



Tactical
EMERGENCY
Response Plan

Aviation Accident Response Procedures
Aviation Facility Response Procedures

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To make updates to this plan, the Target Corporation Aviation Director or delegate should submit all changes to the TacERP update team. Please see Tactical ERP Maintenance on page 158



THE TARGET CORPORATION 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 Target 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 Target 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 Target and each other

President & Chief Executive Officer Target Corporation
Tactical ERP Accountable Executive



KEY STAKEHOLDER LINKAGES TARGET CORPORATION (TARGET)

Target 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, Target 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.

Target is the principal manager of the “business end” of when and how the aviation assets are operated. Target 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.

Target 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, Target 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 Target 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



INITIAL RESPONSE - CALL INTAKE

WHO: First Available Flight Department Person

Step 1: Call Intake

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 Aviation Huddle Group/ED

Can you see a Tail Number or paint scheme?		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	
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INITIAL STEPS - VERIFICATION

WHO: Initial Call Recipient - Flight Department

Step 2: How do I know this affects Target?

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 - NOTIFY THE AVIATION HUDDLE GROUP

Step 4: Notify the Aviation Huddle Group

If Fireside has advised you of the event, they will give you a Teams Meeting number to use as a conference line

If you were notified in another way, start a Zoom meeting and send invites to the Aviation Huddle Group

Send a text message to the individuals below, including:

This message:

****NOT A DRILL**** Target Corporation is experiencing an event with our aircraft. Please see the screenshot for more information. Check your email for a link to the Zoom meeting ****NOT A DRILL****

If not already on the line, call Fireside to advise them of the situation

For individuals that have not joined the meeting, start at the beginning of the list below and use Teams to call each individual and have them join the meeting

Aviation Huddle Group - Notify all on this list

Only Aviation Huddle Group members and Fireside are needed at this time to determine the need for event escalation

Name	Title	Office	Mobile/Other	Email
Jim Duffey	Sr. Director, Flight Services		612-716-6737	james.duffey@target.com
Jeff Tyson	Chief Pilot		612-723-3342	jeffrey.tyson@target.com
Dustin Anderson	Chief Pilot		507-271-5885	dustin.anderson@target.com
Oliver Hanson	Director, Maintenance		612-396-2096	oliver.hanson@target.com
Dan Sorenson	Chief Inspector		612-220-1049	daniel.sorenson@target.com
Matt Kolberg	Sr. Manager, Flight Services	612-304-9160	763-458-6068	matthew.kolberg@target.com
Josh Otzen	Captain, ERP Manager		763-443-2860	joshua.otzen@target.com
Ron Jenson	Aviation Safety Manager		651-494-2387	ron.jenson@target.com
Nick Hoffmann	Flight Safety Mgr		612-817-4204	nicholas.hoffmann@target.com
Fireside Partners	Non Emergency	Main Emergency Number	Alternate Emergency Number	response@firesideteam.com
	302-613-0005	302-613-2020	302-613-1263	

Step 5: Brief the Aviation Huddle Group with the information currently known. If necessary, send a copy of this PDF with the data you have collected on the previous pages

Next Steps: After you have briefed the Aviation Huddle Group, if you are not the Emergency Director, stand by for further instruction

If you are the Designated Emergency Director, continue to the [Emergency Director Initial Tasks on page 8](#)



EMERGENCY DIRECTOR INITIAL TASKS

WHAT: Lead the Initial Procedures

WHO: Primary or Alternate Emergency Director, or as available

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

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

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

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 a Zoom Meeting

Instruct the Scheduler/Dispatcher to pull the trip sheet and complete [Scheduler's Initial Tasks on page 9](#)

Contact C3 [612-761-1500](tel:612-761-1500)

TRANSITION TO EMERGENCY OPERATIONS

Notify all necessary EOC Team Members and C3 via Slack, Zoom or Phone. Inform them that there has been an ERP activating event and provide access to the Zoom Meeting. Remind them to transfer their day-to-day operational duties to their designated proxy

Take Roll Call. Ensure that all checklists have been assigned. Remind Checklist holders not to begin their checklists until after the Initial Briefing

Instruct the Scribe to begin recording each factual development. Utilizing [Chapter 1 Tools and Forms on page 103](#) present information visually so that personnel reporting to the EOC Teams Meeting or physical location can see what has transpired thus far.

Consolidate initial data and all follow-on data into one central ERP, save locally

Give an initial briefing to the EOC Team on the information currently available. At this time, have the scheduler give a briefing on their initial task sheet

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

Delegate the securing of aviation facilities. If appropriate and given the magnitude.

Receive continual updates from Fireside

Begin [Checklist 1 - Emergency Director Checklist on page 11](#)



SCHEDULER'S INITIAL TASKS

WHAT: Scheduler's Initial Tasks

WHO: Scheduler or Available Person

1. 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](#) 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](#) 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
-

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



CHAPTER 1 CHECKLISTS/ROLES

Following Correct Procedures

CHECKLISTS

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**CHECKLIST 1 - EMERGENCY DIRECTOR 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device



EMERGENCY DIRECTOR CHECKLIST

FIRST 60 MINUTES - Ops Stage 1

EMERGENCY DIRECTOR TASKS

ENSURE THAT ALL EMERGENCY DIRECTOR INITIAL TASKS ON PAGE 8 HAVE BEEN COMPLETED

EOC SET-UP

EOC Set-up	The EOC can be a virtual meeting using the Zoom Meeting. The first available person at a physical location will be designated to set up the EOC room
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NOTIFICATIONS

Transfer of Duties	Transfer regular operational duties to your designated proxy, so that you may focus on the emergency response
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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
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Senior Management	Notify Senior Management that an aviation incident/accident has taken place. Senior Management communications only until Phase I Emergency Contact Notification is underway
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Insurance	With the Risk Management Representative, contact Insurance Underwriter and Broker <u>Insurance on page 93</u>
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Using Supplemental Lift	If using a supplemental lift provider, let them know that Target/Fireside will coordinate passenger notification
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NTSB	Work with Fireside and use <u>Form 4 - NTSB Initial Notification Worksheet on page 116</u> before making this call Notify the NTSB at <u>202-314-6290</u> for verbal reporting DEPENDENCY: <u>CFR Part 830.5</u>
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Passenger/Client Representatives	Follow passenger/client directives on notification. Verify if Target/Fireside should handle passenger notification
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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
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EOC OPERATIONS

Status Briefing	End of the first hour give a status briefing to EOC team
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**EMERGENCY DIRECTOR 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
	Brief flight crews on events and 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
Flight Ops	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
	Prepares internal employee/Stakeholder communications
PR	Ensure all hangar call-reception points follow the Reception Emergency Response Procedures on page 71
Scribe	Consolidates data into one ERP document and saves locally. Keeps essential information in view and updated
	With Flight Ops - Check relationships between pax/crew and other employees. Consider notifying employees who are close with the crew/pax onboard
HR	Dependency: Phase I Notification
	Send all available emergency contact information to Fireside
Fireside Partners	Fireside to initiate Phase I Notification. Target Notification Liaison to assist as needed
	Fireside to liaise with Airport Operations and Emergency Services (EMS) local to the event and coordinate Target involvement in the response. Contact information for Target base EMS/Operations are on page 93 . Information for additional airports is on file in Target Dispatch software

NOTES

**EMERGENCY DIRECTOR CHECKLIST**

NEXT 90 MINUTES - Ops Stage 2**EMERGENCY DIRECTOR TASKS****BRAND PROTECTION - PERCEPTION**

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

Review Review prepared external/media statements

ON-SITE MANAGEMENT - PARTICIPATION

Advance Team Launch Target 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



EMERGENCY DIRECTOR CHECKLIST

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

Fireside to - Initiate Phase II Notification and provide updates to the Target EOC

Fireside

Fireside to launch Advance Team to secure family hotel and coordinate with hospitals, other local resources. 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

Fireside starts humanitarian aid coordination process with claims adjuster/broker as per SOP

Flight Ops

Assess the safety of using additional Target aviation assets for travel to the event site or 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

**EMERGENCY DIRECTOR 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
Consider	Provision EOC for long hours of operation

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



EMERGENCY DIRECTOR CHECKLIST

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

Discusses plan to support families with NTSB TDA Office

Provides end-of-day response operations log

Fireside HELP Team

Target 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

Monitor News and Social Media

With ED - Fill out [NTSB Form 6120.1 requires Legal review and Fireside input](#)

Flight Ops

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

With Fireside coordinate with NTSB Public Affairs: [202-314-6100](#)

PR

Mainstream and social media is being monitored

Release External Statements after **ED** Review

Reviews all materials before release to NTSB/FAA

Legal

All non-party statements and submissions are entitled to legal review/representation

Scribe

Reduce unneeded notes and documentation

NOTES

**EMERGENCY DIRECTOR CHECKLIST****NEXT 8-24 HOURS - Ops Stage 4****EMERGENCY DIRECTOR TASKS****PEOPLE**

Location	Use EOC Tool 5 - Target Simple Status Board on page 109 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
Reminder	Demonstrate and communicate Company continuity

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
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 Emergency Director 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
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**EMERGENCY DIRECTOR CHECKLIST****OTHER EOC ROLE DUTIES - NEXT 8 - 24 HOURS - OPS STAGE 4**

Fireside is supporting families by coordinating

Fireside HELP Team and Target Family Assistance Liaison

- Travel, lodging and logistics
- Information and support
- Repatriation of remains
- Return of personal effects
- Coordination with hospitals

Pairs HELP Team to family units and travels to family locations/airport

Fireside

Provides Response Log at the close of each day

Collect and monitor media inquiries

PR

With Senior Management - Demonstrate and communicate Company continuity

Participating in NTSB investigation and briefings, and attending NTSB Accident Investigation hearings

With ED, brief Target management on accident investigation findings and on conclusions of various policy reviews

Arranging for an independent investigation, if warranted and advised

Emergency Response Coordinator

Coordinating the disposition of the wreckage with NTSB and insurer

Working with Fireside on long-term family assistance plan

Coordinating cleanup of toxic spills and disposal of hazardous materials with EPA and selected partner

**CHECKLIST 2 - EMERGENCY RESPONSE COORDINATOR**

WHO: 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 Primary 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 initial response tasks are being completed, ED determines event magnitude
EOC Notification	Assist the Emergency Director after Roll call to make sure that all of the EOC contacts have been notified and all the checklists have been assigned
Emergency Operations Center set-up	Assist the Scribe or delegate EOC set-up to the first available person
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 call reception points with Communications Instructions to all Reception Points: on page 49
	Assist the ED in briefing all Target 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

**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	Confirm with Flight Operations Rep 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 104 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**

OPERATIONAL OBJECTIVE	TASKS
Review and Assess All Tasks	Review and confirm that all tasks in the Emergency Director 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 Target's Legal representatives

**CHECKLIST 3 - SCRIBE**

WHO: Scribe

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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 3 - SCRIBE****First 90 Minutes**

OPERATIONAL OBJECTIVE	TASKS
EOC Set Up	Join the Emergency Operations Center (EOC) Zoom Meeting or proceed immediately to the physical location: 6925 34th Ave S Minneapolis, Minnesota 55450
	If a physical EOC is to be set up, 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
Participation	Begin recording each factual development Utilizing the appropriate Forms in Chapter 1 Tools and Forms on page 103 . Present information visually so that personnel reporting to the EOC Teams Meeting or physical location can see what has transpired thus far
	Utilize the TacERP Fact Verification Board TacERP V-Board on page 28 to post and continually update any accurate information that will not change Use the send feature on the V board at designated intervals to send the facts to the Checklist holders
	Import data from the checklists and forms sent to you by the members of the EOC. Use Appendix P: TacERP Instructions on page 153

Ongoing

Reminders	Maintain running accounts of information and timetables, commitments made, and schedules
	Seek backup assistance as needed
	Resolve uncertainties by asking for clarification

Completion

Ending Duties	Assist in EOC Scale-down and termination
	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

EOC TOOL 7 - TACERP 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
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		

**CHECKLIST 4 - FLIGHT OPERATIONS**

WHO: Target Flight 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 4 - FLIGHT OPERATIONS****First 90 Minutes**

OPERATIONAL OBJECTIVE	TASKS
Participation	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
	After initial family notification by Fireside, brief on-duty flight crews on events and ask them to contact their families to let them know they are OK and not to contact other TFS employees. Continually assess if Fireside should send assistance for Target personnel
	Gain access to, review, and secure (lock up, DO NOT RELEASE WITHOUT EMERGENCY DIRECTOR PERMISSION, or allow any edits or amendments) the documents listed below, as applicable:
	Flight Operations Manual/Standard Operating Procedures
	Training records for the operating crew (tripplanning.biz website)
	Most recent physical exam of the operating flight crew (tripplanning.biz website)
	Flight crew company history (TFS SharePoint)
	Loading chart and procedures for use (weight and balance) (Foreflight website)
	If the On-Site team will be dispatched, ensure they bring hard copies of the NTSB Statement of Party Representatives and, at a minimum, COPIES of the operating crew's training records (tripplanning.biz website) and at least 30 days of maintenance history for the accident aircraft
	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

Ongoing

		Keep the Director and Emergency Response Coordinator informed of the progress of any NTSB/FAA communications, investigative inquiries or developments, and interactions
Review		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)

**CHECKLIST 4 - FLIGHT OPERATIONS****Ongoing**

OPERATIONAL OBJECTIVE	REVIEW
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 Target Flight Operations
	When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

NOTES



CHECKLIST 5 - MAINTENANCE

WHO: Target Maintenance 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 5 - MAINTENANCE****First 60 Minutes**

OPERATIONAL OBJECTIVE	TASKS
Initial Tasks	<p>Proceed immediately to the Emergency Operations Center, or participate by phone via the Teams Meeting 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>Gain access to, review, and secure (lock up, DO NOT RELEASE WITHOUT EMERGENCY DIRECTOR PERMISSION, or allow any edits or amendments) the documents listed below, as applicable</p>
Participation	<p>List of all onboard emergency survival equipment. Make available to rescue coordination centers if requested</p> <p>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>
	<p>If the On-Site team will be dispatched, ensure they bring hard copies of 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>

NOTES

**CHECKLIST 5 - MAINTENANCE****First 60 Minutes and On-going**

OPERATIONAL OBJECTIVE	TASKS
People	Brief all non-EOC maintenance employees, in general, about what has happened, and to not discuss or speculate about it either in public conversation or social media outlets
Brand Perception	Remind all Target Corporation Maintenance personnel, especially those coming in or away on a project, to remove all identifying (logo) materials and be aware that media may be looking to interview a company employee. IF approached, 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, your organization's main number, and your direct number, and I will pass this information to that department."</i>
Safety	Coordinate securing of Target Corporation Hangar
Review	<u>Review 49 CFR 830.10</u> (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" <u>Review 49 CFR Part 831</u> (All portions, as many, describe rights and protections for the operator)
Ongoing Tasks	Maintain a positive and productive communication relationship with the NTSB Politely refer FAA requests to the NTSB (Accidents); Fireside will advise if needed Prepare Maintenance information for hourly/periodic EOC briefings Participate in the After-action Debrief and Report conducted by Target Corporation Flight Operations Maintain sharp vigilance for personnel who are struggling post-accident; maintain the same for safety oversight and adherence to SOP
	When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties

**CHECKLIST 6 - 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 Primary 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 6 - FLIGHT DECK CREW**

Flight Deck Crewmembers

First 60 Minutes and On-going

Stage	TASKS
	<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>
1	<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 do not 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:</p> <p style="text-align: center;">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 6 - FLIGHT DECK CREWMEMBERS**

Stage	Action
4	<p>Use Form 1 - Communication Record on page 113 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 Target 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 114, saving the data for each as appropriate</p>
9	<p>Interface with the Target 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 6 - 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 Target Corporation 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 7 - 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 7 - ON-SITE TEAM LEADER CHECKLIST**

OPERATIONAL OBJECTIVE	TASKS	
Upon Activation, Coordinate the Completion of Initial Tasks		Proceed immediately to the Emergency Operations Center, or participate by phone via the Teams Meeting line, in the EOC briefing from the Emergency Director, or the Emergency Response Coordinator
		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
		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
		Receive transportation details from the EOC. Request that your lodging be secured at a separate location from families (ask where NTSB is staying)
		Confirm with Flight Operations Rep and the Maintenance Rep the procurement of:
		At least 30 days' maintenance history and the training records of the operating crew (copies of applicable records)
		Hard copies of the Statement of Party Representative . Be familiar with the instructions that follow the form
		Company ID and Business Cards that show your position at Target
	<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>	
		Proceed home to pack and plan for seven days. It may be longer, but the hotel can coordinate laundry, etc.
		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

NOTES

**CHECKLIST 7 - 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 Target 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
	Target and Fireside will support you and the on-site team within the boundaries of allowable actions. NOTE: Nothing should prevent Target 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
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>	
On-going Participation in the Investigation and Return to Normal Operations	Do NOT speak publicly about the accident or in earshot of anyone in public spaces (e.g., hotel lobby). Do not wear company ID or logo wear
	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
	Participate in the After-Action Debrief and Report conducted by Target Flight Operations
When the Emergency Director calls an end to the active response, contact your designated proxy, and resume your regular operational duties	

**CHECKLIST 8 - 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 8 - PR AND COMMUNICATIONS CHECKLIST****First 60 Minutes**

OPERATIONAL OBJECTIVES	TASKS
	Proceed immediately to the Emergency Operations Center (EOC), or participate by phone via the Teams Meeting 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
	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
Brand Protection	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>Target 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.</i></p> <p><i>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 113 to collect and track callers
	Monitor Social Media: Fireside Partners (Fireside) will assist in monitoring and reporting on any significant social media developments (NOTE: Target may need to delegate a Social Media responder to address rumors or bad information)

**CHECKLIST 8 - PR AND COMMUNICATIONS CHECKLIST****Next 90 Minutes**

OPERATIONAL OBJECTIVE	TASKS
	<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>
Internal and External Comms	<p>Target 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="padding-left: 40px;"><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>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/Target 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>

NOTES

**CHECKLIST 8 - 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 113	
	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 8 - 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 Target 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

Target Corporation 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

Target Corporation has received confirmed reports of an accident with our Company-owned 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)

Target Corporation has received confirmed reports of an accident with our Company-owned 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 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.

Target Corporation 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 Target Corporation Organization, we are deeply saddened by today's news. 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. Target Corporation is also supporting the accident investigators in their difficult work. A Target Corporation 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 Target Corporation 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 Target 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 Target 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 Target policy to speak to any individual outside the Target 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 Target 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. Target personnel, in all cases, will not communicate any data or provide any speculative comment related to an aircraft accident or incident.



CHECKLIST 9 - 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 9 - HUMAN RESOURCES**

OPERATIONAL OBJECTIVE	TASKS	
Initial Actions		Join the Emergency Operations Center (EOC) Teams Meeting 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 Target employees involved
		Establish contact with the Fireside Partners (Fireside) HELP Team Leader
	Name	Contact Number
		Inform the designated Target 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
		Support the Fireside HELP Team as needed during Phase I and Phase II notifications
		With the EOC, Target Executive Team, and Fireside participate in the discussion to decide which Target Executive will participate in the Phase III call
Notification Liaison		With the Target Notification Team Liaison, 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
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		

**CHECKLIST 9 - HUMAN RESOURCES**

OPERATIONAL OBJECTIVE	TASKS
Target 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 Target 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 Target 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 10 - NOTIFICATION TEAM LIAISON****WHO:** Human Resources or as designated

This checklist can be distributed to each member of the notification team. If Fireside is making notification calls, this checklist can be used for informational purposes

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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 10 - 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 Target 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 Target 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 Target 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 11 - 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 Primary Emergency Response document

Enter the Date/Time checklist
update was sent

Save your checklist to your local device

**CHECKLIST 11 - 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 Target 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 Fireside Partners' Family Assistance Humanitarian Handbook TM on page 61
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 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 Target Family Assistance Liaison and Fireside. A list of necessary items is located in Appendix J: Family Assistance Center on page 138
	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 Target 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 Target 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, Target, 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

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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	<p>Has the direct authority to expend funds and commit the company to action</p> <p>If victim is deceased or otherwise unable to continue working at Target, work with HR to prepare final check and any additional compensation approved</p>



Emergency Response Support Roles

LEGAL REPRESENTATION

Time Frame	Responsibilities	General Operational Objectives
Upon Activation		<ul style="list-style-type: none"> Proceed immediately to the Emergency Operations Center Observe and monitor all decisions, interactions, and releases
Initial Actions & Ongoing	Observe and Advise	<ul style="list-style-type: none"> Review all records before turning over copies to the NTSB All Target 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 Target investigative participation and attend/be briefed on any NTSB briefings, hearings, and party meetings 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		<ul style="list-style-type: none">• Proceed immediately to the Emergency Operations Center• Coordinate additional security for hangar if required
On-going	Security, privacy, and safety of all assets	<ul style="list-style-type: none">• Maintain a “security eye” on all response operations, especially those that involve deploying Target 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		<ul style="list-style-type: none">• Proceed immediately to the Emergency Operations Center
Initial Actions	Ensure proper function of the EOC	<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
Upon Activation	<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
Ongoing	<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 membersAssign tasks and duties to FAST membersCoordinate 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 stayCoordinate 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	<p>The IT Team will plan for equipment needs and outside resources as necessary</p>
Upon Deployment	<p>The On-Site Information Coordinator will provide computer and secure network access as required to support the mission of the On-Site Team</p> <p>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</p> <p>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</p>
	<p>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</p>
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 Target 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 EMERGENCY RESPONSE PROCEDURES

Initial Call

1 st Steps Someone is reporting an accident	2 nd Steps Contact Management	3 rd 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		
What is your name?		
What is your location?		Refrain from discussing the situation with your coworkers or guests
What is your phone number?		Make sure that all call reception activities are taking place out of the main lobby area
What organization are you with?	Forward this page to the call list using the button below	If the call seems credible quietly start to prepare the front desk area following the Front Desk/Reception checklist
What is the main number there?		Standby to receive instructions from the Executive Team
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 Target 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>
<p>Remember, do not give out details of the incident/accident to anyone</p> <p>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</p>		



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 Target 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 Target 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 Target Recommend level (magnitude) of ERP activation Start or join the Zoom Meeting
	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 Target :</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 Target on major and local news broadcasts, Social media message trending and Internet news related to Target and the accident</p> <p>Call Volume Support – In the event, inbound call volume to Target 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 Target 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 Target has delegated the responsibility to notify the emergency contacts of Target passengers and crew (the "Target Notification Team") by notifying such emergency contacts of Target passengers and crew. In cases where Target 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	<p>Provide continual support</p> <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>	<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
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 Target 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)

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AIRCRAFT EVENT - BOMB THREAT

WHO: Emergency Director

Threats can be received in many forms: written, verbal, and communicated directly to Target Corporation 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 Target Corporation employees receive a threat, it must be communicated to the Emergency Director. [Form 7 - Bomb Threat Report on page 119](#) should be completed by the individual that gets the initial call

EMERGENCY DIRECTOR - GENERAL PROCEDURES

CATEGORY	TASKS											
INITIAL STEPS CONTACT THE CREW	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: <table> <tr> <th>Location</th> <th>Toll Free Number</th> <th>Local Number</th> </tr> <tr> <td>New York</td> <td>800-645-1095</td> <td>631-244-2480</td> </tr> <tr> <td>San Francisco</td> <td>800-621-0140</td> <td>925-294-8400</td> </tr> </table> 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			Location	Toll Free Number	Local Number	New York	800-645-1095	631-244-2480	San Francisco	800-621-0140	925-294-8400
Location	Toll Free Number	Local Number										
New York	800-645-1095	631-244-2480										
San Francisco	800-621-0140	925-294-8400										
Designate an EOC Team member to contact Fireside Partners 302-613-2020												
Notify Target Corporation 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: 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												
<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 119
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 Target Corporation or to the Airport Authority. Should Target Corporation employees receive a threat, it must be communicated to the Emergency Director. [Form 8 - Hijacking Threat Report on page 120](#) 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 Zoom Meeting, 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 officesassistants

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:

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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 Target aircraft	
	FLIGHT SCHEDULE	
	Coordinate modification of flight schedules, as required, to support response efforts	
	Coordinate alternate flight support to continue Target operations	

NOTES:

(Large empty box for 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 Aviation Operations on the situation				

15 Minutes Past Due	Contact originating or en-route agency <table border="1"> <tr> <td>Agency</td><td>Title</td><td>Contact Name</td><td>Contact Number</td></tr> <tr> <td></td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </table>	Agency	Title	Contact Name	Contact Number									Contact originating or en-route agency		
Agency	Title	Contact Name	Contact Number													
Contact originating FBO or airport																
<table border="1"> <tr> <td>Originating Airport</td><td>FBO Name</td><td>FBO Contact Name</td><td>FBO Contact Number</td></tr> <tr> <td></td><td></td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </table>				Originating Airport	FBO Name	FBO Contact Name	FBO Contact Number									
Originating Airport	FBO Name	FBO Contact Name	FBO Contact Number													
Continue to update the Director of Aviation Operations																

30 Minutes Past Due or ANYTIME fuel duration is exceeded	Contact FAA Flight Service Station and request an Alert Notice (ALNOT) <table border="1"> <tr> <td>1-800-WX BRIEF</td><td>1-800-992-7433</td><td></td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </table>	1-800-WX BRIEF	1-800-992-7433							Contact FAA Flight Service Station and request an Alert Notice (ALNOT)		
1-800-WX BRIEF	1-800-992-7433											
Gather Flight data about the aircraft and prepare to submit when needed												
Gather emergency equipment lists from the Maintenance department including ELT Lists												



AIRCRAFT EVENT - MISSING OR KIDNAPPED PASSENGER OR CREW

WHO: Emergency Director

Should Target Corporation 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 121](#) 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 Form 9 - Missing/Kidnapping Report on page 121
	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 R: Air-SOS Services on page 155](#)

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	Target Corporation	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 BRIEFING TOOLS

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Briefing Tool- ERP Fact Verification Board	89



BRIEFING TOOL– THE 24-HOUR SWIM LANES

(Top level only)

Use this tool to keep top down look at the response

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
This Span: The first 60 minutes from the time of the accident	<p>HR & FO to analyze trip sheet for crew/passengers married or related to other employees</p> <p>Send all available emergency contact information to Fireside</p> <p>If using a supplemental lift provider, let them know that Fireside will coordinate Passenger Family Notification</p> <p>Fireside to Initiate Phase I Notification ACKNOWLEDGES/ADVISES Emergency Contact of the event</p> <p>DEPENDENCY: Emergency Contact information</p> <p>FO - Brief flight crews on events. Ask non-event related 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> <p>Verify that Fireside should Follow passenger/client directives on notification. Verify if Target/Fireside should handle passenger notification</p> <p>PR - Prepare internal employee/Stakeholder communications (do not release yet)</p> <p>Ensure all hangar call-reception points follow the protocol for receiving calls and have access to the Reception Emergency Response Procedures on page 71</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> <p>Assign a scribe in the EOC; Consolidate initial data and all follow-on data into one central ERP, save locally</p> <p>Fireside to liaise with Airport Operations and Emergency Services (EMS) local to the event and coordinate Target involvement in the response. Contact information for Target base EMS/Operations are on page 93. Information for additional airports is on file in Target Dispatch software</p> <p>Call NTSB at 202-314-6290 for verbal reporting DEPENDENCY: CFR Part 830.5</p> <p>Contact: insurance underwriter and broker. Contact information for Insurance on page 93</p>
This Span: Next 90 minutes from the time of the accident	<p>Fireside Notification Team keeps EOC updated on the status of notification via the Zoom Meeting</p> <p>Medical/Emergency Services are engaged and Fireside is in communication with on-site responders</p> <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> <p>Assess the safety of using additional Target 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
This Span: Next 90 minutes from the time of the accident, cont.	<p>Fireside to initiate Phase II Notification CONFIRMS the status of the loved one</p> <p>Fireside talks directly with ERP Leads/Alternates</p> <p>Fireside starts humanitarian aid coordination process with claims adjuster/broker as per SOP</p>	Prepare external statements (do not release yet)	<p>Secure and review aircraft maintenance and training records for the operating crew</p> <p>Identify Ops and Maint. Reps to travel to meet NTSB at site</p> <p>Establish hourly updates with EOC staff</p>
This Span: 3 - 8 Hours from the time of the accident	<p>Phase III Notification EXPRESSION of sorrow (provided by a high-level company executive). Only completed if the victim/family wish to participate</p> <p>Fireside to Initiate Phase IV Notification ,Transition to Family Assistance CONTINUITY OF CARE between the Notification and Family Assistance</p> <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> <p>Monitor News and Social Media</p> <p>Release external statements after ED review</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> <p>Provision EOC for long hours of operation</p>
This Span: 8 to 24 hours from the time of the accident	<p>Fireside pairs HELP Team/ Target Team Members to family units and travels to family locations/airport</p> <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 <p>Fireside provides Response Log at close of each day</p>	<p>Collect and monitor media inquiries</p> <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> <p>Keep account of where everyone is (Hangar, Corp. Offices, on-site, etc.) Utilize the EOC Tool 5 - Target Simple Status Board on page 109</p> <p>Establish EOC closing time and opening for Day 1-2</p>

BRIEFING TOOL- 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		
		5		6		7		8		
Total number of passengers	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		

Date/Time of last Update:

The Send button is on the Scribe Checklist

[TacERP V-Board on page 28](#)



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EOC TEAM CONTACT INFORMATION

[Appendix G: Tactical ERP Teams and Roles on page 131](#)

EOC Role		Name	Office Phone	Mobile Phone	Email
EOC CHECKLIST HOLDERS					
Emergency Director	P	Jim Duffey		612-716-6737	james.duffey@target.com
	A				
Emergency Response Coordinator	P	Jeff Tyson		612-723-3342	jeffrey.tyson@target.com
	A	Dustin Anderson			dustin.anderson@target.com
Flight Operations Representative	P	Matt Kolberg	612-304-9160	763-458-6068	matthew.kolberg@target.com
	A	Josh Otzen		763-443-286	joshua.otzen@target.com
Maintenance Representative	P	Oliver Hanson		612-396-2096	oliver.hanson@target.com
	A				
On-site Team Lead	P	Nick Hoffmann		612-817-4204	nicholas.hoffmann@target.com
	A	Ron Jenson		651-494-2387	ron.jenson@target.com
Aviation Scheduling	P	Matt Kolberg	612-304-9160	763-458-6068	matthew.kolberg@target.com
	A				
Public Relations	P	Emily Bisek	952-237-2429		emily.bisek@target.com
	A				
Human Resources	P	Kevin Norris	612-237-3952		kevin.norris@target.com
	A	Barb Snell	612-304-7221	612-239-1664	barb.snell@target.com
Notification Coordinator	P	Fireside Partners	302-613-0005	302-613-2020	response@firesideteam.com
	A				
Family Assistance Coordinator	P	Fireside Partners	302-613-0005	302-613-2020	response@firesideteam.com
	A				
Scribe	P	Naomi Enge	612-304-9154	612-209-1332	naomi.modean@target.com
	A				
ADDITIONAL EOC ROLES					
Legal	P	Corporate Command Center (C3)			
Risk Management	P			612-761-1500	c3@target.com
Security	P				
Finance	P				



TACERP EOC GENERAL INFORMATION

EOC ADDRESS

Location
6925 34th Ave S Minneapolis,
Minnesota 55450

Alternate Location

EOC Set up is the responsibility of the first available individual to arrive at the location. Further Instruction is in [Checklist 3 - Scribe on page 26](#)

ZOOM MEETING

A Zoom meeting will be set up by Fireside

MEDIA RELATIONS HOT-LINE

If/when needed Fireside will provide a Media Relations Hot-line number



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		

LOCAL GOVERNMENT AGENCIES

Agency	Role	Name	Office Numbers	Mobile Number	Email/Website
KMSP Fire	ARFF		612-726-5577	911	https://www.mspairport.com/public-safety/airport-fire-department
KMSP Police			612-726-5577	911	https://www.mspairport.com/public-safety/airport-police-department
Minneapolis FSDO			612-253-4400		https://www.faa.gov/about/office_orgs/field_offices/fsdo/mpsp

INSURANCE

Agency	Role	Name	Office Numbers	Mobile Number	Email/Website
Global Aerospace	Underwriter	Michael Prahl	312-429-3188		mprahl@global-aero.com
AON	Broker	John C. Geisen	952-807-0643	612-839-9260	john.geisen@aon.com
Employee Assistance Provider (EAP)					

SUPPORT

Agency	Role	Name	Primary Number	Alt Number	Website
Fireside Partners	Emergency Support	Non Emergency	Main Emergency Number	Alternate Emergency Number	www.firesideteam.com
			302-613-0005	302-613-2020	302-613-1263
Medaire			602-281-3317	602-281-3317	



CHAPTER 1 RETURN TO OPERATIONS

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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
1	Officially call a definitive end to the Company's active response; the EOC (including Corporate) will cease operation and demobilize	Several response activities may still continue, such as investigative support and family assistance
		Ensure any in-field resources still have a solid communications link back to the Emergency Director
		Communicate demobilization of EOC to all ERP roles and senior management positions
2	Closeout EOC activities; ensure all electronic data is consolidated into one ERP, and develop a central After-Action Report (AAR)	Consult with Legal on document retention policies before proceeding with the following:
		Collect all relevant written material, including e-mails, handwritten notes, and ERP data, for inclusion in the AAR
		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

**RETURN TO SERVICE PLAN****RECOVERY OBJECTIVE 2 - KEEP A PULSE ON THE ONGOING OPERATIONS**

	Main Actions	Points of Contact
1	Establish/re-confirm the ongoing points of contact and set an agreed schedule for check-in and update	<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	<p>In addition to Target staff, team could also consist of: a manufacturer rep, an FAA FSDO rep, a member of corporate management, and an independent advisor.</p> <p>Additional (non-Target staff) Return to Flight Team members</p> <table><thead><tr><th>Name</th><th>Title/Position</th></tr></thead><tbody><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></tbody></table> <p>Utilize a change management process to ensure the risks have been thoroughly identified and mitigated:</p> <p>Principles of Change Management</p> <ol style="list-style-type: none">1. Consider your people first2. Gain top-level endorsement3. Involve all4. State the case5. Create ownership6. Communicate the plan7. Assess the culture8. Shape the culture9. Plan for the unexpected10. Consult with the individual	Name	Title/Position														
Name	Title/Position																

**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	<p>1 Your people will need to talk. Finding the balance between “mandatory debriefings” and organic sharing requires leadership and trust</p> <p>2 You have several tools at your disposal:</p> <ul style="list-style-type: none">• Target 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	<p>1 Evaluating Fitness for Duty of personnel is an integral part of returning to operations, yet can be a seemingly complex affair</p> <p>2 Remember that several factors may add to the personal impact the accident has on individual personnel:</p> <ol style="list-style-type: none">1. The sheer closeness of the event as a corporate family2. The personal relationships with passengers3. The role in operations, scheduling, etc., and its potential involvement in the accident <p>2 Utilize the Fitness For Duty Decision Tree on page 100</p>

**RETURN TO SERVICE PLAN****RECOVERY OBJECTIVE 5- SAFETY MANAGEMENT SYSTEM (SMS) INTEGRATION**

Main Actions	Important Tasks												
	<p>1 Utilize the Safety Team and create a task force to flesh out lessons learned from this event (After Action Report)</p> <p>Event Safety Team Members</p> <table border="1"><thead><tr><th>Name</th><th>Title/Position</th></tr></thead><tbody><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></tbody></table>	Name	Title/Position										
Name	Title/Position												
1 Use established Safety Management procedures to further the safety of Target Corporation	<p>2 Were hazards requiring mitigation identified as a result of lessons learned from the After Accident Report?</p> <p>Possible Hazards Include</p> <table border="1"><tbody><tr><td>Implementation of a new system</td></tr><tr><td>Revision of an existing system</td></tr><tr><td>Development of operational procedures</td></tr><tr><td>Identification of hazards or ineffective risk controls</td></tr></tbody></table>	Implementation of a new system	Revision of an existing system	Development of operational procedures	Identification of hazards or ineffective risk controls								
Implementation of a new system													
Revision of an existing system													
Development of operational procedures													
Identification of hazards or ineffective risk controls													
	<p>3 Utilize your SMS lessons learned process to ensure the risks have been thoroughly identified, mitigated, and documented</p>												



FITNESS FOR DUTY DECISION TREE



STAGE 1

RECOGNIZE

STAGE 2

RECOMMEND

STAGE 3

REFER
OR
REPORT

- All personnel will be affected in some fashion
- Facilitate a non-clinical group discussion and review; observe closely
- Ensure all personnel have ready access to the Target EAP Program, and encourage its use. Call HR for contact information

- This stage is appropriate when an individual discloses they are having some difficulty with coping, or an individual discloses that they know of someone else in the Target organization having difficulty
- Recommend (directly to the individual) that they access EAP or more formal medical assistance; assist them in connecting if appropriate
- Do not delay action on these types of disclosures

- This stage is appropriate when you as a Manager directly observe, or receive a report on an individual action that is in violation of policies, FOM requirements, or otherwise dangerous or risky
- Refer (directly to the individual and in a documented counseling session) that they should access EAP or more formal medical evaluation. In more egregious situations, report the incident* Do not delay action on these types of disclosures
- Consult with Target HR; Utilize the Medical Treatment/Evaluation form in [Form 2 - Medical Examination and Treatment Form on page 114](#), if so advised

*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 1996¹ 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, Target is not explicitly required to meet the requirements within this legislation, but it does provide an expectation framework.

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

**RETURN TO SERVICE PLAN****RECOVERY OBJECTIVE 6 - 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	<p>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</p> <p>2 Continue to monitor and “check-in” with personnel, as it may take a long time for problems to manifest themselves</p> <p>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</p>

RECOVERY OBJECTIVE 7 - FINAL CLOSEOUT

	Main Actions	Important Considerations
1	Ensure all processes for taking care of personnel and the Company are completed	<p>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)</p> <p>2 Wrap up all regulatory and investigative activities; NTSB reporting, Party status, and any parallel investigation</p> <p>3 Conduct full review and analysis of response activities. Amend and update ERP as necessary</p> <p>4 Verify that all tasks pertaining the SMS have been completed</p>



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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 - TARGET ON-SITE TEAM

(Investigation):

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

EOC TOOL 5 - TARGET 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 - TACERP 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		
		5		6		7		8		
Total number of passengers	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		

Date/Time of last Update:

The Send button is on the Scribe Checklist

[TacERP V-Board on page 28](#)

**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):

Flight Crew

Date _____ Time _____ Printed name _____ Signature _____
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 DirectorUse 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

Totals	On-board	Deceased	Seriously Injured
Crew	Email this page to response@firesideteam.com		
Passengers			

**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

[Link to NTSB Form 6120.1](#)

**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?

Male Female

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

**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 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 May29, 2025, but references, especially regulatory ones, change occasionally. Please check the source to confirm that you have the most up-to-date information

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**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.ntsb.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.ntsb.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 47](#) 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.ntsb.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.ntsb.gov/Documents/6120_1_Form.pdf](http://www.ntsb.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 Target Flight Operation's Tactical ERP scope includes all Target employees and guests that may be involved (either directly or indirectly) in an aviation-related crisis, incident, or accident involving a Target-owned, managed, or chartered aircraft

The Target Flight Operation's Tactical ERP is integral to the Target Crisis Management Plan. It is not intended to supersede this plan but rather integrates its notification processes and goals with the corporate plan. The Target 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 Target 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 Target'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 Target'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 Target with the broad requirements of an effective response. Where sufficient resources are unavailable within Target, 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 Target

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 Target 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 Target

**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 Target	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	Target will receive most of the visibility after an accident	Maintains close connection with Target 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	Target 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	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	

**GENERAL CORPORATE DEPARTMENTAL RESPONSIBILITIES CONTINUED**

Department	ERP Requirement	Mission Objectives	Core Competencies/Location
Safety	An Emergency Response Plan is part of a robust Safety Management System as a whole	<p>Use a proactive approach to managing workplace safety and health</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>	Knows the ERP very well and is able to recommend changes and updates as they pertain to evolving laws and regulations
Training	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>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>The Accountable Executive (or designee), who is responsible for the Target Tactical ERP, will assist in the design or procurement of training and exercises to make certain each team is prepared</p>	Knows the Tactical ERP very well and is able to communicate the Goals and function to the EOC Team during training



APPENDIX G: TACTICAL ERP TEAMS AND ROLES

The Target 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 136](#)

G.1 Target Senior Management Team

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

1. Location - 6925 34th Ave S Minneapolis, Minnesota 55450

2. Purpose of the Target 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

3. 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 Program



Emergency Operations Center Team Members Continued

Role	ERP Requirement	Role and Authority	Core Competencies/Location
Flight Ops Proxy for the RC Proxies for Flight Ops Reps are other members of the Flight 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
Maintenance Proxy for the RC Proxies for Maintenance Reps are other qualified members of the Maintenance Team	Have knowledgeable individuals procuring and securing investigation related documents and records	Coordinate and secure all documents related to the maintenance of the involved aircraft	Technical knowledge of the involved aircraft as well as location of the required maintenance records Location should be in the Aircraft base hangar or 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	Target Corporation will receive most of the visibility after an accident Effective and coordinated communications will be paramount	Maintains close connection with Target 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	
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 Target Corporation	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 Target Corporation	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



Emergency Operations Center Team Members Continued

Role	ERP Requirement	Role and Authority	Core Competencies/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 Target Corporation	Team - Notification of the Emergency Contacts of those involved with an aviation incident/accident. This team should be either trained Target 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

Role	ERP Requirement	Role and Authority	Core Competencies/Location
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

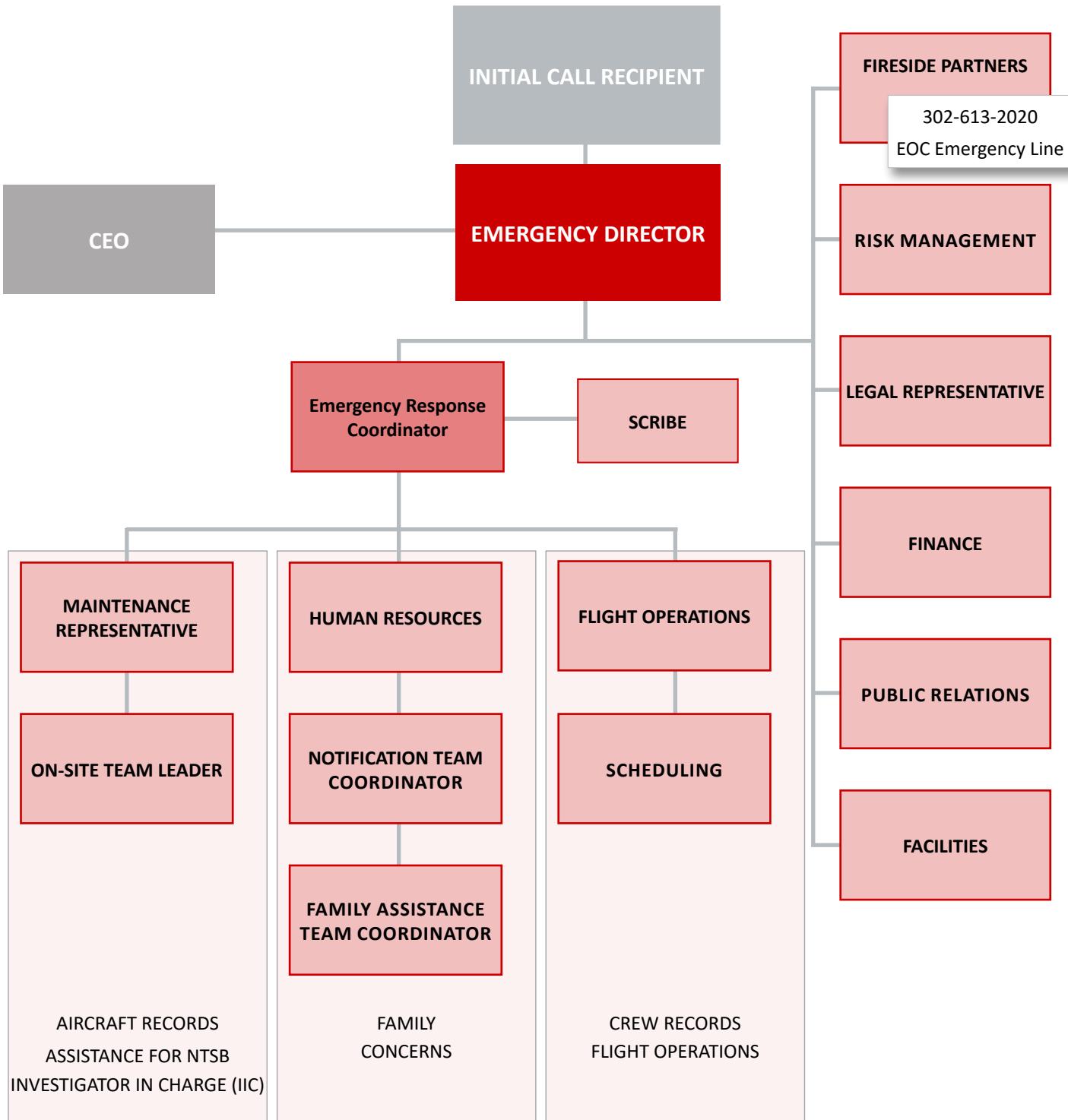
Non Checklist Holding EOC Roles			
Corporate Security Proxies are other qualified members of the Security Department	Key personnel will require security and asset protection. The accident site, family hotel, and especially in international environments, all company assets	Provide security insight and, 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	Target Corporation 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	Target Corporation 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, Target Corporation may be asked to participate in the investigation	Represents Target 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 Target Corporation personnel and family members on-site	The On-Site Security Coordinator will be responsible for ensuring the security of all deployed Target 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	Target Corporation will receive most of the visibility after an accident	Arrange and set up locations for all on-site press briefings	If directed by the Target 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	The Communications Coordinator should be located with the rest of the On-Site Team, or a place requested by the NTSB Investigator in Charge
	Effective and coordinated communications will be crucial	Coordinate all information to be released with the On-Site Executive Team Leader and the Target EOC Media/Communications Team	
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 Target'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 Target 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 Target 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 Target 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 Target 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 Target 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 Target 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

Target 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/attachés/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.)

Target 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 Target 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 (Target) are Target Corporation tasks

AIRCRAFT: Fixed wing or rotary wing equipment owned or operated by Target 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) (TARGET): The EOC serves as the Target 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 (TARGET): 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) (TARGET): Provides stress management services designed to mitigate the emotional impact of a traumatic event for Target Corporation 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 Target President and will be part of the EOC and Executive Teams

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



FAMILY ASSISTANCE CENTER (FAC) (TARGET): The Target 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) (TARGET) A group of Target Corporation 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. Target 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) (TARGET): 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, its 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) (TARGET): Established as near as practically feasible to the accident site, the OSEOC is the facility that provides tactical direction and control to the Target immediate response efforts and coordinates the response for the emergency responders

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

ON-SITE TEAM (TARGET): Representatives from Target Corporation 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 (TARGET): 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 Target Corporation flight crews and other employees traveling on Company business, upon hearing of an aircraft or facility emergency, incident, or accident involving a Target Corporation or Target 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 Target 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 Target 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 Target 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 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 Target Corporation 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 Target Corporation are private Target Corporation 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 Target Corporation 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 OTHER SERVICE PROVIDERS****O.1 Supplemental Lift Partner Information**

When using the services of a supplemental lift partner provide them with this notification form
NOTIFY TARGET CORPORATION IMMEDIATELY UPON ERP ACTIVATION

Do not delay initial notification of the event to Target. 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 someone, that person will continue notifying the rest

Name	Title	Office	Mobile/Other	Email
Matt Kolberg	Sr. Manager, Flight Services	612-304-9160	763-458-6068	matthew.kolberg@target.com
Jim Duffey	Sr. Director, Flight Services		612-716-6737	james.duffey@target.com
Jeff Tyson	Chief Pilot		612-723-3342	jeffrey.tyson@target.com
Josh Otzen	Captain, ERP Manager		763-443-2860	joshua.otzen@target.com
Fireside Partners	Non Emergency	Main Emergency Number	Alternate Emergency Number	response@firesideteam.com
		302-613-0005	302-613-2020	302-613-1263

UNVERIFIED INCIDENT/ACCIDENT INFORMATION

Date/Time		Type of Incident	Accident	Incident	Medical	Other
			Type			
Tail Number						
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 Target Corporation and Fireside Partners Joint Notification Team before starting emergency contact notification
Coordinate with the Target Corporation PR/Communications Team before releasing public statements
Coordinate with the Fireside Partners Effects Management Center to facilitate the return of Target Corporation 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

**APPENDIX P: TACERP INSTRUCTIONS****P.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 Q: EMERGENCY RESPONSE PARTNERS**

Target Corporation 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 Target Emergency Operations Center Team Leader

Q.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 Target. Target 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

Q.2 Global Aerospace

1. Global Aerospace is the insurer for Target 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 Target Global Aerospace Account Manager
2. See the contacts for [Insurance on page 93](#) for specific contact information

**APPENDIX R: 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
Additional Services	Travel Companion Service	Coordination with hospital staff to facilitate patient release, intake and ensure proper care while en route



APPENDIX S: TACERP CONTINUAL PROCESS IMPROVEMENT LOGS

S.1 Record of Revisions

The TacERP is revised as needed every quarter. If updates are required, the complete document will reflect the latest revision # and date of completion. The latest revision will then replace any previous copies. The Record of Revisions will reflect the latest Revision # and date



S.2 Record of Training and Exercises

This Tactical Emergency Response Plan shall be tested at least once annually, and an After-Action Report or appropriate documentation produced

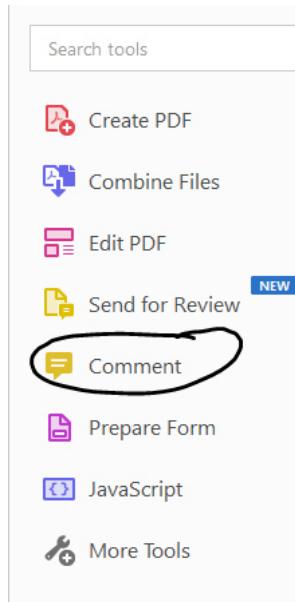


S.3 Tactical ERP Maintenance

- 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 Target Accountable Executive. Target 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

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FACILITY EMERGENCY INSTRUCTIONS

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

RECOMMENDED ACTIONS

NOTES

INITIAL STEPS

1. Initiate immediate steps to mitigate loss to life and property (evacuation, fire suppression, etc.)

2. Move to a safe location or, if the situation warrants, the evacuation area

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

Call 911 or ensure emergency services are responding

- 3.
- Follow instructions of first responders
 - Move all personnel to safety

4. Notify the Safety Director

Safety Director

Ron Jenson

[651-494-2387](tel:651-494-2387)

ron.jenson@target.com

ONCE YOU ARE SAFE

If you have evacuated the hangar, let your immediate supervisor know your location

Fill out the Facility Event Notification Form and submit it to the Safety Director

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

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 Target public relations department. If you are approached, please keep this statement in mind

"I am not an authorized spokesperson for my company. May I have your contact information and I will have the appropriate person contact you"



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

EVACUATE

If there is an accessible escape path, attempt to evacuate the premises. Have an escape route and plan in mind

Silence your cell phone
(this includes vibrate)
It could give away your
hiding place

Evacuate regardless of whether others agree to follow and leave your belongings behind. Help others escape if possible

Monitor cell phone for
updates

Prevent individuals from entering an area where the Armed Assailant may be

Follow the instructions of any police officers and keep your hands visible

Do not attempt to move wounded people

Evacuate regardless of
whether others agree to

Call 911 and report your status when you are safe



HIDEOUT

If evacuation is not possible, find a place to hide where the Armed Assailant is less likely to find you

If evacuation is not
possible, find a place to
hide where the Armed
Assailant is less likely to
find you

Your hiding place should:

- 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

To prevent an Armed Assailant from entering your hiding place:

- Lock the door
- Blockade the door with heavy furniture



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

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

IF YOU SEE A SUSPICIOUS ITEM

Keep calm

Do not touch or approach any suspicious objects

If possible, without getting too close to the object, open windows in the area to minimize primary damage from any possible blasts and fragmentation

Restrict access to the area. The only personnel who should be allowed are Senior Executives and law enforcement officials

If necessary, evacuate the area

Report your status to Management



Suspicious items may include:

- 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

PHONED IN THREAT

DO NOT hang up. The longer they talk the more likely they will be caught

Signal other employees to listen in or call authorities

Listen carefully. Be polite and show interest

Write down the exact wording of the threat. Use [Facility Form 1 - Bomb or Other Threat Report on page 181](#) to gather as much information as you can



Stay away from windows

Immediately upon termination of the call, do not hang up, but from a different phone, contact 911 immediately



CIVIL UNREST/ECO-PROTEST



RECOMMENDED ACTIONS

NOTES

GENERAL UNREST - OUTSIDE

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

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

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

Stay away from windows

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



You are on Camera

You will be recorded. Be prepared and remain calm

GENERAL UNREST - INSIDE

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

In the U.S., utilize 911 and airport emergency frequencies

ECO-PROTEST RESPONSE

1. Notify authorities immediately if you suspect a protest is about to occur near or at your aircraft/building

Ensure you have international contacts for the airports you will travel to. Re-member, your aircraft has manual emergency transmitters and radios; use them if you cannot reach anyone by phone and are sheltering in the cabin due to pro-test activity at or near your aircraft.

If protest activity has occurred in flight, report the incident to the FBI <https://www.fbi.gov/how-we-can-help-you/crimes-aboard-aircraft>

2. De-escalate wherever possible

When protesters strike, it inevitably evokes high emotions, as intended. They record almost everything and often appear to be inciting a reaction. Such situations can escalate quickly into assault and battery or unintended injury and damage to property. The victim can easily become the perceptual perpetrator. Avoid interacting with protesters whenever possible

For events on the ground report the incidents and any details on damage and perpetrators to the DHS/TSA at [+1-844-TSA-FRST](tel:+1-844-TSA-FRST)

3. Keep passengers and crew inside any secure area during the active protest

Monitor the status of your crew and passengers closely and be proactive about requesting medical support. Under stress, most individuals are not able to sustain long-term health in non-climate-controlled areas.

In most countries, illegal intrusion on an airfield, obstruction of aircraft and aircrews, and property damage are all crimes

4. Have your aircraft or vessel thoroughly inspected by maintenance and security before continuing operations

Many paint attacks have affected sensor and probe surfaces. Other intrusions have included chaining people or heavy objects to aircraft structure. Notify insurers to assist in the post-protest return to service.

After notifying and providing details to authorities, utilize the Fireside 24/7 Emergency number [+1 302-613-2020](tel:+1-302-613-2020). For Advice and Media monitoring



EARTHQUAKE



RECOMMENDED ACTIONS

NOTES

DO NOT evacuate the building until the event is over**IF IN THE HANGAR, STAY CLEAR OF AIRCRAFT THAT MAY BE ON JACKS****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**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**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**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)

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

Report your status and location to Management



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

Be aware of tall furniture such as file cabinets, shelves, as they can easily topple

DO NOT stand in a doorway.

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

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

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

**DROP**
TO THE FLOORTAKE
COVER
UNDER A TABLE**HOLD**
ON UNTIL THE
SHAKING STOPS



FIRE OR SMOKE



RECOMMENDED ACTIONS

NOTES

FIRE THAT CAN BE IMMEDIATELY CONTROLLED

1. Provide fire suppression with a fuel appropriate fire extinguisher
2. Notify Your Supervisor

When using a fire extinguisher
Remember to **PASS**

Pull the pin while holding the nozzle away from you, and release the locking mechanism

Aim low, pointing the nozzle at the base of the fire

Squeeze the lever slowly and evenly

Sweep the nozzle from side to side

FIRE THAT CAN NOT BE IMMEDIATELY CONTROLLED

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



SMOKE - NON-WILDFIRE

1. Attempt to find the source of the smoke
2. If an active fire follow the steps above
3. Notify your supervisor

Be prepared to retreat if the conditions become unsafe for evacuation

SMOKE - WILDFIRE

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

If you are inside and wildfire smoke conditions develop, make sure that all office windows are closed and that you limit your time outside



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 Target SPCC Plan

All other Target Employees should follow the steps below

KMSP

Maintenance

Maintenance Representative
on page 91

Notify an available supervisor

Minor Spill (less than 10 gallons)

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

Using the spill kits located in each hangar, place absorbent pads on to the spill

ANY liquid on the Hangar floor is a potential slip hazard

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. Some procedures must be followed 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

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

Evacuate the facility if necessary and go upwind of the release

Notify an available Manager



Spilled Materials may often be colorless and odorless



MEDICAL EMERGENCY



RECOMMENDED ACTIONS

NOTES

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

Do not move the victim unless they are in imminent danger of further injury. Unnecessary movement could worsen the injury

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

Call 911 for an emergency/paramedic unit if the situation warrants

Remember the importance of maintaining the ABCs: "Airway, Breathing, Circulation"

If the victim is unconscious, check to see whether his/her airway is open and he is breathing

If needed (e.g.. if victim is not breathing), begin CPR

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

Maintain ongoing assessment until help arrives

If requested, help Emergency Professionals when they arrive

Notify a member of Human Resources. If they are not available, notify a member of the Senior Executive Staff

Human Resources

[Human Resources Contact Information on page 91](#)

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 Target public relations department. If you are approached please keep this statement in mind:

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



UTILITY OUTAGE



RECOMMENDED ACTIONS

NOTES

POWER OUTAGE

In the event of a power outage, call your local utility company to report the outage

Immediately evacuate everyone from the building via the shortest and safest exit route
Assemble in the designated Emergency Assembly Area One

NATURAL GAS LEAK

If you smell a rotten egg or sulfur smell, recognize that it could be a natural gas leak

Leave the area quickly by the fastest possible route.

Immediately evacuate everyone from the building via the shortest and safest exit route
Assemble in the designated Emergency Assembly Area One

Call the local gas company from a phone outside the building. Call 911 in emergency.

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.

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.

DO NOT light matches or create any other source of ignition.

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.

If you know or suspect that someone is missing or trapped, call 911

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



PERSONNEL CONTINGENCIES

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



RECOMMENDED ACTIONS

NOTES

MISSING/KIDNAPPING

If you suspect that a co-worker or other employee Target 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

[Human Resources Contact](#)
[Information on page 91](#)

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

SELF CARE

[CDC.gov](https://www.cdc.gov)

The best source of information for any outbreak is [cdc.gov](https://www.cdc.gov)

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:

- Regularly and thoroughly wash your hands for 20-seconds
[CDC Guide to Keeping Hands Clean](https://www.cdc.gov/coronavirus/2019-ncov/hcp/hand-washing.html)
- 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](https://www.cdc.gov/coronavirus/2019-ncov/hcp/infection-prevention-and-control/coughing-sneezing-etiquette.html)

[Hand Washing Guidelines](#)[Coughing and Sneezing](#)

If you are sick, stay home. Don't share the flu, colds, or other viruses with your co-workers

DO YOU THINK YOU HAVE BEEN EXPOSED?

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.

[Isolation Precautions](#)

WHAT TO DO IF YOU ARE DIAGNOSED

These guidelines were written for Covid-19

<https://www.cdc.gov/coronavirus/2019-ncov/index.html>

- 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

[CDC Information for Travelers](#)

PLANNING A TRIP?

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:

[U.S. State Department](#)

[CDC Information for travelers](#)

[U.S. State Department Travel Advisories](#)

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



OTHER FACILITY EMERGENCIES

This section contains direction for other more obscure threats that can occur in a high profile business facility such as Target Corporation



RECOMMENDED ACTIONS	NOTES
MAILROOM SECURITY AWARENESS	Government Resources FBI 410-265-8080 fbi.gov
Identifying Suspicious Packages and Envelopes	CDC cdc.gov/anthrax 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
Appearance <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. 	Other suspicious signs <ul style="list-style-type: none"> • Excessive weight • Ticking sound • Protruding wires or aluminum foil
Handling of Suspicious Packages or Envelopes	USPS Call Postal Inspectors at 1-877-876-2455 and state "Emergency" www.uspis.gov/report/report-suspicious-mail/
<ul style="list-style-type: none"> • 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

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

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

Thunderstorms

Winter Storm Safety

WINTER STORM WARNING/BLIZZARD

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 Safety

TORNADO WARNING

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 Safety

HURRICANE

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

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 Target Management





OTHER NATURAL DISASTERS

RECOMMENDED ACTIONS

REDCROSS.ORG LINKS

Tsunami Safety

TSUNAMI

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 Target 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](#)



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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 Target Corporation contacts for this event

Target Corporation 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 2 - National Incident Management (NIMS)/Incident Command Structure (ICS) Personnel List

This list is tool is to be used for information purposes only. You may not have all of the contact information for the individuals but want to keep a record of names and roles

Unified Command Staff				
Role	Name	Contact Number	Alt Contact Number	Email
Safety Officer				
Public Information Officer				
Operations Section Chief				
Facility Management Branch Director				
FAC Group Supervisor				
Logistics Section Chief				
Planning Section Chief				
Finance Admin Section Chief				

Facility Tool 3 - Simple Status Board

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

**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	Incoherent
Angry	Lisp	Message read
Calm	Loud	Taped
Clearing throat	Nasal	Irrational
Coughing	Normal	Profane
Cracking voice	Ragged	Well-spoken
Crying	Rapid	Other Notes:
Deep	Raspy	
Deep breathing	Slow	
Disguised	Slurred	
Distinct	Soft	
Excited	Stutter	

**Facility Form 2 - Event Notification Form**

Incident details							
Date/Time							
Caller Name				Phone			
Caller Agency				Phone			
Caller Location							
Location KMSP							
Type	General Emergency	Armed Assailant	Bomb Threat	Civil Unrest	Fire/Smoke	Hazmat	Medical Emergency
	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 Target 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 Target

Check Box if Guest/Visitor of Target

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

WHICH HOSPITAL?

YES

HAVE YOU BEEN
TRANSPORTED TO THE
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

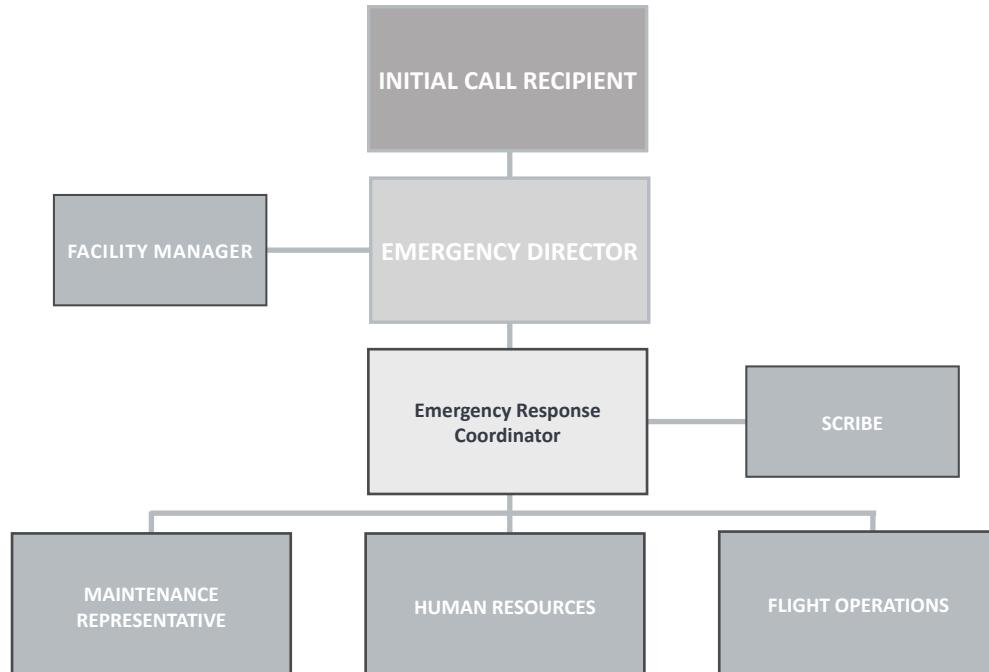
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KMSP - Facility Contacts

Address	Notes				
6925 34th Ave S Minneapolis, Minnesota 55450					
Airport Contacts					
Role	Name	Title	Office	Mobile/Other	Email
KMSP Fire			612-726-5577		
KMSP Police			612-726-5577		
Local Agency Contacts					
Agency	Branch	Main	Mobile/Direct	Email/Web	

KMSP - Facility Call Tree





External Agencies

National and Local assistance agencies

Organizations

American Red Cross	612-871-7676	https://www.redcross.org/local/mn-nd-sd/about-us/locations/twin-cities.html
Target Corporation Employee Assistance Program		



Mental Health Resources

988 Suicide & Crisis Lifeline	988	Online
Veterans Crisis Line	988 Press 1	



CHAPTER 2 MANAGEMENT CHECKLISTS

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SAFETY DIRECTOR INITIAL TASKS

WHAT: Assess the Threat/Damage

WHO: Safety Director or Designated Alternate

Using the able 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 assetsNo 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 dayA limited number of assets may be damaged, but the majority of the facility is not affectedThe number of visitors to this facility may be reduced by up to 25% for a limited period of timeMay 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 areasSome items/assets in the facility are damaged beyond repair, but the facility remains mostly intactThe 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 damageThe number of visitors to this facility may be reduced by up to 50% for a limited period of timeNational media coverage, possibly worldwide
Black: Devastating	<ul style="list-style-type: none">The facility is damaged/contaminated beyond safe habitable useMost items/assets are lost, destroyed, or damaged beyond repair/restorationThe number of visitors to this facility may be reduced by up to 75% for a limited period of timeNational 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 Target 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 Facility Form 3 - Medical Examination and Treatment Form on page 183 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 am not an authorized spokesperson for my company. Please contact our Corporate Office for more information.”
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 | HR = Human Resources | LGL = Legal Counsel | PR = Public Relations

Total: 24 Hours	PEOPLE Fireside, & HR	PERCEPTION PR & LGL	PARTICIPATION EOC, Fireside & LGL
This Span: The first 60 minutes from the time of the accident	<p>HR to analyze the victim list for employees married or related to other employees</p> <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> <p>Ask all other employees to contact their families to let them know that they are OK and not to call other Target 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> <p>For more significant events that will have a Unified/Incident Command - select Target Liaisons to work with the ICS sections as necessary</p> <p>Assign a scribe in the EOC; Consolidate initial 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 Reception Emergency Response Procedures on page 71</p> <p>Contact: your insurance provider. Contact information for Insurance on page 93</p>
This Span: Next 90 minutes from the time of the accident	<p>Fireside Notification Team keeps EOC updated as to status of notification via the Zoom Meeting</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>	



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
This Span: Next 90 minutes from the time of the accident, cont.	<p>Fireside to initiate Phase II Notification CONFIRMS the status of the loved one</p> <p>Fireside talks directly with ERP Leads/Alternates</p> <p>Fireside starts humanitarian aid coordination process with the claims adjuster/broker as per SOP</p>	Prepare external statements (do not release yet)	Establish hourly updates with EOC staff and Target ICS Liaisons
This Span: 3 - 8 Hours from the time of the accident	<p>Phase III Notification EXPRESSION of sorrow (provided by a high-level company executive). Only completed if the victim/family wishes to participate</p> <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> <p>Release external Statements</p>	Provision EOC for long hours of operation
This Span: 8 to 24 hours from the time of the accident	<p>Fireside pairs HELP Team Target Team Members to family units and if necessary travels to family locations/airport</p> <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 <p>Fireside provides Response Log at close of each day</p>	<p>Collect and monitor media inquiries</p> <p>Demonstrate and communicate Company continuity</p>	<p>Keep account of where everyone is (Hangar, Corp. Offices, on-site, etc.) Utilize the Simple Status Board</p> <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 Target 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 Form 2 - Event Notification Form on page 182 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 Target Liaisons to work with the ICS sections as necessary
Victim Care	If the situation warrants contact Fireside Partners and have them join the Target 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 Target 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 am not an authorized spokesperson for my company. Please contact our Corporate Office for more information.”
Investigation Wrap up	Follow the directions in the SMS for closing an incident case
Continuing Care	Refer to the Return to Service Plan on page 98 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 Teams Meeting 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:
	<i>Target Corporation 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>
	<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>
	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 Communication Log Form to collect and track callers
	Monitor Social Media: Fireside will assist in monitoring and reporting on any significant social media developments (NOTE: Target Corporation 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
	<p>Internal Communication #2: Instruct all relevant employees:</p> <p>Release time:</p> <p><i>Target Corporation 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>
Internal and External Comms	<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 the <u>Communication Log</u>	
	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	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 Target Corporation Aviation Flight Operations
	Memorial: Prepare company communications for any memorial or company “acknowledge and respect” event

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

Target Corporation 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

Target Corporation 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)

Target Corporation has received confirmed reports that Target Corporation 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 Target Corporation 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.

Target Corporation 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 Target Corporation Organization, we are deeply saddened by today's news. 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. Target Corporation is also supporting the accident investigators in their difficult work. A Target Corporation 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 Target Corporation 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 Target 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 Target 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 Target policy to speak to any individual outside the Target 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 Target 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**

OPERATIONAL OBJECTIVE	TASKS	
Initial Actions		Join the Emergency Operations Center (EOC) Teams Meeting Call
		Gather the emergency contact information for Target employees involved
		Establish contact with the Fireside Partners (Fireside) HELP Team Leader
	Name	Contact Number
		Inform the designated a Target 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
Notification Liaison		Supply the emergency contact information for all involved to the Fireside Help Team Leader
		Support the Fireside HELP Team as needed during Phase I and Phase II notifications
		With the EOC, Target Executive Team, and Fireside participate in the discussion to decide which Target Executive will participate in the Phase III call
		With the Target 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 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
Be ready for the 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 are being supported after the initial response and continuing until all of their questions /needs are met		



Human Resources Facility Event Checklist Continued

OPERATIONAL OBJECTIVE	TASKS
Target 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 Target 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 Target 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	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 the family of the victims
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 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 Target 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 Target Executive making the Phase III call with pertinent details. Fireside will offer coaching before the exec makes this call
	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
	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 Target Flight Operations



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 Target 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 Fireside Partners' Family Assistance Humanitarian Handbook TM on page 61
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 Target Family Assistance Liaison and Fireside. A List of necessary items is located in the Appendix
	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 Target 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 Target Flight Operations



CHAPTER 2 REFERENCE

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A. Aviation Facilities Emergencies General Information

A.1 Purpose

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

Educate employees and vendors within a Target 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 Target 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 Target facility

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

Provide support to other Target vendors, where applicable

A.2 Scope

The scope of the Target aviation facilities plan includes all Target 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

A.3 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 Target 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

A.4 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

A.5 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



A.6 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

Target Corporation Human Resources will be responsible to account for all Target employees and guests that are in a Target 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 Target 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 Target. 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 Target 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

A.7 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

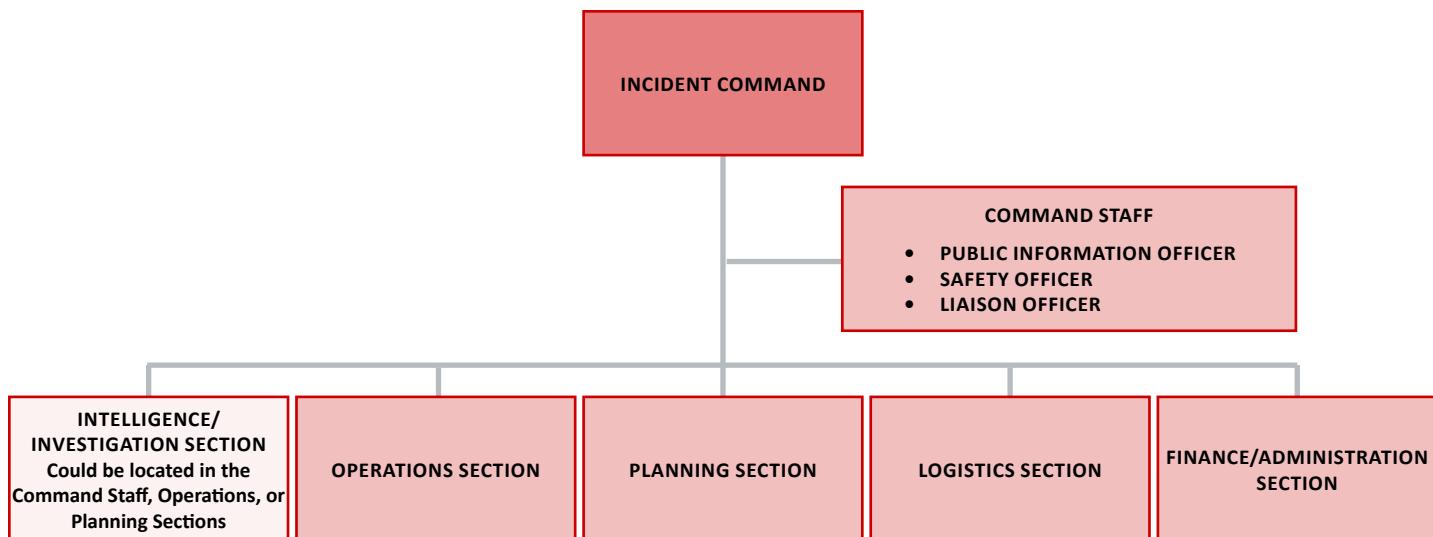


B. Incident Command System Information

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

B.1 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



B.2 Incident Command Staff Descriptions

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

INCIDENT COMMANDER

The Incident Commander is specifically responsible for:

- 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



C. 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	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
EVENT	See Planned Event
FEDERAL	Of or pertaining to the Federal Government of the United States of America
FINANCE/ADMINISTRATION SECTION	The ICS Section responsible for an incident's administrative and financial considerations
GENERAL STAFF	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
GROUP	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
HAZARD	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 ACTION PLAN (IAP)	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 BASE	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 (IC)	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
INCIDENT COMMAND POST (ICP)	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	Jurisdiction has two definitions depending on the context <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.