a criminal or terrorist act or epidemiological, accident or mass fatality investigation).



NOTE:

There is no correlation between the ICS organization and the admin structure of any single agency. A “director” in an organization would not usually use that title when deployed under ICS structure. They would use the title of the position they are assigned within the ICS structure

Incident Command Staff Descriptions

INCIDENT COMMANDER	<p>The Incident Commander is responsible for the overall management of the incident. This includes Command Staff assignments required to support the incident command function. The Incident commander is the only position that is always staffed in ICS applications. On small incidents and events, one person (the Incident Commander) may accomplish all management functions</p> <p>The Incident Commander is specifically responsible for:</p> <ul style="list-style-type: none"> • Ensuring overall incident safety • Providing information services to internal and external stake holders, such as survivors, agency executives, and senior officials • Establishing and maintaining liaisons with other agencies (FEMA, FBI, Red Cross, etc.) participating in the incident
COMMAND STAFF	
PUBLIC INFORMATION OFFICER	Interfaces with the public and media and with other agencies with incident-related information requirements
SAFETY OFFICER	Monitors incident operations and advises the Incident Commander on all matters relating to safety, including the health and safety of incident management personnel
LIAISON OFFICER	Serves as the Incident Commander's point of contact for representatives of government agencies, non-governmental organizational (NGOs) and private sector organizations
GENERAL STAFF	
OPERATIONS SECTION CHIEF	Responsible for developing and implementing strategy and tactics to accomplish incident objectives
PLANNING SECTION CHIEF	Responsible for overseeing the collection, evaluation and dissemination of operational information related to the incident
LOGISTICS SECTION CHIEF	Responsible for providing facilities, services, and material support for the incident
FINANCE/ADMINISTRATION SECTION CHIEF	Responsible for the financial and cost analysis aspects of an incident

Incident Command Glossary of Terms

ACCESS AND FUNCTIONAL NEEDS	Individual circumstances requiring assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc., due to any temporary or permanent situation that limits an individual's ability to take action in an emergency
AGENCY	A government element with a specific function offering a particular kind of assistance
AGENCY ADMINISTRATOR/ EXECUTIVE	The official responsible for administering policy for an agency or jurisdiction
AGENCY REPRESENTATIVE	A person assigned by a primary, assisting, or cooperating local, state, tribal, territorial, or Federal Government agency, or nongovernmental or private organization, who has authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with that agency's leadership
AREA COMMAND	An organization that oversees the management of multiple incidents or oversees the management of a very large or evolving situation with multiple ICS organizations. See Unified Area Command
ASSIGNED RESOURCE	A resource that has been checked in and assigned work tasks on an incident
ASSIGNMENT	A task given to a person or team to perform based on operational objectives defined in the IAP
ASSISTANT	A title for subordinates of principal Command Staff and EOC director's staff positions. The title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders
ASSISTING AGENCY	An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management
AUTHORITY HAVING JURISDICTION (AHJ)	An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department. In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT)
AVAILABLE RESOURCE	A resource assigned to an incident, checked in, and available for assignment
BADGING	The assignment of physical incident-specific credentials to establish legitimacy and permit access to incident sites. See Credentialing
BASE	See Incident Base
BRANCH	The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch falls between the Section Chief and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by Roman numerals or by functional area
CAMP	A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel
CERTIFICATION	The process of authoritatively attesting that individuals meet qualifications established for key incident management functions and are, therefore, qualified for specific positions
CHAIN OF COMMAND	The orderly line of authority within the ranks of incident management organizations

CHECK-IN	The process through which resources first report to an incident. All responders, regardless of agency affiliation, report in to receive an assignment in accordance with the Incident Commander or Unified Command's established procedures
CHIEF	The ICS title for individuals responsible for the management of functional sections Operations, Planning, Logistics, and Finance/Administration
CLEAR TEXT	Communication that does not use codes. See Plain Language
COMMAND	The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority
COMMAND STAFF	A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident
COOPERATING AGENCY	An agency supplying assistance other than direct operational or support functions or resources to the incident management effort
COORDINATE	To exchange information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities
CORE CAPABILITY	An element defined in the National Preparedness Goal as necessary to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk
CREDENTIALING	Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See Badging
CRITICAL INFRASTRUCTURE	Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters
DELEGATION OF AUTHORITY	A statement that the agency executive delegating authority and assigning responsibility provides to the Incident Commander. The delegation of authority can include priorities, expectations, constraints, and other considerations or guidelines, as needed
DEMOBILIZATION	The orderly, safe, and efficient return of an incident resource to its original location and status
DEPARTMENT OPERATIONS CENTER (DOC)	An operations or coordination center dedicated to a single, specific department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and physically represented in a combined agency EOC by an authorized agent(s) for the department or agency
DEPUTY	A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases, a deputy can act as relief for a superior, and, therefore, should be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, EOC director, General Staff, and branch directors
DIRECTOR	The ICS title for individuals responsible for supervision of a branch. Also, an organizational title for an individual responsible for managing and directing the team in an EOC
DISPATCH	The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another
DIVISION	The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group

EMERGENCY	Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property
EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC)	A congressionally ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front liability and reimbursement
EMERGENCY OPERATIONS CENTER (EOC)	The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction
EMERGENCY OPERATIONS PLAN	A plan for responding to a variety of potential hazards
ESSENTIAL ELEMENTS OF INFORMATION (EEI)	The grouping of governmental and certain private sector capabilities into an organizational structure to provide capabilities and services most likely needed to manage domestic incidents
EVACUATION	Important and standard information items, which support timely and informed decisions
EVENT	The organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas, and their reception and care in safe areas
FEDERAL	See Planned Event
FINANCE/ADMINISTRATION SECTION	Of or pertaining to the Federal Government of the United States of America
GENERAL STAFF	The ICS Section responsible for an incident’s administrative and financial considerations
GROUP	A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief
HAZARD	An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic area. See also Division
INCIDENT ACTION PLAN (IAP)	Something that is potentially dangerous or harmful, often the root cause of an Incident An occurrence, natural or man-made, that necessitates a response to protect life or property. In NIMS, the word “incident” includes planned events as well as emergencies and disasters of all kinds and sizes
INCIDENT BASE	An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours
INCIDENT COMMAND (IC)	A location where personnel coordinate and administer logistics functions for an incident. There is typically only one base per incident. (An incident name or other designator is added to the term Base.)The ICP may be co-located with the Incident Base
INCIDENT COMMAND POST (ICP)	The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated
	The field location where the primary functions of incident command are performed. The ICP may be co-located with the Incident Base or other incident facilities

INCIDENT COMMAND SYSTEM (ICS)	A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events
INCIDENT COMMANDER	The individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations
INCIDENT COMPLEX	Two or more individual incidents located in the same general area and assigned to a single Incident Commander or Unified Command
INCIDENT MANAGEMENT	The broad spectrum of activities and organizations providing operations, coordination, and support applied at all levels of government, using both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity
INCIDENT MANAGEMENT ASSISTANCE TEAM (IMAT)	A team of ICS-qualified personnel, configured according to ICS that deploy in support of affected jurisdictions and on-scene personnel
INCIDENT MANAGEMENT TEAM (IMT)	A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions
INCIDENT OBJECTIVE	A statement of an outcome to be accomplished or achieved. Incident objectives are used to select strategies and tactics. Incident objectives should be realistic, achievable, and measurable, yet flexible enough to allow strategic and tactical alternatives
INCIDENT PERSONNEL	All individuals who have roles in incident management or support, whether on scene, in an EOC, or participating in a MAC Group
INFORMATION MANAGEMENT	The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information
INTELLIGENCE/ INVESTIGATIONS	Efforts to determine the source or cause of the incident (e.g., disease outbreak, fire, complex coordinated attack, or cyber incident) in order to control its impact and help prevent the occurrence of similar incidents. In ICS, the function may be accomplished in the Planning Section, Operations Section, Command Staff, as a separate General Staff section, or in some combination of these locations
INTEROPERABILITY	The ability of systems, personnel, and equipment to provide and receive functionality, data, information, and services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together
JOINT FIELD OFFICE (JFO)	The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of local, state, tribal, and Federal governments and private sector and NGOs with primary responsibility for response and recovery
JOINT INFORMATION CENTER (JIC)	A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC

JOINT INFORMATION SYSTEM (JIS)	A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations
JURISDICTION	<p>Jurisdiction has two definitions depending on the context</p> <ul style="list-style-type: none"> • A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., local, state, tribal, territorial, and Federal boundary lines) and functional (e.g., law enforcement, public health) • A political subdivision (e.g., municipality, county, parish, state, Federal) with the responsibility for ensuring public safety, health, and welfare within its legal authorities and geographic boundaries
KIND	As applied to incident resources, a class or group of items or people of the same nature or character or classified together because they have traits in common
LEADER	The ICS title for an individual who is responsible for supervision of a unit, strike team, resource team, or task force
LIAISON OFFICER (LOFR OR LNO)	A member of the ICS Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations
LOCAL GOVERNMENT	Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; a tribe or authorized tribal entity, or in Alaska, a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.)
LOGISTICS	The process and procedure for providing resources and other services to support incident management
LOGISTICS SECTION	The ICS Section responsible for providing facilities, services, and material support for the incident
MANAGEMENT BY OBJECTIVES	A management approach, fundamental to NIMS, that involves (1) establishing objectives, e.g., specific, measurable and realistic outcomes to be achieved;(2) identifying strategies, tactics, and tasks to achieve the objectives; (3) performing the tactics and tasks and measuring and documenting results in achieving the objectives; and (4) taking corrective action to modify strategies, tactics, and performance to achieve the objectives
MANAGER	The individual within an ICS organizational unit assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager)
MISSION AREA	One of five areas (Prevention, Protection, Mitigation, Response, and Recovery) designated in the National Preparedness Goal to group core capabilities
MITIGATION	The capabilities necessary to reduce the loss of life and property from natural and man-made disasters by lessening the impacts of disasters
MOBILIZATION	The processes and procedures for activating, assembling, and transporting resources that have been requested to respond to or support an incident

MULTI-AGENCY COORDINATION GROUP (MAC GROUP)	A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel supports resource prioritization and allocation and enables decision-making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management. Can also be called the Policy Group
MULTI-AGENCY COORDINATION SYSTEMS	An overarching term for the NIMS Command and Coordination systems ICS, EOCs, MAC Group/policy groups, and JISs
MUTUAL AID AND ASSISTANCE AGREEMENT	A written or oral agreement between and among agencies/organizations and jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support before, during, and after an incident
NATIONAL	Of a nationwide character, including the local, state, tribal, territorial, and Federal aspects of governance and policy
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)	A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response
NATIONAL PLANNING FRAMEWORKS	Guidance documents for each of the five preparedness mission areas that describe how the whole community works together to achieve the National Preparedness Goal. The Frameworks foster a shared understanding of roles and responsibilities, from the firehouse to the White House, and clarifies how the Nation coordinates, shares information, and works together—ultimately resulting in a more secure and resilient Nation
NATIONAL PREPAREDNESS	The actions taken to plan, organize, equip, train, and exercise to build and sustain the capabilities necessary to prevent, protect against, mitigate the effects of, respond to, and recover from those threats that pose the greatest risk to the security of the Nation
NATIONAL PREPAREDNESS GOAL (NPG)	Doctrine describing what it means for the whole community to be prepared for the types of incidents that pose the greatest threat to the security of the Nation, including acts of terrorism and emergencies and disasters, regardless of cause. The goal itself is “A secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”
NATIONAL PREPAREDNESS SYSTEM (NPS)	An organized process to achieve the National Preparedness Goal of a secure and resilient Nation
NATIONAL RESPONSE COORDINATION CENTER (NRCC)	A multi-agency coordination center located at FEMA Headquarters. Its staff coordinates the overall Federal support for major disasters and emergencies, including catastrophic incidents and emergency management program implementation
NONGOVERNMENTAL ORGANIZATION (NGO)	A group that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations
NORMAL OPERATIONS/ STEADY STATE	The activation level that describes routine monitoring of jurisdictional situation (no event or incident anticipated)
OFFICER	The ICS title for a member of the Command Staff authorized to make decisions and take action related to his/her area of responsibility

OPERATIONAL PERIOD	The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths, but are typically 12 to 24 hours
OPERATIONAL SECURITY (OPSEC)	The implementation of procedures and activities to protect sensitive or classified operations involving sources and methods of intelligence collection, investigative techniques, tactical actions, counter-surveillance measures, counterintelligence methods, undercover officers, cooperating witnesses, and informants
OPERATIONS SECTION	The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and groups
ORGANIZATION	Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, NGOs, and private sector entities
PLAIN LANGUAGE	Communication that the intended audience can understand and that meets the communicator's purpose. For the purpose of NIMS, plain language refers to a communication style that avoids or limits the use of codes, abbreviations, and jargon, as appropriate, during incidents involving more than a single agency
PLANNED EVENT	An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade)
PLANNING MEETING	A meeting held, as needed, before and throughout an incident to select specific strategies and tactics for incident control operations and for service and support planning
PLANNING SECTION	The ICS Section that collects, evaluates, and disseminates operational information related to the incident and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident
POSITION QUALIFICATIONS	The minimum criteria necessary for individuals to fill a specific position
PREVENTION	The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. In national preparedness guidance, the term "prevention" refers to preventing imminent threats
PRIVATE SECTOR	Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry
PROTECTION	The capabilities necessary to secure the homeland against acts of terrorism and man-made or natural disasters
PROTOCOL	A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions
PUBLIC INFORMATION	Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected)
PUBLIC INFORMATION OFFICER (PIO)	A member of the ICS Command Staff responsible for interfacing with the public and media and with other agencies with incident-related information needs
RECOVERY	The capabilities necessary to assist communities affected by an incident to recover effectively
RECOVERY PLAN	A plan developed to restore the affected area or community
RECOVERY SUPPORT FUNCTION (RSF)	Organizing structures for key functional areas of assistance outlined in the National Disaster Recovery Framework that group capabilities of various government and private sector partner organizations to promote effective recovery from disasters before and after disasters strike

REIMBURSEMENT	Mechanism used to recoup funds expended for incident-specific activities
RESOURCE MANAGEMENT	Systems for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident
RESOURCE TEAM	See Strike Team
RESOURCE TRACKING	The process that all incident personnel and staff from associated organizations use to maintain information regarding the location and status of resources ordered for, deployed to, or assigned to an incident
RESOURCES	Personnel, equipment, teams, 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
RESPONSE	The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred
SAFETY OFFICER (SOFR)	In ICS, a member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander or Unified Command on all matters relating to operational safety, including the health and safety of incident personnel. The Safety Officer modifies or stops the work of personnel to prevent unsafe acts
SECTION	The ICS organizational element having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, and Finance/Administration)
SINGLE RESOURCE	An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident
SITUATION REPORT (SITREP)	Confirmed or verified information regarding the specific details relating to an incident
SPAN OF CONTROL	The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals
STAGING AREA	A temporary location for available resources in which personnel, supplies, and equipment await operational assignment
STANDARD OPERATING PROCEDURE (SOP)	A reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner
STATE	Used in NIMS to include any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States
STATUS REPORT	Reports, such as spot reports, that include vital and time-sensitive information. Status reports are typically function-specific, less formal than situation reports, and are not always issued on a specific schedule
STRATEGY	The general plan or direction selected to accomplish incident objectives
STRIKE TEAM (ST)	A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader. In the law enforcement community, strike teams are sometimes referred to as resource teams
SUPERVISOR	The Incident Command System title for an individual responsible for a Division or Group
SYSTEM	Any combination of processes, facilities, equipment, personnel, procedures, and communications integrated for a specific purpose

TACTICS	The deployment and directing of resources on an incident to accomplish the objectives
TASK FORCE (TF)	Any combination of resources of different kinds and types assembled to support a specific mission or operational need
TECHNICAL SPECIALIST	Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions
TERRORISM	Any activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping
THREAT	A natural or man-made occurrence, an individual, an entity, or an action having or indicating the potential to harm life, information, operations, the environment, and property
TOOLS	Instruments and capabilities that allow the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities
TYPE	A NIMS resource classification that refers to capability of a specific kind of resource to which a metric is applied to designate it as a specific numbered class
UNIFIED AREA COMMAND	Version of command established when incidents under an Area Command are multi-jurisdictional. See Area Command
UNIFIED COMMAND (UC)	An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions
UNIT	The organizational element with functional responsibility for a specific activity within the Planning, Logistics, and Finance/Administration Sections in ICS
UNIT LEADER	The individual in charge of a unit in ICS
UNITED STATES NATIONAL GRID	A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude
UNITY OF COMMAND	A NIMS guiding principle stating that each individual involved in incident management reports to and takes direction from only one person
UNITY OF EFFORT	A NIMS guiding principle that provides coordination through cooperation and common interests and does not interfere with Federal department and agency supervisory, command, or statutory authorities
WHOLE COMMUNITY	A focus on enabling the participation in incident management activities of a wide range of players from the private and nonprofit sectors, including NGOs and the general public, in conjunction with the participation of all levels of government, to foster better coordination and working relationships.