

KENAI PENINSULA BOROUGH

EMERGENCY OPERATIONS PLAN



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Emergency Operations Plan Letter of Promulgation

This Emergency Operations Plan describes the system that will be used to manage the mitigation of, preparation for, response to, and recovery from natural and man-caused disaster emergencies, including oil spills and hazardous substance releases. It is an all-hazard, all-risk plan based on the National Incident Management System (NIMS) for comprehensive management of disaster emergency relief forces and disaster emergency operations.

The Borough uses an all-hazard disaster emergency management system that encompasses all types of disaster emergencies and enables each level of government to integrate with other levels, public agencies, and with private sector resource providers under the NIMS Incident Command System (ICS). Optimum use and integration of existing skilled personnel, emergency facilities, and emergency equipment across all levels of government and the private sector is encouraged and necessary to the successful implementation of this plan.

Government at all levels has the responsibility to plan for and respond to disaster emergencies resulting from hazards which are known to threaten the jurisdiction. In view of this fact, the Kenai Peninsula Borough has established an Office of Emergency Management for Borough disaster planning, response, and recovery. Disaster emergencies may require the Borough government to operate in a manner different from normal, day-to-day routines and may seriously over-extend Borough resources.

The purpose of this Emergency Operations Plan is to focus on preplanning and allow for a graduated or tailored response to a disaster emergency that requires coordination among departments, agencies, and jurisdictions. This EOP will be activated whenever there is a disaster emergency that could significantly threaten human health, property or the environment. Upon determination of an emergency, the designated person responsible for emergency management is authorized to commit the resources necessary to carry out the provisions of this plan.

This EOP is intended to meet disaster emergency planning requirements of all federal, state, Borough, and city agencies and departments having jurisdiction over such matters. It is further intended that this document be used as a reference and training aid for municipal, regional, industry, and other emergency response personnel to ensure efficient and effective response to and management of disaster emergencies. This EOP will be activated whenever there is a disaster emergency that could significantly threaten human health, property or the environment. Upon declaration of a disaster emergency, the designated person responsible for disaster emergency management is authorized to commit the resources necessary to carry out the provisions of this plan.

This plan is considered a living document and should be continuously updated and revised to reflect lessons learned during drills and actual incidents. The Kenai Peninsula Borough hereby adopts this Emergency Operations Plan.

Mike Navarre, Mayor

Date

How to Use This Plan

Before a disaster/emergency occurs:

- SECTION 1**
Background & Overview
 - > Become familiar with the contents of this plan.
 - > Conduct drills and modify the plan to reflect lessons learned.

"Review the KPB All-Hazard Mitigation Plan to identify potential hazards and mitigation measures."

During a disaster/emergency:

- SECTION 2**
Plan Activation & Disaster Declaration
 - > Activate IMT, issue disaster declaration, and initiate situation reporting.
- SECTION 3**
Response Actions
 - > Use the appropriate Hazard-Specific Response Checklist.
- SECTION 4**
Alert, Warning & Evacuation
 - > Initiate alert, warning, and evacuation as appropriate.
- SECTION 5**
Incident Management Team
 - > IMT members assemble and review their assigned duties and responsibilities.
- SECTION 6**
Emergency Operations Center
 - > Set up EOC.
- SECTION 7**
Incident Communications
 - > Set up communication networks. Initiate public and media briefings.
- SECTION 8**
Resource Management
 - > Implement policies and procedures to track and allocate resources, and account for incident costs.
- SECTION 9**
Sheltering & Feeding
 - > Establish mass care shelters.

Guidance for managing special incidents:

- SECTION 10**
Organizing for Special Incidents
 - > Special IMT organization for multi-casualty incidents, oil spills, and hazardous substance releases.
- SECTION 11**
Terrorism & WHD Incidents
 - > Preparing for and responding to biological, chemical, and radiological attacks.

After a disaster/emergency has occurred:

- SECTION 12**
Disaster Recovery
 - > Complete damage assessment and post-incident review.
 - > Implement community healing programs and seek assistance from volunteer relief agencies, as necessary.
- APPENDICES**
 - > Review information in Appendices. Add new appendices as needed.

The original Emergency Operations Plan dated August 2008 was developed with the assistance of Nuka Research & Planning Group.

Subsequent updates to the plan, including this 2015 revision, were performed in-house by Kenai Peninsula Borough staff.

Developed by:



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PLAN ORGANIZATION

This Emergency Operations Plan (EOP) is divided into the following sections:

1. Background and Overview

- Background and Procedural Information
- Emergency Management
- Plan Management

2. Response Actions

- Hazard-specific Response Guides

3. Alert, Warning, and Evacuation

- EAS, community alert systems, sirens
- Sample messages for evacuation, shelter in place, other emergency announcements; sample evacuation order
- Evacuation procedures and routes
- Special Population

4. Plan Activation and Disaster Declaration

- How to activate the EOP and IMT
- Disaster declaration and reporting

5. Incident Management Team

- Incident Management Team (IMT) organization, responsibilities, and assignments
- Where to find additional ICS forms and resources

6. Emergency Operations Center

- Emergency Operations Center (EOC) facilities
- EOC setup and operations

7. Communications and Information Flow

- Incident communications plan
- Public Information flow & media guidelines
- Media briefings and public meetings

8. Resource Management

- Resource management policies and procedures
- Procurement and cost accounting

9. Sheltering & Feeding

- General shelter facility requirements
- Services provided at mass care shelters

- Roles and responsibilities for shelter management and operations
- Mass Care Shelter Facilities List & Fallout Shelters
- 10. Organizing for Special Incidents**
 - Multi-casualty and public health incidents
 - Oil spills and Hazardous Materials Incidents
- 11. Terrorism and WMD Incidents**
 - Preparing for and responding to terrorist incidents
 - Weapons of Mass Destruction considerations
- 12. Disaster Recovery**
 - Damage Assessment
 - Post-incident Review

APPENDICES

- Appendix A: Forms
- Appendix B: Sensitive Information (Reserved)
- Appendix C: Phone Directory
- Appendix D: Acronyms
- Appendix E: Community Information

ANNEXES

- Annex 1: Evacuation
- Annex 2: Sheltering
- Annex 3: Special Needs
- Annex 4: Pet Sheltering
- Annex 5: Avalanche
- Annex 6: Earthquake
- Annex 7: Tsunami
- Annex 8: Volcano

Plan Distribution List

The following personnel, positions, departments, and agencies have copies of the Emergency Operations Plan.

Control Number	Plan Holder
1	Master Copy
2	OEM Plans Library
3	OEM Director
4	EOC Copy
5	KPB Mayor's Office
6	911 Director
7	Soldotna Public Safety Communications Center
8	Central Emergency Service Area
9	Nikiski Fire Department
10	Anchor Point Fire & EMS Service Area
11	Kachemak Emergency Service Area
12	Bear Creek Fire Department
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Section 1: Background and Overview

Authorities

<p>Kenai Peninsula Borough</p>	<p>KPB Chapter 2.45 (Emergency Management Agency) KPB Ordinance 93-01 KPB Ordinance 93-21 (Hazardous materials response) KPB Ordinance 2006-03 (National Incident Management System)</p>
<p>State of Alaska</p>	<p>AS 26 Chapter 20 (Civil Defense Act) AS 26 Chapter 23 (Alaska Disaster Act) AS 29 Chapter 25 (Emergency Ordinances) AS 29 Chapter 35 (Emergency Disaster Powers) AS 46 Chapter 9 (Hazardous Substance Release Control) State of Alaska Emergency Response Plan (2004) Alaska Federal/State Preparedness Plan for Response to Oil and Hazardous Substance Discharges and Releases (Unified Plan) and Subarea Plans (also Federal Authority)</p>
<p>Federal</p>	<p>PL 81-920 (Civil Defense Act of 1950 as amended) PL 93-288 (Disaster Act of 1974) PL 96-342 (Improved Civil Defense 1980) PL 99-499 (Emergency Planning and Community Right-to- Know Act of 1986, SARA Title III) HSPD-5 (Homeland Security Presidential Directive) National Contingency Plan (1994) National Response Plan (2005)</p>

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Mutual Aid and Interjurisdictional Agreements

Type	Date	Parties	Scope
MOU: Joint Use of Facilities	August 1994	Kenai Peninsula Borough and City of Soldotna	Shared facility use, waiver of payments for dispatch services, equip alternate 9-1-1 center,
Contract: Emergency Management Services	10/21/1994	Kenai Peninsula Borough and City of Homer	Zone Management Computer Equipment, E9-1-1 System, Alternate Routing Answering Center, Dispatch Services to Anchor Point Fire and Emergency Service Area, Updates to South Zone Emergency Response Plan.
Contract: Emergency Management Services	10/27/1994	Kenai Peninsula Borough and City of Seward	Zone Management Computer Equipment, E9-1-1 System, Alternate Routing Answering Center, Dispatch Services to Bear Creek Fire Service Area, Updates to South Zone Emergency
MOU: Joint Use of Facilities	July 1995	Kenai Peninsula Borough and City of Soldotna	Amendment #1, Joint Use of Facilities; \$158,592.
Contract: Emergency Management Services	4/1/1997	Kenai Peninsula Borough and City of Kenai	Alternate Routing Answering Center, Updates to North Zone Emergency Response Plan.
Contract: Special Services	7/1/1999 to 6/30/2000	AK DPS and City of Seward	Full Dispatch Services, Clerical Services, Continued Access to Facilities & Equipment, Transport & Security of Prisoners; \$48,500/year.
Contract: Special Services	7/1/2000 to 6/30/2001	AK DPS and City of Homer	Full Dispatch Services, Clerical Services, Continued Access to Facilities & Equipment; \$72,500/year.
Interagency Cooperative Agreement	August 2001	Kenai Peninsula Borough, Nikiski Fire Service Area, Central Emergency Service Area, City of Homer, City of Kenai, City of Seward, City of Soldotna and	Establishes nine-member 9-1-1 Advisory Board.
Contract: Special Services	7/1/2002 to 6/30/2003	AK DPS and City of Seward	Full Dispatch Services, Clerical Services, Continued Access to Facilities & Equipment, Transport & Security of Prisoners; \$48,500/year.
Contract: Special Services	7/1/2003 to	AK DPS and City of Seldovia	Full Dispatch Services, Clerical Services, Continued Access to

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Type	Date	Parties	Scope
	6/30/2004		Facilities & Equipment; \$16,175/year.
Contract for Emergency Management Communications Services And Related Matters	Various (most initiated in 2007)	KPB and individual cities – Seward, Homer, Kenai	Cooperative agreements for cities to provide emergency 911 call system and dispatch within city boundaries. Compliance with Borough Strategic Plan and schedule for reimbursement by Borough for E-911 and related communications services.

Alaska Voluntary Organizations Active in Disaster (AKVOAD)

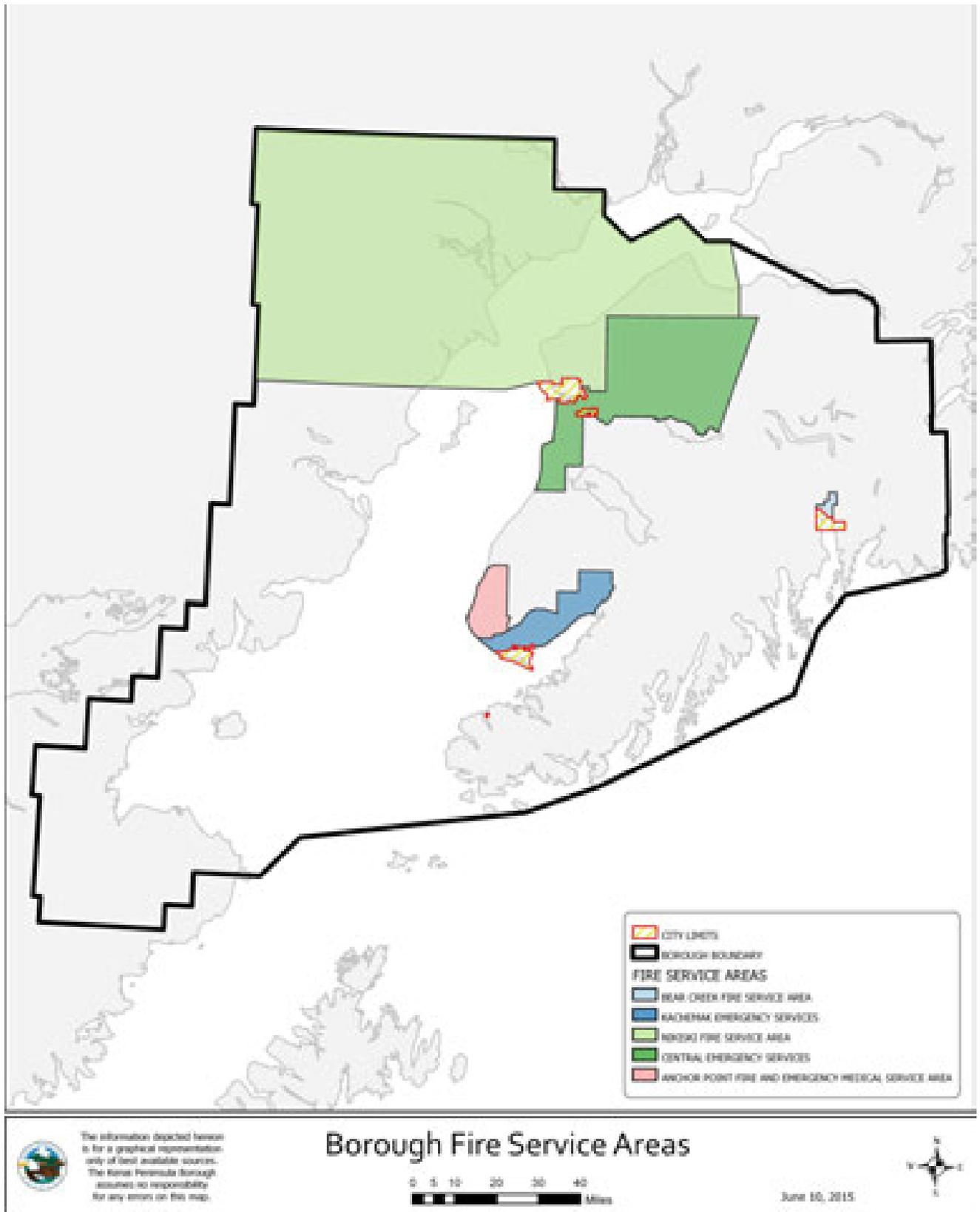
The AKVOAD organization is a forum that brings together agencies and organizations active in disaster response and management to facilitate cooperation and pre- planning. AKVOAD will coordinate services offered by voluntary agencies that respond to disasters in order to identify and facilitate response to unmet needs for individuals affected by a disaster or emergency.

AKVOAD operates under an Emergency Operations Plan that outlines the planning assumptions and concept of operations. AKVOAD is activated by the State through the Division of Homeland Security and Emergency Management (ADHS&EM). AKVOAD may set up their own *ad hoc* emergency operations center, or may function as part of the State Emergency Coordination Center (SECC) if one is established.

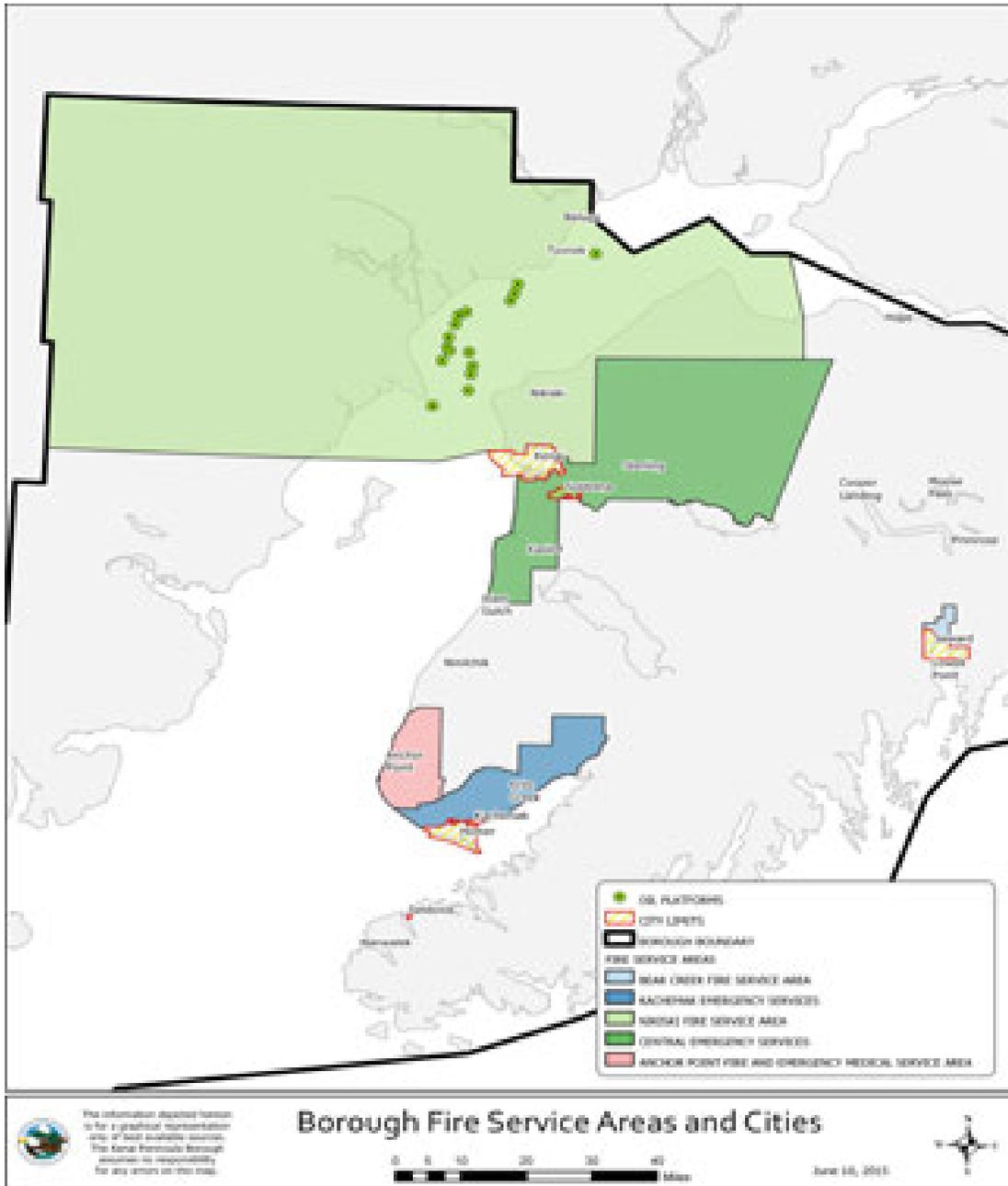
KPB could request assistance from the AKVOAD by routing that request through ADHS&EM.

Section 8 contains additional information about volunteer coordination.

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Relationship to Zone Emergency Response Plans

This Emergency Operations Plan (EOP) supplements the Kenai Peninsula Borough Zone Emergency Response Plans, EOC Guide and Operations Guide and incorporates and updates key information into one consolidated, operationally-oriented document.

The information in this EOP should be sufficient, in and of itself, to guide Borough emergency management personnel and departments during the initial phases of organizing for and responding to local emergencies. However, the Zone plans, EOC Guide, and Operations Guide may all provide useful reference and supplementary information for the incident management team as the incident progresses beyond the initial alert and warning or response phase.

Relationship to City EOPs and Local Disaster Response Plans

The Kenai Peninsula Borough is comprised of 13 service areas and 6 cities, nearly all of which have some level of emergency response and disaster preparedness planning already in place. Since emergency response is first and foremost a local function, the KPB EOP is intended to integrate with existing local response plans.

No guarantee is implied by this plan. Because borough assets and systems may be damaged, destroyed, or overwhelmed during an emergency, the Kenai Peninsula Borough can only endeavor to make reasonable efforts to respond based on the situation and the information and resources available at the time.

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Emergency Management Policies

Emergency Response Priorities

The KPB observes the following response priorities:

- Protection of human life
- Protection of public health
- Protection of public and private property

The Borough encourages all citizens to be self-sufficient for at least 7 days should a disaster emergency occur.

General Policies

- Maintenance of essential Borough services and/or their early restoration is a primary goal of this plan.
- An emergency or disaster may require prompt and effective response and recovery operations by the Borough, cities, villages, state and federal agencies, disaster relief agencies, volunteer organizations, and the private sector.
- State and Federal support of Borough emergency operations will be based on the principle of self-help. The governmental entities within the Borough will be responsible for utilizing all available local resources prior to requesting assistance from either the State of Alaska or the Federal Government through the Borough OEM.
- When an emergency or disaster situation exists, all Borough agencies will put their respective emergency response plans into limited or full implementation as appropriate.
- Incident situation and status reports will be prepared by incident management teams based upon severity of the situation and will be forwarded to the Kenai Peninsula Borough-Office of Emergency Management.
- Access to emergency services will not be denied on the basis of race, color, national origin, religion, sex, age or disability. Local activities pursuant to the Federal/State Agreement for major disaster recovery will be carried out in accordance with Title 44, CFR, Section 205.16 (Nondiscrimination). Federal disaster assistance is conditional on full compliance with this rule.
- Emergency or disaster response often requires decisions to be made quickly under adverse conditions. Government entities complying with this plan shall not be liable for injury, death, or loss of property except

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in cases of willful misconduct or gross negligence.

- The KPB has adopted and uses the National Incident Management System (NIMS) as its system of preparing for and responding to disaster incidents. NIMS includes the use of the Incident Command System (ICS) for responding to and managing disasters.

Role of the KPB in Local Emergencies

Emergency preparedness and response is first and foremost a local government function. Incorporated cities and villages within the Kenai Peninsula Borough are encouraged to develop their own Emergency Operations Plans. The KPB can provide support to its communities, but those communities should not rely on the KPB to manage all local response functions.

- This plan is based on the concept that emergency functions for groups and individuals involved in emergency management will generally parallel their normal day-to-day functions.
- It is important to maintain organizational continuity and to assign familiar tasks to personnel; however, in large-scale disasters it may be necessary to draw upon peoples' basic capacities and use them in areas of greatest need.
- Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency.
- Local community emergency responders usually know the best ways to apply disaster emergency relief resources within their communities.
- State response organizations will coordinate their activities with the local and borough governments so that State aid is rendered in the most helpful manner.
- Federal assistance should also be supportive of State and local efforts, not a substitute for them.

Basic responsibility for disaster emergency planning and response lies first with individuals and heads of households. Borough employees with assigned emergency response duties should take care of their families first. Each household within the Borough is encouraged to develop a family disaster plan and to maintain the essential supplies to be self-sufficient for five to seven days.

Visit www.ready.gov for family and personal emergency preparedness information.

Cost and Liabilities

Each jurisdiction shall bear its own costs incurred in responding to a request

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for disaster assistance, except that, in the case of a Level III request (see Section 5), the requesting agency shall reimburse the responding agency for its direct, out-of-pocket costs arising from the provision of operational resources outside of their area of jurisdictional authority, ("operational resources" as used herein does not include personnel which participate solely in an administrative or area/unified command capacity). In all cases, each agency shall be responsible for any liabilities incurred from the actions of its own personnel and for provision of Workers Compensation coverage for its own personnel.

Most of the Mutual Aid agreements in place between the Borough and other municipalities and agencies provide for reciprocity but not reimbursement for services.

Disaster Preparedness and Mitigation

Several disaster preparedness, mitigation, and community readiness efforts exist in the Kenai Peninsula Borough to complement this EOP.

- The Kenai Peninsula Borough All-Hazard Mitigation Plan identifies the hazards that face KPB communities and describes ongoing and recommended mitigation measures.
- The Kenai Peninsula Borough Citizen Corps Program provides volunteer training for local community preparedness as part of the Community Emergency Response Team (CERT) program. Their goal is to establish, support and utilize CERTs in each community and residential area of the Kenai Peninsula, and they have worked toward this goal by conducting regular training and community outreach programs.
- There is an ongoing effort in the KPB School District to educate and involve school faculty and staff in disaster preparedness and response through training and exercises. Since 20% of the Borough population is made up of students, it is important to have responders positioned to work with this population during evacuation or other emergency events. As part of the CERT program, NIMS-ICS training and basic emergency preparedness courses are being offered to school district faculty and staff.

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Direction and Control

Role of Borough Mayor

The Borough Mayor's formal role in a disaster emergency is to issue disaster declarations or requests for assistance to the state or federal government. The mayor's office oversees the operation of the OEM and has the authority to designate an alternate Incident Commander (IC) (Emergency Management Director) as needed.

Office of Emergency Management

The Office of Emergency Management (OEM) is an agency of the KPB within the office of the Borough Mayor. The OEM is composed of a Director and support staff, who serve at the direction of the Borough Mayor. The OEM is responsible for development of borough and interjurisdictional disaster response and recovery plans, and for coordination of disaster management between the borough, the State of Alaska, and other municipalities and response and recovery organizations.

The Kenai Peninsula Borough will, in concert with cities and service areas of the Borough, develop and adopt plans for a coordinated response to emergencies or disasters (as defined in AS 26.23.230), which may occur within the Borough. These plans shall be activated as appropriate and in conformance with AS 26.23.140. For the purposes of response planning, the Borough shall be divided into four geographic zones, to be the: North Zone, Central Zone, East Zone and South Zone.

Emergency Management Director

Under the general direction and supervision of the Borough Mayor, or his designee, the Emergency Management Director has the primary day-to-day responsibility for emergency management programs of the Kenai Peninsula Borough. The Emergency Management Director provides a direct liaison between the Mayor's Office, Service Area Boards, the Kenai Peninsula Borough Local Emergency Planning Committee, the Kenai Peninsula Borough 911 Advisory Board; the Kenai Peninsula Borough Assembly.

Local Emergency Planning Committee

In February 1989 the Kenai Peninsula Borough Assembly approved the Borough Mayor's proposal for the formation of a Local Emergency Planning District (LEPD) and recommendations for appointment to the Local Emergency Planning Committee (LEPC). The State Emergency Response

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Commission designated the Kenai Peninsula Borough as a Local Emergency Planning District and approved members appointed to the Local Emergency Planning Committee.

The LEPC is currently composed of 27 members and their alternates, representing elected officials, emergency responders, private citizens, public health, environmental organizations, media, regulatory agencies, small business, emergency management, transportation, local and state government, and industry.

The mission of the LEPC is to encourage emergency preparedness for all hazards, whether natural or man-made, and to establish procedures for the receiving and processing of requests from the public for information generated by SARA Title III reporting requirements.

Response Zones

For the purposes of disaster response planning, the borough has been divided into four geographic zones, each generally described as follows:

- **South Zone:** Begin at Gore Point on the southern boundary of the borough; thence northeasterly to the headwaters of Sheep Creek; thence northwesterly along Sheep Creek to the western boundary of the Kenai National Wildlife Refuge; thence northerly along the said Refuge boundary to an easterly- westerly line located approximately one mile south of the Clam Gulch Post Office and passing through the southern end of Chisik Island; thence westerly along said line to the western boundary of the borough; thence southerly and easterly along the borough boundaries to the beginning point. The following localities/communities are situated within the South Zone: Ninilchik, Anchor Point, all Russian Villages, Diamond Ridge, Fritz Creek, Cities of Homer, Kachemak Bay and Seldovia, Kachemak Bay and surrounds, villages of Port Graham and Nanwalek, all of the west side of Cook Inlet south of Chisik Island including Augustine Island.
- **East Zone:** Begin at Gore Point on the southern boundary of the borough; thence northeasterly to the eastern end of Skilak Lake; thence easterly to Porcupine Island in Kenai Lake; thence northwesterly along a line passing through the eastern end of Chickaloon Bay to the northern boundary of the borough; thence easterly, southerly and westerly along the borough boundaries to the beginning point. The following localities/communities are situated within the East Zone: Hope, Sunrise, Tern Lake, Moose Pass, Crown Point, Bear Creek, City of Seward, Resurrection Bay and surrounds, Kenai Fjords National Park, Chugach National Forest.
- **North Zone:** Begin at the northwest corner of the borough boundary;

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thence easterly along the borough boundary to a point opposite the eastern end of Chickaloon Bay; thence southeasterly to an easterly-westerly line located approximately twenty miles north of the community of Sterling; thence westerly along said line to the west side of the Swanson River Oil Fields; thence southerly to an east-west boundary of the Kenai National Wildlife Refuge; thence westerly to the eastern boundary of the City of Kenai; thence southerly and westerly along the City Limits of Kenai to the southwesterly side of the Kenai River; thence westerly along the southerly side of the Kenai River to Cook Inlet; thence westerly on a line located approximately four miles south of the Drift River Terminal to the west boundary of the borough; thence northerly along the borough boundary to the beginning point. The following localities/communities are situated within the North Zone: Beluga, Tyonek, all oil and gas facilities on the west side of Cook Inlet, all offshore oil and gas platforms, Nikiski, Point Possession, Beaver Creek Oil and Gas Fields, the City of Kenai lying north of the Kenai River.

- Central Zone: The remainder of the borough. The following localities/communities are situated within the Central Zone: Tuxedni Bay, Kalgin Island, the City of Kenai lying south of the Kenai River, Kenai Gas Fields, Kasilof, Clam Gulch, Tustumena lake, the City of Soldotna, Kenai River and surrounds, Sterling, Funny River, Skilak Lake, Cooper Landing.

Community Profiles of the Cities, Communities, and Villages in the Kenai Peninsula Borough are available through the Alaska Department of Commerce and Economic Development's Community Information Summaries, online at www.commerce.state.ak.us/dca. The Community Profiles provide information about the local economy, demographics, political leaders, and infrastructure.

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Response Zone Map



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Declaration

The Borough Mayor or designee, upon request from a municipality or decision that local or borough resources are not sufficient to meet the emergency, can determine and declare that a Disaster exists. The OEM Director is the designated alternate with the authority to declare a local disaster, in the absence of the Borough Mayor. After the Borough Mayor or designee has declared a Disaster, the Mayor will:

- Ensure that the Declaration is given prompt and general publicity.
- Ensure that a copy of the Declaration is promptly filed with the KPB Clerk and the Alaska Division of Homeland Security and Emergency Management to be forwarded to the Governor.
- Act in concert with the Governor's office in addressing resources to meet the disaster.
- Obtain the consent of the Borough Assembly if the Declaration of Disaster is to be continued, or renewed, for a period in excess of seven (7) days.
- Ensure that any order or proclamation continuing or terminating a Disaster is also filed with the Alaska Division of Homeland Security and Emergency Management and the Borough Clerk.

A declaration of disaster emergency by the Borough Mayor or designee is required to access state and federal disaster assistance, and may expedite procurement of borough resources and funding as well.

It is always better to be overly cautious and call for assistance as early on as possible. It will always be possible to scale down the response later, however if you wait to long to make notifications and/or requests for assistance, response time may not occur quickly enough to benefit the affected areas.

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Phases of Disaster Emergency Management

Disaster emergency management planning can be divided into four phases: mitigation, preparedness, response, and recovery. Although each phase has tasks assigned to it, the process is dynamic and interconnected. This plan addresses all four phases of disaster emergency management, with a focus on response.

Mitigation

- Mitigation includes those actions taken to eliminate a hazard, or to reduce the potential for damage should a disaster emergency occur.
- Mitigation actions include building codes, special identifications and routing requirements for the movement of hazardous materials, land use, and zoning requirements.
- The Kenai Peninsula Borough has developed an All-Hazard Mitigation Plan that identifies hazards and proposes mitigation activities to reduce the likelihood of an emergency or disaster.

Preparedness

- Preparedness includes actions taken to plan, equip, and train citizens and government personnel to respond to local emergencies.
- Preparation may include developing Emergency Operations Plans and exercises to test them, training in evacuation procedures, and purchase of equipment and supplies needed to respond to the disaster emergency.

Response

- Response includes actions taken to save lives and protect property during a disaster emergency.
- Response may include search and rescue, fire suppression, evacuation, emergency feeding and sheltering. It may also include behind-the-scenes activities such as activating disaster plans, and opening and staffing Emergency Operations Center.

Recovery

- Recovery includes those processes required to return the jurisdiction to normal following an emergency.
- Recovery could include reconstruction of roads and public facilities, securing financial aid for disaster victims, offering community counseling and psychological support services, and reviewing and analyzing of response activities.

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This plan is concerned with all types of emergency situations that may develop. It also accounts for activities before, during and after emergency operations.

Levels of Emergency Response

When a disaster emergency requires a coordinated response, the following tiered response flow occurs. The response begins with the first responders on-scene, and depending on the incident specifics, may eventually expand to include local, borough, state, and federal government and/or private sector responders, managers, and resources.

First Responders

Routine incidents are usually managed by the on-scene first responders (i.e. Fire, Police, EMS), who are dispatched to deal with the emergency.

A local emergency responder, usually the person-in-charge from the responding organization, acts as Incident Commander and leads the response effort at the scene. The Incident Commander follows standard operating procedures and requests additional assistance as appropriate. The EOP is NOT activated.

Local

If the incident can be effectively managed by the initial Incident Commander and on-scene personnel, no further local or outside involvement may be required.

For a more serious incident, it may be necessary to activate the local emergency response systems. Most incorporated cities have some form of EOP or emergency plan in place. Smaller communities and unincorporated areas may not function under a discrete plan.

Borough

The Kenai Peninsula Borough (KPB) Office of Emergency Management (OEM) has plans and procedures in place to manage region-wide emergencies, or incidents affecting local or tribal jurisdictions within the region or borough.

Under the concept of operations outlined in the State of Alaska Emergency Response Plan for all hazards, and the Federal/State Preparedness Plan for

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Response to Oil Spills and Hazardous Substance Releases (Unified Plan), the borough government is the primary liaison between affected communities (local or tribal governments) and the state. Therefore, the local IMT should coordinate closely with the KPB OEM when seeking support from the state or federal governments.

State

When a disaster response exceeds local capabilities, the Emergency Management Director may request assistance from the State of Alaska. Such a request would be routed through the borough emergency management agency. The State of Alaska intends to have direct contact with the local or tribal government only if they are in an unorganized borough.

Please note that the Sandy Recovery Improvement Act of 2013 amended the Robert T. Stafford Disaster Relief Act to allow tribal governments to bypass the local and state authorities for disaster declaration requests.

The State of Alaska Emergency Response Plan (ERP) provides guidance and direction for response to all types of emergencies, with the exception of oil spills and hazardous chemical releases, which fall under the Unified Plan. The Alaska Division of Homeland Security and Emergency Management (DHS&EM) is the lead state agency for emergency response, with the exception of an oil spill or hazardous substance release, during which the Alaska Department of Environmental Conservation (ADEC) becomes the lead state agency. For wildland fires, the Alaska Department of Natural Resources (DNR) Division of Forestry is the lead agency. For search and rescue cases, the Department of Public Safety (DPS) is the lead state agency.

Under the ERP, a State Coordinating Officer (SCO) may be appointed by the Director of DHS&EM. During incidents where a state-level response is mounted (usually in response to a statewide disaster declaration), a State Emergency Coordination Center (SECC) will be established to coordinate the response. The core mission of the SECC is to respond to requests for support from local IMT, in accordance with the decisions, objectives and priorities established by the MAC Group. In addition, the SECC conducts situational assessment and provides reports to a wide variety of agencies and organizations.

The Governor's Disaster Policy Cabinet (DPC), which consists of selected commissioners from Alaska's executive departments, may recommend the need for state or federal disaster declaration. The DPC will indirectly consider the input of the MAC Group in making such recommendations.

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During oil spill and hazardous substance responses, the organizational structure will differ slightly. Instead of an SCO from DHS&EM, ADEC will assign a State On-Scene Coordinator (SOSC) to represent the state in the Unified Command, along with On-Scene Coordinators (OSC) representing the responsible party (RP), the federal government (Federal On-Scene Coordinator or FOSC), and in some cases the local government (Local On-Scene Coordinator or LOSC).

Multi-agency Coordination (MAC) Group

Multi-agency Coordination (MAC) Groups are essential in situations where Federal, State, local and private sector agencies/organizations have significant statutory responsibilities and/or vested interests. The MAC Group is made up of top management personnel from responsible agencies, organizations and jurisdictions supporting or impacted by the event. MAC Group representatives are fully authorized to represent and act on behalf of their parent organizations. The MAC Group accomplishes high-level interagency coordination and establishes policy decisions, objectives and priorities that drive the SECC. Also, local MAC Group members provide direction to their local incident commanders based on the outcomes of MAC Group meetings. During an oil spill response, the MAC Group is replaced by a Regional Stakeholder Committee (RSC), which operates in a similar manner to the MAC.

Federal

When federal agencies and resources are added to the local response, coordination between local governments and federal agencies is managed by ADHS&EM for non-spill emergencies and ADEC for oil and hazardous substance spills. During a response with federal agency involvement, a Joint Federal Office (JFO) will be established to coordinate the response. The Federal Emergency Management Agency (FEMA), under the US Department of Homeland Security (DHS) is typically the lead federal agency in disaster emergencies. For oil spills and hazardous substance releases, the National Contingency Plan (NCP) is the guiding policy document, and the EPA is the lead agency for inland spills while the US Coast Guard is the lead agency for spills to navigable waterways. The federal agencies involved in the response will coordinate with other state and local authorities through the JFO.

After completion of a preliminary damage assessment, the director of FEMA will recommend to the President whether to declare an Emergency or Major Disaster. The President will declare an Emergency or Major Disaster and appoint the Federal Coordinating Officer, who serves as the President's representative to the disaster emergency and leads the federal response and

Section 1: Background and Overview

recovery efforts from the field office.

In a disaster not qualifying for a Presidential declaration, assistance may be available under the statutory authorities of individual federal agencies. The Community Emergency Manager may request assistance from the appropriate agencies through the SECC.

Private Sector

In the case of an emergency that originates at a private facility or plant, the person-in-charge of the affected facility will implement the facility Emergency Response Plan, activates its Emergency Operations Center, declare a facility emergency, and communicate with the local community to request assistance.

Depending upon the type of incident, the IMT and EOC may be activated to support the response at a private facility, and a Unified Command will be formed, consisting of a private sector facility representative and representatives of the local, state, and federal agencies with jurisdiction.

For certain types of incidents, such as fires and hazardous materials releases, local agencies may maintain incident command to protect public health and safety.

Likewise, if the private facility or organization responsible for the incident does not have the planning or personnel in place to support a response, the Community IMT and/or the Regional IMT and EOC may be selectively activated to support response operations.

Local medical facilities are an important private sector resource to consider during an emergency response. It is important to notify the hospital or clinic when an incident occurs that might result in human casualties.

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Plan Management and Updates

Plan Review Cycle

This Emergency Operations Plan will be reviewed and amended, if necessary:

- As appropriate following each emergency exercise or drill, during which the plan is used, to reflect lessons learned during the drill or emergency.
- As appropriate to reflect any changes in borough resources, departments, form of government, agency structure or other such event that would impact local emergency services.
- At least once every year.

The Kenai Peninsula Borough Office of Emergency Management is responsible for coordinating this review with the assistance of the local jurisdictions, Kenai Peninsula Borough Local Emergency Planning Committee, and other subject matter personnel as necessary. The Office of Emergency Management will then be responsible for ensuring that revisions are incorporated into all copies of the Plan.

Drills and Exercises

Drills, training, and exercises are vital to determine the effectiveness of this EOP. Plan testing will help to ensure the maximum readiness of community members and regional responding organizations involved in emergency response.

This plan includes a log of exercises and training. Exercises may include orientation seminars, tabletop drills, and field exercises. Orientation seminars can be meetings that overview the contents of the plan for community members. Tabletop drills can be useful for checking the understanding of notification procedures and response actions. Field exercises are useful for teaching personnel how to use certain types of response equipment, such as containment boom or skimmers for oil spill response.

Borough departments, various agencies and organizations, and the Local Emergency Planning Committee will work with Office of Emergency Management to develop and coordinate the delivery of ongoing disaster training and educational programs and to develop and implement annual exercises of this Emergency Response Plan.

Participants and observers should evaluate training and exercises and

Section 1: Background and Overview

identify any elements of the EOP that need to be revised or updated. Following the critique of the test/exercise, the evaluating group should initiate any necessary changes to the basic plan or to city department SOPs or implementation procedures. This is an appropriate time to review and update other information contained in the EOP; e.g., personnel assignments, emergency telephone lists, and resources.

This Plan is designed to be used as a training outline to cover much of the above requirements. A recommended schedule of training and exercises is included to facilitate planning and funding requests.

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Recommended Schedule of Training and Exercises

Type of Training or Exercise	Frequency	Recommended Attendance
ICS 100 (online, self-paced)	Ongoing	All assigned IMT members and staff that interacts with IMT should complete.
ICS 200 (online, self-paced)	Ongoing	All assigned IMT members and staff that interacts with IMT should complete.
ICS 300 & 400 level courses (instructor-led)	Annual	Training should be made available on an annual basis to all IMT members
ICS 700	Once	Initial certificate; no recurring requirement.
ICS 800	Once	Initial certificate; no recurring requirement.
American Red Cross Shelter Training	Annual	All personnel with potential roles in sheltering should attend American Red Cross classes. CERT volunteers and others that have a high likelihood of working with sheltering should also take Red Cross training.
EOP familiarization	Ongoing	All IMT members and borough agencies should become familiar with the EOP contents through periodic review and use.
KPB Tabletop exercises	Annual	Tabletop exercises should be held annually to allow all IMT members and borough agencies to practice their roles in organizing and managing the response to an emergency incident.
IMT Call-out	Twice a year	Twice a year, KPB should practice the process of calling out IMT members to ensure phone numbers are accurate and all IMT members are familiar with the call-out process.
Multi-jurisdictional exercise - involving one or more municipalities and/or unincorporated areas	Every other year	Every two years, KPB should organize a multi-jurisdictional exercise to practice the process of coordinating a response among the borough, one or more cities within the borough, and possibly one or more unincorporated areas.
Type 3 Regional trainings for all cities and service areas	Annual	Airport certification exercises, mass casualty exercises, shipboard firefighting, hazmat response, interoperable communications exercises.

SECTION 12 of this plan contains a Post-Incident Evaluation Checklist that may also be used to evaluate drills or exercises.

Section 1: Background and Overview

KPB Emergency Response Planning Projects and Priorities

The Kenai Peninsula Borough Mayor and Office of Emergency Management, in consultation with other borough agencies and local emergency management authorities, has identified the following priorities for continuing to improve emergency preparedness and disaster response and recovery capabilities in the Borough:

- Development of a resource database with the capability to search from the Internet.
- Development of the Geographic Response Information Network (GRIN) project.
- Continued development of CERT and other community-based preparedness and response entities.

Section 1: Background and Overview

Log of Drills, Exercises, and Training

Use the following matrix to record information about the disaster response drills and exercises held in the community.

Type of Drill/Exercise and Date Held	Participation	Lessons Learned

Section 1: Background and Overview

Type of Drill/Exercise and Date Held	Participation	Lessons Learned

Section 1: Background and Overview

Relationship to Other Plans and Policies

There are a number of other regional, state and national emergency response plans and policies that shall be used in conjunction with this plan, as appropriate.

Plans, Policies, and Resources	Agency	Description
National Response Framework (2013)	U.S. Department of Homeland Security	National all-hazard framework that provides context for how the whole community works together and related to other parts of national preparedness.
https://www.fema.gov/national-response-framework		
National Incident Management System (NIMS) Document (2008)	U.S. Department of Homeland Security	Consistent nationwide template to enable efficient and effective response to incidents occurring within the U.S.
https://www.fema.gov/national-incident-management-system		
National Contingency Plan (1994)	U.S. Coast Guard	An organizational structure that provides procedures for responding to discharges of oil and releases of hazardous substances.
http://www.access.gpo.gov/nara/cfr/waisidx_99/40cfr300_99.html		
National Infrastructure Protection Plan (2013)	U.S. Department of Homeland Security	A national plan designed to protect U.S. critical infrastructure and key resources.
http://www.dhs.gov/sites/default/files/publications/National-Infrastructure-Protection-Plan-2013-508.pdf		
State of Alaska Emergency Operations Plan (2011)	Alaska Division of Homeland Security and Emergency Management	State Plan designed to ensure a coordinated effort in the management of response to emergencies and disasters.
http://ready.alaska.gov/plans/documents/2013%20Updated%20FINAL%20State%20of%20Alaska%20Emergency%20Operations%20Plan%20January%202011.pdf		
State of Alaska All-Hazard Mitigation Plan (2013)	Alaska Division of Homeland Security and Emergency Management	Culmination of a cooperative partnership between local government, DHS&EM, other State and Federal agencies, and FEMA in which mitigation of hazards is discussed.
http://ready.alaska.gov/plans/documents/Alaska%20HMP%202013%20reduced%20file%20size.pdf		

Section 1: Background and Overview

Plans, Policies, and Resources	Agency	Description
The Alaska Federal and State Preparedness Plan for Response to Oil and Hazardous Substance Discharges and Releases (Unified Plan) (2010)	Alaska Regional Response Team	A document containing information applicable to pollution response within the entire State of Alaska. Written cooperatively by several government agencies.
http://dec.alaska.gov/spar/perp/plans/uc.htm		
State of Alaska Pandemic Influenza Plan	Multi-agency	A plan prepared to reduce impacts of an influenza pandemic.
http://www.pandemicflu.alaska.gov/		
Kenai Peninsula Borough All-Hazard Mitigation Plan (2014)	KPB Office of Emergency Management	Borough all-hazard plan intended to minimize the impacts of emergencies or disasters.
http://www.kpb.us/emergency-mgmt/50-borough/emergency-management/506-ahmp		
Kenai Peninsula Borough Local Emergency Planning Committee (LEPC) website	KPB LEPC	State of Alaska website describing the Borough's LEPC
http://www.kpb.us/emergency-mgmt/lepc		
City EOPs and disaster plans	City government	Municipal emergency response plans that identify IMT makeup, plan activation process, and resource availability in each KPB city.
The KPB OEM website contains links to existing city EOPs and disaster plans. http://www.kpb.us/emergency-mgmt/oem-home		
Cook Inlet, Kodiak, and Prince William Sound Subarea Oil Spill Contingency Plans (various dates)	Cook Inlet, Kodiak, and Prince William Sound Subarea Committees	Regional supplements to the Unified Plan, which detail the subarea's oil, and hazardous materials discharge response plan
http://www.akrrt.org/plans.shtml		

Section 2: Plan Activation & Disaster Declaration

Plan Activation

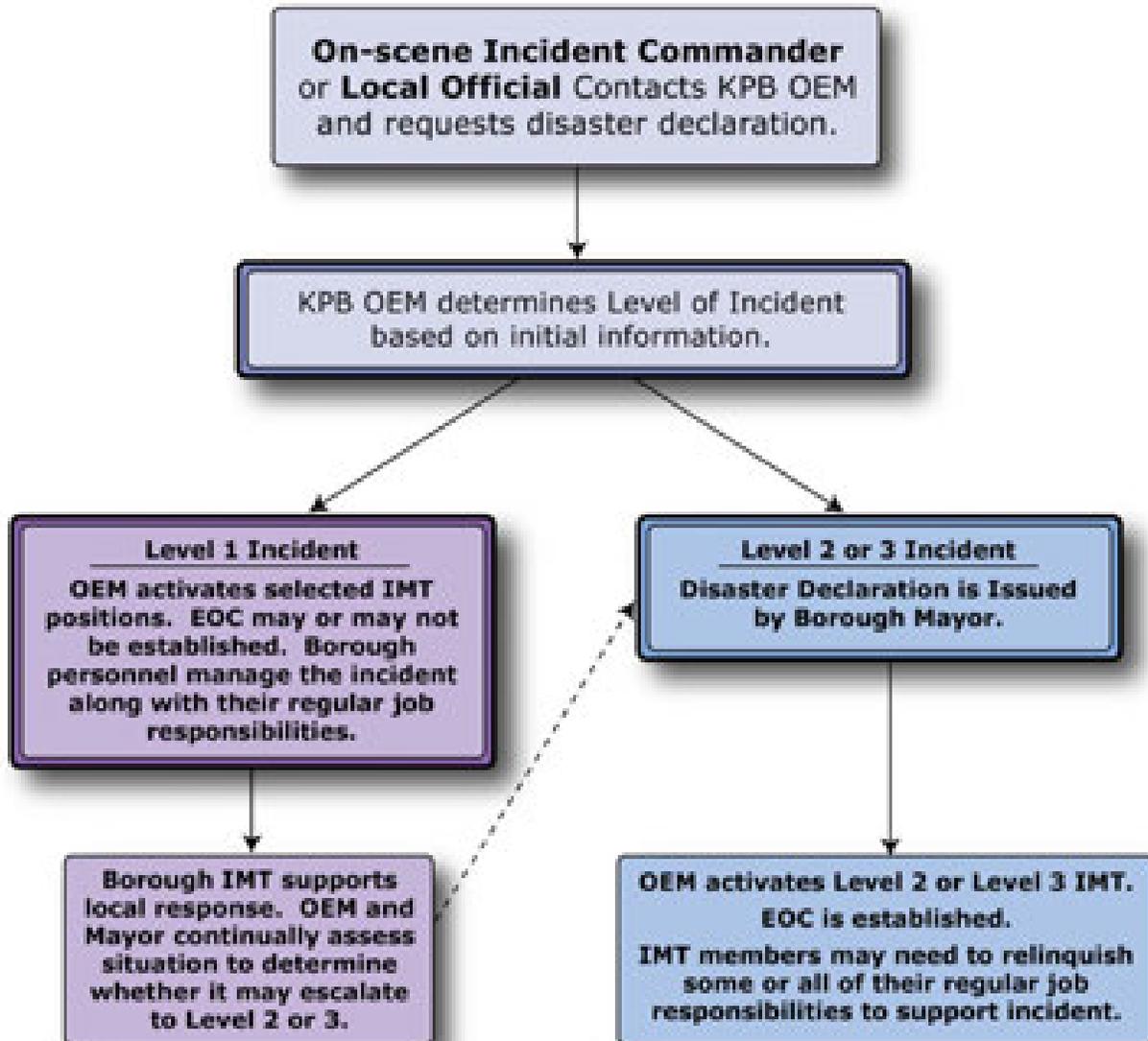
Emergency incidents occur frequently, but rarely with the scope and complexity which would require the implementation of this Emergency Response Plan. This plan is applicable in those cases where:

- The emergency cannot be effectively managed using only Borough department policies and resources. A local disaster emergency declaration is needed to implement the plan, access Borough funding and expedite procurement of local response resources; or
- The emergency directly impacts or is likely to impact more than one jurisdiction or agency, and a coordinated response under a unified command is desirable or necessary and a local disaster emergency declaration is needed to implement the plan or portions of the plan; or
- The resources of the Borough and/or of the affected jurisdiction(s), (i.e., City's, KPB Fire/Emergency Medical Service Area, other emergency services organizations), including resources available through mutual aid agreements, are overwhelmed and a local disaster emergency is declared, under the terms and authority of AS 26.23.140.

<p>It is always preferable to activate the plan TOO EARLY rather than TOO LATE. It is always easier to scale back a response than to ramp one up.</p>

Section 2: Plan Activation & Disaster Declaration

Activation Procedure



Section 2: Plan Activation & Disaster Declaration

Levels of Incidents

Activation of the plan will be based on the following definitions and criteria:

- **Level I Incident** - An incident that can be managed within normal operations of the various Borough departments and can be managed with department policies and SOP's. May require implementation of the entire or specific sections of the plan and/or individual Incident Management Team positions as requested by the Incident Commander. A Level I Incident does not require a disaster declaration; therefore, it does not require emergency procurement or funding.
- **Level II Incident** - A request by a potential or DECLARED disaster emergency affected jurisdiction for administrative resources for aid in managing disaster response activities where no operational resources are requested for use outside of their area of jurisdictional authority and/or an incident that has special or unusual characteristics not readily managed by department policies and SOP, and/or requiring response by more than one Borough department.
- **Level III Incident** - A request by a potential or DECLARED disaster emergency affected jurisdiction for assistance that includes operational resources requested for use in an area in which those operational resources have no jurisdictional authority and/or an incident that requires the coordinated response of all levels of Borough government to save lives of a large portion of the population and protect property and the environment. Such a disaster emergency may require the sheltering or relocation of the affected population. Under such conditions, this plan will be implemented.

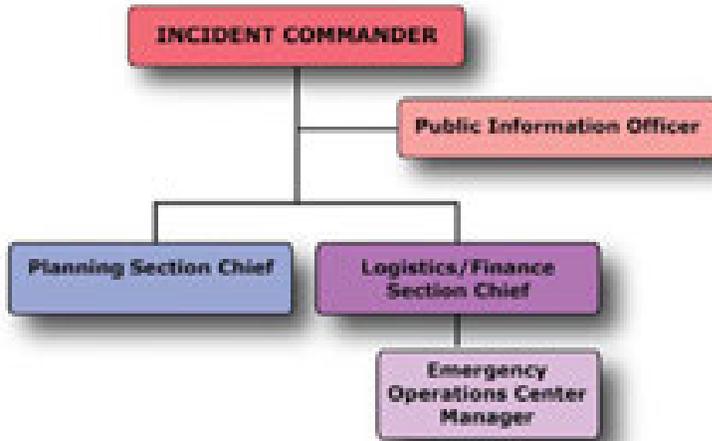
IMT Staffing

During a Level I incident, only a few select IMT positions would typically be activated. The following diagrams show the IMT functions that might be activated during a Level II or Level III incident. Functions may be activated or deactivated as the incident progresses.

Once the Mayor has assigned an Incident Commander (IC), the IC has full authority to assign other KPB departments and resources to support the response.

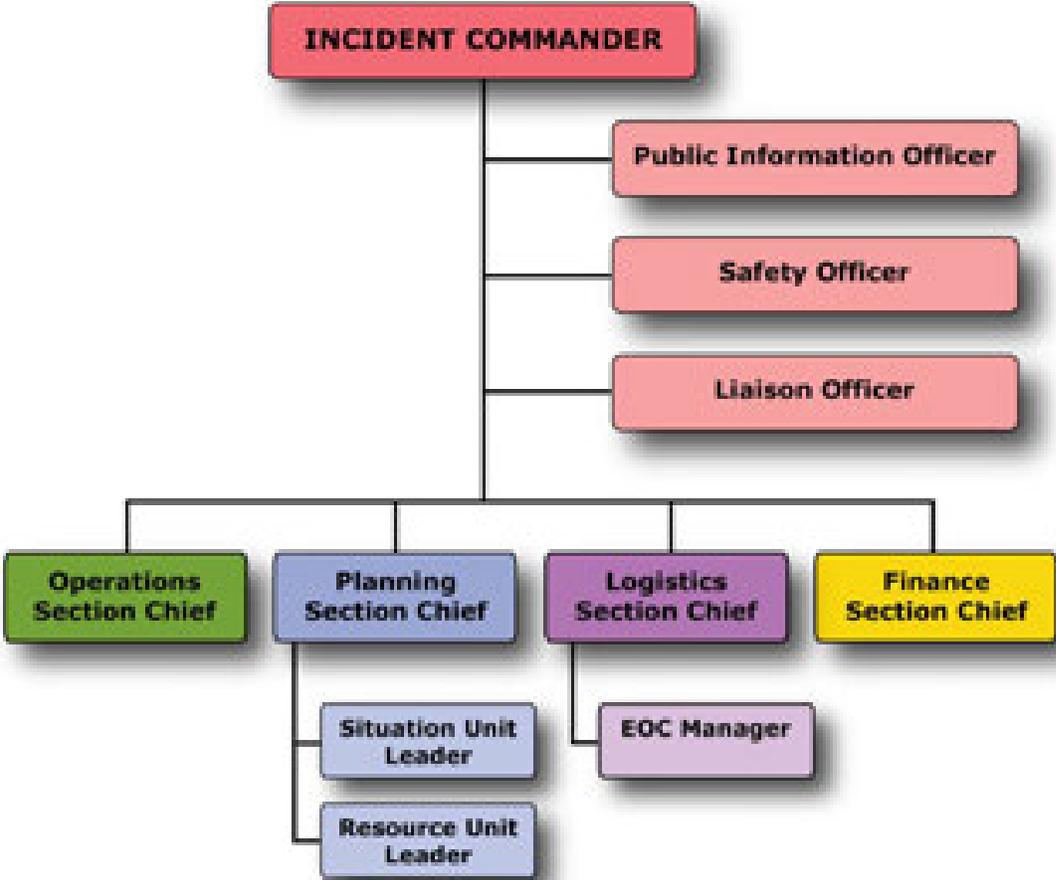
Section 2: Plan Activation & Disaster Declaration

Level III Incident IMT



Section 2: Plan Activation & Disaster Declaration

Level III Incident IMT



Section 5 contains additional ICS organization charts and describes the roles and responsibilities of KPB IMT members.

Section 2: Plan Activation & Disaster Declaration

Plan Activation Upon Disaster Declaration

A declaration of a local disaster emergency by the Kenai Peninsula Borough is required to:

- Access Borough funding;
- Expedite procurement of Borough response resources; and
- Access, State, and Federal disaster assistance.

This plan will not require a disaster declaration for implementation, as it will be used in general large-scale emergency response as well. However, the National Response Framework does require local plan activation for disaster response.

Within the Kenai Peninsula Borough, the Borough Mayor will declare a disaster emergency. If the Borough Mayor is unable to act due to absence or incapacity, the next person designated in the Borough line of succession will exercise local disaster emergency declaration authority. The declared local disaster emergency will authorize the emergency powers for the period set forth in the disaster declaration. The declaration of a local disaster emergency must:

- include a description of the situation and existing conditions
- delineate the geographic boundaries, and
- outline what special powers are being activated by the Borough.

In the event that the Borough is declaring a local disaster emergency for the purposes of implementing the Emergency Operations Plan, accessing Borough funding, and expediting procurement of Borough response resources, use the model declaration form found in Appendix A: Forms.

If State or Federal assistance is needed, the Borough must also declare that all appropriate and available local resources have been expended, and contain a request to the Governor for the type of assistance required. A request for State/Federal assistance should be made using the model declaration form found in Appendix A: Forms.

Requests for damage assessment and disaster recovery assistance must be routed through the state DHS&EM as well.

Consider the need for emergency procurement authorization from the Borough Assembly early in an incident.

Section 2: Plan Activation & Disaster Declaration

Reporting

Accurate incident status summaries are important to decision makers within the Incident Management Team (IMT) staff, as well as to assisting agencies and the public. The State of Alaska "Situation Report" shall be completed as soon as possible after the onset of an emergency, and shall be updated at least every 12 hours thereafter. The State of Alaska Situation Report shall be prepared by the Planning Section and distributed via phone, fax, e-mail, radio, hard copy, etc., to at least the following:

- Alaska Division of Homeland Security and Emergency Management
- Assisting federal and state agencies

The Public Information Officer may also distribute State of Alaska Situation Reports to the media, the public, assisting agencies, adjacent jurisdictions, and volunteer organizations at the direction of the Incident Commander. The State of Alaska Situation Report may also be used by the Emergency Management Coordinator to advise IMT members and department heads of an incident.

Section 3: Response Actions

Introduction

This section should serve as a starting point for organizing a disaster response. This section uses simplified action guides (checklists) to help guide borough response activities and to identify the types of circumstances and scale of disasters where outside assistance may be necessary.

- For disaster emergencies that affect one or more cities or unincorporated areas of the Borough, it is important that response actions be coordinated with local emergency management personnel.
- There will always be some circumstances where state, or federal resources will be necessary to support the response.
- There will also be certain types of disasters where the scale is such that multiple communities are affected and a coordinated, regional response will be necessary. The Borough will lead such a response for KPB communities, and will be the primary liaison between the affected communities and state and federal agencies.

It is always better to be overly cautious and call for assistance as early on as possible. It will always be possible to scale down the response later, however if you wait too long to make notifications and/or requests for assistance, response time may not occur quickly enough to benefit the community.

Response Checklists

This section contains hazard-specific Response Checklists that follow offer a means to address the following:

- notifications,
- protective actions,
- special and unique response procedures,
- emergency public information, and
- other response needs generated by a particular hazard.

The checklists are organized by hazard type and focus on the special planning needs and regulatory issues generated by the hazard and identify appropriate outside agencies to contact for assistance in each case.

The Incident Management Team should also reference the checklists located in the Annexes to this Emergency Operations Plan. The

Section 3: Response Actions

Annex checklists are broken down by position and section (e.g. Operations, Planning, Command) and provide hazard specific guidance for Evacuations, Sheltering, Special Needs, Pet Sheltering, Avalanche, Earthquake, Tsunami, and Volcanic activity.

These checklists are only guides, and **all** actions may not be appropriate in every situation. **All** responders and emergency personnel should use their own good judgment and common sense when carrying out the actions in this plan.

How to Use the Checklists

The sample checklist below shows how the response checklists are organized.

- Checklist actions are organized by **response phase**: warning, response, and recovery. For some types of incidents (e.g. earthquakes), no warning will occur.
- For each response phase, the checklist identifies **response actions**, which are general actions/activities that may be appropriate or necessary during the type of incident.
- For each response action, there is an **assigned responsibility** that indicates which IMT position/division is most likely to carry out that action. These assignments presume that an IMT has been or is being established. These are guidelines only, and should be adapted to meet the incident needs based on the level of IMT established. An IMT organization chart is in Section 6.
- State, and federal agencies, and other entities who may be able to provide assistance or guidance during the incident are listed in the **contacts** column. Phone numbers are listed in Appendix C in alphabetical order. In many instances, the contacts include a prompt to contact the affected cities or areas.

Section 3: Response Actions

Sample Checklist

SAMPLE RESPONSE CHECKLIST (risk = unknown)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of Incident Exists	Receive information	IC	City Manager KPB GEM DHS&EM
	Identify risks	IC	
	Inventory heavy equipment, vehicles, and vessels to support response. Activate incident management team, establish command center.	Public Works IC, Logistics	
Response Phase: Incident is occurring	Review Warning checklist.	All Personnel	Police Department Alaska State Troopers) FEMA (disaster relief)
	Disseminate public information	PSD	
	Establish shelters, if necessary.	Logistics	
	Secure evacuated areas. If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	Operations Emergency Management Coordinator	
Recovery Phase: Incident has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Arrange for debris clearance.	Public Works	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.	Public Works	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning, Logistics	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

Hazards Included in Checklists

Based on the information in the KPB and State of Alaska All-Hazard Mitigation Plans, the following hazard-specific response checklists are included in this plan:

Hazard Checklist	Page
Avalanche	3-7
Coastal storm surge/erosion	3-11
Earthquake	3-15
Energy Shortage	3-21
Fire (wildland)	3-25
Flood	3-29
Landslide	3-33
Oil/hazardous materials release	3-37
Pandemic Flu	3-41
Terrorism/Weapons of mass destruction	3-43
Transportation Accident	3-49
Tsunami	3-53
Volcano	3-57
Weather Extremes	3-63

Section 3: Response Actions

Response Considerations

A number of factors and conditions can impact emergency response and management, particularly in Alaska communities. The following considerations relate to the implementation of the response actions recommended in this EOP.

- Seasonal variations in weather and day length may significantly impact response operations. Significant efficiency losses may occur during the winter season, where cold temperatures, snow cover, shorter day length, and high winds may make certain response activities unsafe or unfeasible.
- Field personnel should always be deployed in pairs or teams.
- Regular check-in procedures (radio or telephone) should be used to monitor the safety of field units.
- Incident objectives should always begin with **Safety of responders and the public**.

The response actions listed in this EOP are suggestions and guidelines only. City employees, emergency response personnel, and IMT members should always use their best personal and professional judgment before carrying out any emergency response actions that could potentially endanger themselves or others.

Section 3: Response Actions

Acronyms and Abbreviations

The following abbreviations are commonly used throughout the checklists in this section. A full list of acronyms and abbreviations is included in Appendix D.

ADEC	Alaska Department of Environmental Conservation
ADOTPF	Alaska Department of Transportation & Public Facilities
AST	Alaska State Troopers
DHS	United States Department of Homeland Security
DHS&EM	Division of Homeland Security and Emergency Management (Alaska, a division of DMVA)
EMD	Emergency Management Director
EPA	Environmental Protection Agency
FBI	Federal Bureau of Investigations
FEMA	Federal Emergency Management Agency
IC	Incident Commander
IMT	Incident Management Team
LE	Law Enforcement
KPB	Kenai Peninsula Borough
NTSB	National Transportation Safety Board
OEM	Office of Emergency Management
PHCS	Peninsula Community Health Services
PIO	Public Information Officer
SECC	State Emergency Coordination Center
USCG	United States Coast Guard

Section 3: Response Actions

Avalanche Response Checklist

Section 3: Response Actions

AVALANCHE CHECKLIST			
SITUATION	RESPONSE ACTIONS	IMT RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of an Avalanche exists	Identify areas at risk.	IC	KPB OEM
	Identify mitigation measures that may reduce impact or severity of avalanche(s).	IC Planning Section	Emergency Management Coordinators in potentially affected cities/areas
	Issue public safety announcements regarding avalanche-prone areas, winter storm safety rules, winter automobile travel considerations, advice on actions if trapped in a vehicle by a blizzard, and information pertaining to avalanche slide areas and avalanche control actions along the highway systems.	Public Information Officer	ADHS/EM
	Arrange for public alert and warning.	Safety Officer Operations (LE)	KPBSD
	Ensure evacuation routes are passable.	Operations (LE) Safety/LE	Police department in affected area
	Evacuate high-risk areas.		Fire department in affected area
	Evaluate need for sheltering.	IC	
	Notify local responders of potential need for search & rescue.	IC	National Weather Service (for snow forecasts)
	Inventory heavy equipment for use in response & recovery.	Operations (Public Works)	
	Preposition emergency equipment, fuel, and medical supplies in safe area for use after avalanche.	Logistics (Medical)	ADOTPF (if roadways are threatened)
	Establish resource tracking and cost accounting system	Logistics Finance	
	Arrange for safe delivery of incoming response personnel and supplies.	Logistics	Radio station in affected area

Section 3: Response Actions

AVALANCHE CHECKLIST			
SITUATION	RESPONSE ACTIONS	IMT RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<p>Response Phase: Avalanche is occurring</p> <p><i>Notify all other organizations listed under WARNING PHASE (above) as appropriate</i></p>	Review Warning checklist.	All personnel	Hospital/clinic in affected area AST DHS&EM (disaster relief) FEMA (disaster relief) American Red Cross (disaster relief & relocation/sheltering) Salvation Army AK (disaster relief) SECC (if established) Notify all other organizations listed under WARNING PHASE (above) as appropriate
	Establish command center, if necessary.	Logistics	
	Establish a watch/ observation system for future avalanches.	Planning	
	Launch search & rescue efforts as needed.	Operations (LE) Safety Officer	
	Disseminate public information.	PIO Liaison Officer	
	Limit travel/recreation in affected areas.	Operations (LE) Safety Officer	
	Account for all persons in affected area.	Operations (LE) Safety Officer	
	Establish shelters.	Logistics	
	Secure evacuated areas.	Operations (LE) Safety Officer	
	Establish safe location for emergency medical care.	Operations (Medical)	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	

Section 3: Response Actions

Recovery Phase: Avalanche has occurred	Review Warning & Response checklists.	All personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PCHS (community healing)
	Coordinate recovery activities with local, state, and federal agencies.	EMD	
	Identify safety hazards and undertake corrective action.	Safety Officer	
	Arrange for snow and debris clearance.	Operations (Public Works)	
	Restore damaged utilities and transportation systems (air, road, port)	Operations (Public Works, Harbor, Airport Branches)	
	Arrange for return of evacuees	Logistics	
	Arrange emergency housing as needed.	Logistics	
	Perform damage assessments, post-incident cleanup, and utilities restoration.	Planning	
	Continue to disseminate public information regarding ongoing hazards and relief efforts.	PIO	
	Initiate community healing programs, as needed.	Liaison Officer	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC with input from all positions	

Section 3: Response Actions

Coastal Storm Surge/Erosion Response Checklist

Section 3: Response Actions

COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of Coastal Erosion exists	Identify areas at risk.	IC	Emergency Management Director/ KPB OEM
	Evaluate need for evacuation.	IC	Local Emergency Management Coordinators in affected areas
	Identify safe areas suitable for relocating evacuees.	Planning	Police department in affected area
	Determine whether roadways or transportation facilities are at risk.	Operations (Public Works)	Fire department in affected area
	Estimate number of evacuees and arrange for relocation.	Planning Operations (LE)	National Weather Service (for weather forecasts)
	Arrange for public alert and warning if necessary.	PIO	ADOTPF (if roadways are threatened)
	Inventory heavy equipment for use in response & recovery.	Operations (Public Works)	
	Remove emergency equipment, fuel, and medical supplies from threatened areas.	Logistics	
	Establish resource tracking and cost accounting system	Logistics Finance	
	Keep records of actions taken & resources used.	Planning	
Response Phase: Coastal	Review Warning checklist.	All Personnel	Police department in affected area (relocation)
	Activate incident management team, establish command center, and notify the public of the situation.	IC, Logistics, PIO	

Section 3: Response Actions

COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Erosion is occurring <i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i>	Establish a watch/ observation system for erosion progression.	Operations Planning	AST
	Continue to disseminate public information.	PIO Liaison Officer	SECC (if established)
	Limit travel/recreation in affected areas.	Operations	DHS&EM (disaster relief)
	Facilitate relocation of displaced residents.	Logistics	KPBSD
	Account for all persons in affected area.	Operations	FEMA (disaster relief)
	Establish shelters, if necessary.	Logistics	American Red Cross (disaster relief & relocation/sheltering)
	Secure evacuated areas.	Operations	Salvation Army AK (disaster relief)
	Estimate extent of damage.	Planning	
Recovery Phase: Coastal Erosion has occurred	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Coordinate recovery activities with state and federal relief agencies.	EMD	
	Reevaluate zoning ordinances and setback policies.	Planning	PCHS (community healing)
	Identify safety hazards and undertake corrective action.	Operations Safety Officer	

Section 3: Response Actions

COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Arrange for debris clearance.	Operations	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.	Operations	
	Arrange for emergency housing as necessary.	Planning	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics	
	Establish Community Healing Program, if needed.	Liaison	
	Work on monetary damage estimates for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC with input from all positions	

Earthquake Response Checklist

WARNING: Earthquakes occur without sufficient warning to undertake incident-specific preparations. A strong earthquake whose epicenter is located a short distance away can generate a “local tsunami” in nearby waters, and the tsunami could reach coastal areas before a warning is issued. Historically, such waves have been the highest, reaching heights of 100 feet or more and up to one mile inland. All coastal areas are considered to have a “local tsunami” hazard. See the Hazard Response Checklist for TSUNAMIS, also in this section.

Section 3: Response Actions

EARTHQUAKE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Response Phase: Earthquake is occurring	Warn citizens of the dangers of weakened or collapsing buildings.	Operations (LE) Safety Officer	EMD/ KPB OEM Police department in affected area (relocation) SECC (if established) KPBSD AST Hospital/clinic in affected area (if human health risks) Alaska Department of Public Health (if human health risks/fatalities) Alaska Tsunami Warning Center ADOTPF Tri-Borough Mutual Aid DHS&EM (disaster relief) FEMA (disaster relief) American Red Cross (disaster relief & relocation/sheltering)
	Issue evacuation orders as appropriate.	IC	
	Activate IMT & establish command center.	IC Logistics	
	Work with utility companies & municipalities to restore essential public utilities and facilities.	Operations (Public Works)	
	Control fires and hazmat releases.	Safety	
	Activate reconnaissance, rescue and medical strike teams and/or task forces.		
	Maintain public order and crowd control.	Operations (LE)	
	Disseminate public information.	PIO	
	Account for all persons in community.	Operations (LE)	
	Establish shelters.	Logistics	
	Secure evacuated areas.	Operations	
	Establish safe location for emergency medical care and arrange for medical evacuations as necessary.	Operations (Medical)	
	Estimate extent of damage.	Operations	

Section 3: Response Actions

EARTHQUAKE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Establish resource tracking and cost accounting systems	Finance Logistics	Salvation Army AK (disaster relief)
	If conditions warrant, declare a borough disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Earthquake has occurred	Review Response checklist.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PCHS (community healing)
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Arrange for debris clearance.	Operations (Public Works)	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).	Operations (Public Works, Airport, Harbor)	
	Assessment of critical infrastructure for safety of operators/occupants.	Operations Safety Officer	
	Arrange for emergency housing as necessary.	Planning	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning	
	Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.	Operations Safety Officer	
	Arrange for handling and identification of fatalities and mental health support services.	Operations (Medical) Planning	
Disseminate public information regarding ongoing hazards and relief efforts.	PIO		

Section 3: Response Actions

EARTHQUAKE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Continue to restore and maintain essential public utilities and facilities.	Operations (Public Works)	
	Establish Community Healing Program, if needed.	Liaison	
	Perform damage assessments.	Operations	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to agencies.	EMD	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

Earthquake Stabilization and Restoration Sequence

The priorities reflected in this list are general guidelines for returning the affected Kenai Peninsula Borough community or communities to operational and economic normalcy following an earthquake.

Type of Service	Priority 1	Priority 2	Priority 3
Communications	Emergency response EOC EAS radio station services Warning sirens	Essential phone circuits Non-EAS radio stations	Data and other commercial communications services
Facilities	Dispatch Centers Fire Stations Hospital Shelters Water Treatment Plant Police AST	Grocery Stores Public Works Sewer Treatment Plant City/Borough offices Port/Harbor office State/Federal offices	Schools (non-shelters) Library Businesses
Energy	Power to fuel pumps Power to EOC Power to shelters Power to hospital Power to water treatment plant	Power to sewer treatment Heating/cooking Power to public facilities	Dwellings Businesses
Transportation	Primary routes Evacuation routes Airport	Secondary routes Port facilities	Harbor facilities
Equipment	Emergency generators Emergency response vehicles	Heavy Equipment	Buses
Personnel	Borough dept. heads Emergency response personnel IMT staff	Workers essential to reconstruction, debris and waste disposal	Personnel necessary for economic recovery
Water	Fire suppression Potable water Sanitation	Industrial processes	

Section 3: Response Actions

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Section 3: Response Actions

Energy Shortage/Interruption Response Checklist

Section 3: Response Actions

ENERGY SHORTAGE/INTERRUPTION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of an Energy Shortage or Interruption exists	Identify areas at risk.	IC	EMD/ KPB OEM Police department in affected area AST Electricity provider(s) in affected area
	Estimate possible consequences.	IC	
	Inform incident management team as appropriate.	IC	
	Establish and maintain contact with other affected areas and jurisdictions.	IC	
	Coordinate with other state and federal agencies.	IC	
	Alert public utilities and review emergency shutdown procedures.	Operations (Public Works)	
	Estimate nature & scope of assistance required by community & threatened utilities.	Planning	
	Arrange for public announcements via radio, television, newspaper.	PIO	
Response Phase: Energy Shortage or Interruption is occurring <i>Notify all</i>	Review Warning checklist.	All Personnel	DHS&EM (disaster relief) FEMA (disaster relief) SECC (if established) Tri-Borough Mutual Aid (if needed) KPBSD American Red Cross (disaster relief & relocation/sheltering)
	Activate incident management team, establish command center.	IC Logistics	
	Determine the extent of interruption.	Operations	
	Disseminate public information.	PIO	
	Account for all persons.	Operations (LE) Safety Officer	
	Prepare to activate shelters or locate emergency housing for evacuees.	Planning Logistics	

Section 3: Response Actions

ENERGY SHORTAGE/INTERRUPTION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<i>other organizations listed under WARNING PHASE (above) as appropriate.</i>	Arrange for emergency and backup power for critical services.	Operations (Public Works)	Salvation Army AK (disaster relief)
	Develop energy conservation plan & coordinate with other jurisdictions.	Planning	
	Identify potential “back-up” fuels, such as cut wood, and plan for allocation.	Planning	
	Be ready for problems such as inactivated traffic signals, street lights, heating problems, low water pressure.	Operations (LE, Public Works)	
	Provide special assistance to low income and homeless as needed.	Planning Liaison Officer	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Energy Shortage has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PCHS (community healing)
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning	
	Establish priorities for utility restoration.	Operations	
	Restore essential public utilities and facilities.	Operations (Public Works)	
	Establish Community Healing Program, if needed.	Liaison	

Section 3: Response Actions

ENERGY SHORTAGE/INTERRUPTION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Perform damage assessments.	Operations	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Fire (Wildland) Response Checklist

Section 3: Response Actions

FIRE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of a Fire exists (See also Drought checklists)	Identify areas at risk.	IC	EMD/KPB OEM Fire department in affected area American Red Cross (if relocation is required) ADNR Forestry National Weather Service (for rain forecasts)
	Assess staffing – assign additional personnel as needed.	Planning	
	Determine fire readiness of vehicles & equipment	Safety Officer Operations (LE, Fire)	
	Determine water levels for fire fighting.	Safety Officer Operations (Fire)	
	Check auxiliary generators and other power, lighting, and communications, equipment.	Operations (Public Works)	
	Restrict outdoor burning.	Safety Officer Operations (Fire)	
	Establish contact with fire agencies (local, state, federal).	Safety Officer Operations (Fire)	
	Survey existing communications.	Operations Logistics	
	Consider activation of command center	IC	
Provide public information and direction.	PIO		
Response Phase: Fire is occurring	Review Warning checklist.	All Personnel	Hospital /clinic in affected area (if human health risks) Public Health (if human health risks/fatalities) KPBSD
	Activate incident management team, establish command center.	IC, Logistics	
	Assess and identify affected areas.	Operations Planning	
	Continue to disseminate public information.	PIO	

Section 3: Response Actions

FIRE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i>	Issue evacuation orders, as necessary.	IC	DHS&EM (disaster relief) FEMA (disaster relief) SECC (if established) Tri-Borough Mutual Aid (if needed) EPA (air quality monitoring) American Red Cross (disaster relief & relocation/sheltering) Salvation Army AK (disaster relief)
	Account for all persons in affected area.	Operations	
	Establish shelters.	Planning Logistics (Shelters)	
	Secure evacuated areas.	Operations (LE) Safety Officer	
	Inform EMS, hospitals of injuries.	Operations (Medical) Safety Officer	
	Conduct air quality monitoring	Safety Officer	
	Establish facility/safe location for emergency medical care.	Operations (Medical) Safety Officer	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Fire has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PCHS (community healing)
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Identify safety hazards and undertake corrective actions.	Operations Safety Officer	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning	

Section 3: Response Actions

FIRE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Restore essential public utilities and facilities.	Operations (Public Works)	
	Arrange for emergency housing, as necessary.	Planning	
	Establish Community Healing Program, if needed.	Liaison	
	Perform damage assessments.	Operations	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Flood Response Checklist

IF WARNING TIME IS EXTREMELY LIMITED, use the procedures in the Alert and Warning Section to notify the public to evacuate and tell them where to go. Evacuate the low-lying areas first, starting with those homes and other buildings nearest the approaching water, and work back toward a safe area. Use the evacuees to help move out the others as they go along.

Section 3: Response Actions

FLOOD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of Flooding exists	Receive and evaluate forecasts and predictions.	IC	EMD/KPB OEM ADOTPF (if roadways are threatened) Army Corps of Engineers National Weather Service (for weather forecasts)
	Identify areas, facilities, infrastructure at risk.	IC	
	Develop the following estimates: <ul style="list-style-type: none"> Anticipated flood levels and timeline; Areas at risk; How much warning time will elapse; and What measures can be taken to eliminate obstructions or otherwise aid the run-off of water in stream channels. 	IC	
	Pre-position response resources to support the response. <ul style="list-style-type: none"> Inventory heavy equipment, vehicles, and vessels to support response. Move emergency equipment, fuel, and medical supplies from threatened areas to higher ground. 	Operations (Public Works)	
	Evaluate status of existing flood control devices and barriers.	Operations (Public Works)	
	Evaluate need for evacuation, relocation and sheltering.	IC	
	Issue public alert and warning if needed.	Safety Officer Operations (LE)	
	Disseminate public information about areas at risk, evacuation routes, shelters.	Safety Officer Operations (LE)	
	Activate incident management team, establish command center.	IC Logistics	

Section 3: Response Actions

FLOOD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Response Phase: Flood is occurring <i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i>	Review Warning checklist.	All Personnel	Police department in affected area AST Hospital/clinic in affected area (if human health risks) DHS&EM (disaster relief) SECC (if established) FEMA (disaster relief) Tri-Borough Mutual Aid (if needed) American Red Cross (disaster relief & relocation/sheltering) Salvation Army AK (disaster relief) KPBSD
	Establish a watch/ observation system for flood progression/receding.	Operations Planning	
	Conduct reconnaissance and search/rescue in flooded areas.	Operations	
	Continue to disseminate public information.	PIO	
	Limit travel/recreation in affected areas.	Operations (LE) Safety Officer	
	Account for all persons in affected area.	Operations Safety Officer	
	Facilitate relocation of displaced residents.	Planning	
	Inform EMS, hospitals of injuries.	Safety Officer Operations (Medical)	
	Establish shelters, if necessary.	Logistics	
	Secure evacuated areas.	Operations (LE) Safety Officer	
	Estimate extent of damage.	Operations Planning	
	Keep the Mayor's Office informed.	IC	
If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMC		
Recovery Phase:	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have
	Coordinate recovery activities with state and federal relief agencies.	IC	

Section 3: Response Actions

FLOOD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Flood has occurred	Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.	Operations (LE) Safety Officer	been notified, as appropriate. PCHS (community healing) ADEC (septic/water quality testing)
	Assess status of septic systems and conduct water quality testing	Planning (Environmental)	
	Arrange for debris clearance, especially in culverts/drainage areas.	Operations (Public Works)	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.	Operations (Public Works)	
	Arrange for emergency housing as necessary.	Planning	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning Logistics	
	Establish Community Healing Program, if needed.	Liaison	
	Work on monetary damage estimates for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

Landslide Response Checklist

Section 3: Response Actions

LANDSLIDE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of a Landslide exists	Receive and evaluate forecasts of landslide potential.	IC	EMD/ KPB OEM Police department in affected area AST ADOTPF (if roadways are threatened) American Red Cross (if relocation is required) National Weather Service (for rain forecasts) Radio station in affected area
	Identify areas at risk and potential mitigation measures.	IC	
	Activate incident management team, establish command center.	IC Logistics	
	Issue public safety announcements regarding landslide-prone areas, evacuation areas & routes, safety precautions.	PIO	
	Arrange for public alert and warning.	Safety Officer Operations (LE)	
	Ensure evacuation routes are passable.	Safety Officer Operations (LE)	
	Account for all persons in affected area.	Safety Officer Operations (LE)	
	Evaluate need for sheltering.	IC	
	Evaluate existing landslide control structures/measures.	Operations IC	
	Notify local responders of potential need for search & rescue.	IC Safety Officer Operations (LE)	
	Inventory heavy equipment for use in response & recovery.	Operations (Public Works)	
	Preposition emergency equipment, fuel, and medical supplies in safe area for use after landslide.	Operations	

Section 3: Response Actions

LANDSLIDE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Check auxiliary power supplies.	Operations (Public Works)	
Response Phase: Landslide is occurring <i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i>	Review Warning checklist.	All Personnel	Hospital/clinic in affected area DHS&EM (disaster relief) FEMA (disaster relief) SECC (if established) American Red Cross (disaster relief & relocation/sheltering) Salvation Army AK (disaster relief) Tri-Borough Mutual Aid (if needed)
	Establish a watch/ observation system for future landslides.	Operations	
	Launch search & rescue efforts as needed.	Safety Officer Operations (LE)	
	Continue to disseminate public information, warnings & instructions.	PIO	
	Limit travel/recreation in affected areas.	Operations (LE) Safety Officer	
	Establish shelters and care stations.	Logistics Operations (Medical)	
	Secure evacuated areas.	Operations (LE) Safety Officer	
	Inform EMS, hospitals of injuries.	Safety Officer Operations (LE, Medical)	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Landslide has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Coordinate recovery activities with local, state, and federal agencies.	IC	
	Identify safety hazards and undertake corrective action.	Operations	

Section 3: Response Actions

LANDSLIDE CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Arrange for debris clearance.	Operations (Public Works)	PHCS (community healing)
	Restore damaged utilities and transportation systems (air, road, port)	Operations (Public Works, airport, harbor)	
	Arrange emergency housing as needed.	Planning Logistics	
	Perform damage assessments, post-incident cleanup, and utilities restoration.	Operations	
	Continue to disseminate public information.	PIO	
	Establish Community Healing Program, if needed.	Liaison	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Oil Spill/Hazardous Materials Release Response Checklist

NATIONAL RESPONSE CENTER 24-HR CONTACT: 1-800-424-8802

The NRC must be contacted whenever an oil discharge enters or threatens to enter navigable waters of the United States or whenever a hazardous substance greater than a reportable quantity is released. Failing to report such releases to the NRC can result in severe fines.

ALASKA DEPARTMENT OF ENVIRONMENTAL CONSERVATION

State law requires all oil and hazardous substance releases to be reported to ADEC.

During normal business hours call or fax a completed spill report form to the nearest ADEC Area Response Team. Outside normal business hours, call 1-800-478-9300

Central Response Team: 269-3063 (ph) 269-7648 (fax)

Only trained responders with the requisite Hazardous Materials certification should take part in tactical oil spill response operations.

Refer to the Unified Plan and Subarea Contingency Plans for additional information on organizing for Oil Spill and Hazardous Materials response and for response strategies and additional notification information.

<http://www.akrrt.org/plans.shtml>

Section 3: Response Actions

OIL SPILL/HAZMAT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Response Phase: Oil Spill or Hazardous Materials Release is occurring	Assess the situation to determine type of release, approximate size, weather factors, etc.	IC	EMD/ KPB OEM
	Secure the area where release has occurred.	Safety Officer Operations (LE)	SECC (if established)
	If safe to do so, stop the leak and initiate containment.	IC Operations (Fire/Hazmat)	Fire department in affected Area
	Identify materials involved. Look for information on labels, shipping papers.	IC Safety Officer	Harbor Master (if vessel/port spill)
	Disseminate public information about evacuation or shelter-in-place.	PIO	KPBSD
	Initiate evacuation, if necessary.	Safety Officer Operations (LE)	Hospital/clinic in affected area (if human health risks)
	Prepare to activate shelters or locate emergency housing for evacuees.	Planning Logistics (Shelters)	National Response Center
	Inform EMS, hospitals of injuries.	Safety Officer Operations (LE)	ADEC Spill Reporting
	Activate incident management team, establish command center.	IC, Logistics	Alaska Chadux (oil spill cleanup)
	Monitor public health & safety and respond to developing hazards.	Safety Officer Operations (Fire/Hazmat/EMS)	CISPRI (oil spill cleanup) Alyeska SERVS (oil spill cleanup)
	Restore and maintain essential services.	Operations (Public Works)	

Section 3: Response Actions

OIL SPILL/HAZMAT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	U.S. Coast Guard MSD Kenai
	Refer to the appropriate Facility Response Plan (FRP) or Vessel Response Plan (VRP), or if no plan exists, refer to the Subarea Contingency Plan (SCP).	All Personnel	CHEMTREC Call 800 number listed on shipping papers/labels.
Recovery Phase: Oil Spill or Hazardous Materials Release has occurred	Review Response checklist.	All Personnel	Ensure that all organizations listed under RESPONSE phase have been notified, as appropriate. PHCS (community healing)
	Ensure that all hazardous materials have been disposed of or neutralized.	Operations (Fire/Hazmat) Safety Officer	
	Identify safety hazards and undertake corrective action.	Operations (Fire/Hazmat) Safety Officer	
	Perform post-incident cleanup and restore damaged utilities and transportation systems.	Operations	
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Planning	
	Establish Community Healing Program, if needed.	Liaison	
	Perform damage assessments.	Operations	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	

Section 3: Response Actions

OIL SPILL/HAZMAT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

Pandemic Flu Response Checklist

This section is reserved for a pandemic flu response checklist, which will be developed upon completion of a Pandemic Flu Emergency Plan for the Kenai Peninsula Borough.

Section 3: Response Actions

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Section 3: Response Actions

Terrorism/Weapons of Mass Destruction Response Checklist

Section 3: Response Actions

TERRORISM/WMD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of a Terrorist Attack exists	Investigate threats through local, state, federal law enforcement channels. Identify: <ul style="list-style-type: none"> • Type of threat; • What areas will be impacted and to what extent; • How much warning time will elapse; • What are possible consequences; and • What measures can be taken to mitigate the possible effects. 	IC with support from all functions	Terrorism warnings may come directly from the FBI. If the warning is generated locally, the FBI Terrorism Hotline is the central point of contact for all federal agencies. Alaska 24-hr Terrorism Hotline (FBI) National Terrorism Hotline (NTH) EMD/ KPB OEM Police department in affected area Fire department in affected area AST Hospital/clinic in affected area
	Estimate the nature and scope of outside assistance that may be required.	IC	
	Initiate incident communications plan.	IC Logistics	
	Publicize emergency public information to include: <ul style="list-style-type: none"> • Description of the situation and identification of areas at risk; • Guidelines on the protection of real and personal property; • Location of emergency shelters or need to shelter in place; • Closures of schools, offices, and other facilities; and • Evacuation routes and reception areas and how future warning and evacuation instructions will be disseminated. 	PIO	

Section 3: Response Actions

TERRORISM/WMD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Maintain an alert or standby of personnel as necessary.	All Personnel	Alaska Department of Public Health (if human health risks/fatalities) Other state/federal law enforcement agencies, as needed.
Response Phase: Terrorist attack is occurring <i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i>	Review Warning checklist.	All Personnel	FEMA Rapid Response Information System (RRIS) Biological/chemical FBI Bomb Data Center (if explosive device) CDC (if suspected biological materials) US Army 103 rd Civil Support Team Army National Guard Tri-Borough Mutual Aid (if needed) KPBSD
	Activate incident management team, establish command center.	IC Logistics	
	Coordinate response with state and federal agencies.	IC	
	In case of attack involving hazardous materials, see Hazmat checklist above.	All Personnel	
	If anthrax suspected, contain substance in double bag and wash hands with soap and water, no decon needed if substance is contained.	Operations (LE, Fire/Hazmat) Safety Officer	
	Maintain order – control crowds, protect property.	Operations (LE) Safety Officer	
	Continue to disseminate public information, including evacuation information, shelter in place, how to get information on victims.	PIO	
	Issue evacuation orders as appropriate. Secure evacuated areas.	Operations (LE) Safety Officer	
	Account for all persons in affected (evacuated) areas.	Operations (LE) Safety Officer	

Section 3: Response Actions

TERRORISM/WMD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Establish crowd control, reconnaissance, rescue, and medical strike teams/task forces with command center communications.	Operations (LE) Safety Officer	DHS&EM (disaster relief) FEMA (disaster relief)
	Control fires and the escapement and/or spread of hazardous or toxic substances.	Operations (Fire/Hazmat) Safety Officer	SECC (if established)
	Search for secondary devices.	Operations (LE, Fire/Hazmat) Safety Officer	American Red Cross (disaster relief & relocation/sheltering)
	Inform EMS, hospitals of injuries, especially if contaminated victims involved.	Operations (LE, Fire/Hazmat) Safety Officer	Salvation Army AK (disaster relief)
	Conduct emergency decontamination.	Operations (Fire/Hazmat) Safety Officer	Mental health support services
	Establish shelters as needed.	Logistics (Shelters)	
	Establish emergency morgues, as necessary.	Logistics	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Terrorist Attack has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PHCS (community healing)
	Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances.	Operations IC Liaison Officer	
	Initiate criminal investigations as needed.	Operations (LE) IC	
	Arrange for emergency housing as necessary.	Planning	

Section 3: Response Actions

TERRORISM/WMD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics	
	Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.	Operations (Fire/Hazmat) Safety Officer	
	Arrange for initial debris clearance and restoration of essential public utilities and facilities.	Operations (Public Works)	
	Arrange for handling and identification of fatalities and mental health support services.	Operations (Medical, LE) Liaison Officer	
	Initiate immediate and long range rehabilitation measures and programs.	Liaison Officer IC	
	Continue to disseminate public information regarding ongoing hazards and relief efforts.	PIO	
	Establish Community Healing Program, if needed.	Liaison Officer	
	Work on monetary damage estimates for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	
Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances.	IC PIO		

Section 3: Response Actions

TERRORISM/WMD CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Initiate criminal investigations as needed.	Operations (LE)	

Section 3: Response Actions

Transportation Accident Response Checklist

Section 3: Response Actions

TRANSPORTATION ACCIDENT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Response Phase: Accident is occurring	Secure the area. Control crowds.	Operations (LE) Safety Officer	EMD/ KPB OEM Police department in affected area
	Control fires and hazmat releases as necessary. Refer to the appropriate checklist.	Safety Officer Operations (Fire/Hazmat)	Fire department in affected area
	Activate IMT, establish EOC	IC Logistics	AST Hospital/clinic in affected Area
	Inform EMS, hospital if injuries	Safety Officer Operations (EMS)	ADOTPF (if roadways impacted)
	Evaluate need for evacuation and sheltering	IC	KPBSD
	Arrange for public alert and warning.	PIO	Tri-Borough Mutual Aid (if needed)
	Account for all persons in affected area.	Operations (LE) Safety Officer	DHS&EM (disaster relief) FEMA (disaster relief)
	Ensure evacuation routes are passable.	Operations (LE) Safety Officer	SECC (if established)
	Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved.	Planning Operations (Fire/Hazmat)	American Red Cross (disaster relief & relocation/sheltering)
	Establish shelters as necessary.	Logistics	Salvation Army AK
	Establish emergency medical care facilities and arrange for medical evacuations, as necessary.	Operations (Medical) Logistics	
	Disseminate public information about shelters, how to find out about victims.	PIO	
	Request AST, Red Cross assistance with temporary morgues and burials.	IC	

Section 3: Response Actions

TRANSPORTATION ACCIDENT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Restore and maintain essential services.	Operations (Public Works)	(disaster relief) Social support and mental health services NTSB
	Notify National Transportation and Safety Board of mass casualty incidents. Secure scene for investigation.	IC Operations (LE)	
Recovery Phase: Accident has occurred	Review Response checklist.	All Personnel	Ensure that all organizations listed under RESPONSE phase have been notified, as appropriate. PHCS (community healing)
	Maintain scene security.	Operations (LE)	
	Identify safety hazards and undertake corrective action.	Operations (Fire/Hazmat) Safety Officer	
	Arrange for emergency housing as necessary.	Planning Logistics	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics Liaison Officer	
	Arrange for initial debris clearance and restoration of essential public utilities, facilities, and transportation systems.	Operations (Public Works)	
	Arrange for handling and identification of fatalities and mental health support services.	Operations (Medical) Liaison Officer Logistics	
	Continue to disseminate public information.	PIO	
	Establish Community Healing Program, if needed.	Liaison Officer	
	Work on monetary damage estimates for disaster declaration.	Finance	

Section 3: Response Actions

TRANSPORTATION ACCIDENT CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

TsunamiResponseChecklist

PROTECT HUMAN LIFE FIRST! If warning time is limited, activate the tsunami notification system locally. Tell people when to evacuate and where to go. Then evacuate the low-lying areas and worry about other things later. Use the evacuees to help move out the others as they go along.

Section 3: Response Actions

TSUNAMI CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Tsunami watch or warning has been issued	Confirm reports with AK Tsunami Warning Center and gather as much information as possible.	IC	Alaska Tsunami Warning Center
	Develop the following estimates: <ul style="list-style-type: none"> • Wave size and ETA; • Estimated inundation area; • Amount of warning time. 	IC	EMD/ KPB OEM Police department in affected area
	Sound alarm/alert system.	Safety Officer Operations (LE)	Fire department in affected area
	Attempt to notify outlying populations via VHF radio or SSB (fish camps, fishing vessels, etc., beyond city siren system).	Safety Officer Operations (LE)	ADOTPF (if roadways threatened)
	Initiate evacuation to high ground. Provide additional assistance to special populations as necessary.	Safety Officer Operations (LE)	AST
	Identify safe location for sheltering evacuees. Establish shelters.	Planning Logistics	American Red Cross (if relocation is required)
	Initiate boat evacuations (to deep water), if safe to do so.	Operations (Harbor)	
	Activate incident management team, establish command center.	IC Logistics	
	Inform EMS, clinic, hospitals of injuries.	Safety Officer Operations (LE/EMS)	
	Notify local responders of potential need for search & rescue.	Safety Officer Operations (LE)	

Section 3: Response Actions

TSUNAMI CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Pre-position response resources to support the response. <ul style="list-style-type: none"> • Inventory heavy equipment, vehicles, and vessels to support response & recovery. • Move emergency equipment, fuel, and medical supplies to safe area. 	Operations (Public Works)	
Response Phase: Tsunami is occurring NOTE: Response and Recovery phases may be simultaneous, as the response period is usually very brief for a tsunami.	Review Warning checklist.	All Personnel	Hospital/clinic in affected area (if injury or death)
	Continue to monitor situation through Tsunami Warning Center.	IC Planning	DHS&EM (disaster relief)
	Monitor sea conditions (from a safe location).	Operations (Harbor) Planning	FEMA (disaster relief) SECC (if established)
	Establish emergency medical care facilities and arrange for medical evacuations, as necessary.	Operations (Medical)	Tri-Borough Mutual Aid (if needed)
	Disseminate public information about shelters, how to find out about victims.	PIO	American Red Cross (disaster relief & relocation/sheltering)
	Account for all persons in affected areas.	Operations (LE) Safety Officer	KPBSD
	Implement emergency utility cutoff as needed.	Operations (Public Works)	Salvation Army AK (disaster relief)
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMC	
Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).	Operations (Public Works)		

Section 3: Response Actions

TSUNAMI CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Arrange for emergency housing and sheltering as necessary.	Planning Logistics	USCG Social support and mental health services Notify all other organizations listed under WARNING PHASE (above) as appropriate.
Recovery Phase: Tsunami has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PHCS (community healing)
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.	Operations (LE, Fire/Hazmat) Safety Officer	
	Arrange for debris clearance, especially in culverts/drainage areas.	Operations (Public Works)	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.	Operations (Public Works, Airport, Harbor)	
	Arrange for emergency housing as necessary.	Planning Logistics	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics Liaison Officer	
	Request AST, Red Cross assistance with temporary morgues and burials.	IC	
	Establish Community Healing Program, if needed.	Liaison Officer	
	Work on monetary damage estimates for disaster declaration.	Finance	

Section 3: Response Actions

TSUNAMI CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

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Section 3: Response Actions

Volcano Response Checklist

If WARNING TIME IS EXTREMELY LIMITED, there are two conditions that the community should be concerned with regarding volcano activity: EARTHQUAKES AND TSUNAMIS. The second condition, tsunami, is the more emergent one. The threat of "local tsunami" can generate large waves with little or no warning. Historically, such waves have been the highest, reaching heights of 100 feet or more and up to one mile inland. Most of the borough's coastal areas are considered to have a "local tsunami" hazard.

Section 3: Response Actions

VOLCANO CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<p>Warning Phase:</p> <p>Threat of a Volcano exists</p> <p>Note: NOAA Weather Radio will broadcast periodic updates during volcanic eruptions.</p>	Evaluate forecasts & predictions. Confirm risks with AK Volcano Observatory.	IC	Alaska Volcano Observatory
	Identify type of risk (mudslide, ash cloud, etc.) and areas at risk.	IC	Alaska Tsunami Warning Center (to find out about tsunami generation)
	Identify high-risk populations who may need special attention or early evacuation.	Safety Officer Operations (LE)	
	Activate incident management team, establish command center.	IC Logistics	National Weather Service
	Identify safe areas suitable for sheltering evacuees. Set up shelters.	Operations (LE) Safety Officer Logistics	EMD/ KPB OEM Police department in affected area
	Ensure that evacuation routes are passable.	Operations (LE) Safety Officer	Fire department in affected area
	Arrange for public alert and warning.	Operations (LE) Safety Officer	ADOTPF (if roadways threatened)
	Notify public of ashfall safety rules, vehicle travel considerations, and other appropriate information.	PIO	AST
	Contact and warn outlying populations, small aircraft, fishing vessels, or others that may be threatened by ash fall.	Operations (LE) Safety Officer	American Red Cross (if relocation is required)
	Inventory heavy equipment for use in response & recovery.	Operations (Public Works)	KPBSD
	Preposition emergency equipment, fuel, and medical supplies in safe area for use after volcano.	Operations Planning	
Prepare emergency services for possible need for operations in heavy ash and dust environments.	Operations (Public Works)		

Section 3: Response Actions

VOLCANO CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<p>Response Phase: Volcano is occurring</p> <p>Note: NOAA Weather Radio will broadcast periodic updates during volcanic eruptions.</p> <p><i>Notify all other organizations listed under WARNING PHASE (above) as appropriate.</i></p>	Review Warning checklist.	All Personnel	Hospital/clinic in affected area (if injury or death)
	Establish a watch/observation system for volcano activity.	Planning	
	Continue to assess eruption situation.	Planning	Public Health Department (if human health risks or fatalities)
	Continue to disseminate public information.	PIO	
	Arrange for emergency housing and sheltering as necessary.	Planning Logistics	ADOTPF Central Region Maintenance (if roadways are threatened)
	Secure evacuated areas.	Operations (LE) Safety Officer	
	Account for all persons from affected areas.	Operations (LE) Safety Officer	DHS&EM (disaster relief)
	Establish facility/safe location for emergency medical care.	Operations (Medical) Logistics	FEMA (disaster relief)
	Establish emergency medical care facilities and arrange for medical evacuations, as necessary.	Operations (Medical) Logistics	SECC (if established) Tri-Borough Mutual Aid (if needed)
	Inform EMS, hospitals of injuries.	Operations (Medical)	
	Conduct air quality testing and monitoring as needed.	Safety Officer	EPA (air quality)
	Disseminate public information about shelters, how to find out about victims.	PIO	American Red Cross (disaster relief & relocation/sheltering)
Implement emergency utility cutoff as needed.	Operations (Public Works)		

Section 3: Response Actions

VOLCANO CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Conduct reconnaissance of areas becoming impacted, especially by heavy ash fallout. Be alert to building and structural failure due to increased roof loading from ash and debris	Operations (LE, Fire/Hazmat) Safety Officer	Salvation Army AK (disaster relief) Social support and mental health services
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).	Operations (Public Works, Airport, Harbor)	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
Recovery Phase: Volcano has occurred	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. PHCS (community healing)
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.	Operations (LE, Fire/Hazmat) Safety Officer	
	Arrange for debris clearance, especially in culverts/drainage areas.	Operations (Public Works)	
	Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.	Operations (Public Works, Airport, Harbor)	
	Arrange for emergency housing as necessary.	Planning Logistics	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics Liaison Officer	
	Establish Community Healing Program, if needed.	Liaison Officer	
	Work on monetary damage estimates for disaster declaration.	Finance	

Section 3: Response Actions

VOLCANO CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

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Section 3: Response Actions

Weather Extremes Response Checklist

Section 3: Response Actions

WEATHER EXTREMES CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
Warning Phase: Threat of Extreme Weather/ High Winds Exists	Confirm forecasts with National Weather Service.	IC	EMD/KPB EOM
	Identify areas at risk.	IC	AST (Anchor Point Post)
	Disseminate public information.	PIO	ADOTPF (if roadways are threatened)
	Assess current levels of heavy equipment for snow removal, etc.	Operations (Public Works) Planning	Police department in affected area
	Assess fuel levels. Initiate conservation programs as necessary.	Operations (Public Works) Planning	American Red Cross (if relocation is required)
	Check generators and other backup power.	Operations (Public Works)	National Weather Service (for forecasts)
	Pre-position response resources to support the response. <ul style="list-style-type: none"> Inventory heavy equipment, vehicles, and vessels to support response. Move emergency equipment, fuel, and medical supplies in safe area for use after extreme weather is over. 	Operations (Public Works) Planning	
Response Phase: Extreme weather is occurring	Review Warning checklist.	All Personnel	ADNR Forestry (for fire risk)
	Continue to monitor forecasts.	IC	Hospital/clinic in affected area (if injury/death)
	Activate incident management team, establish command center.	IC Logistics	DHS&EM (disaster relief)
	Continue to disseminate public information.	PIO	

Section 3: Response Actions

WEATHER EXTREMES CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
<p><i>Notify all other organizations listed under</i></p> <p>WARNING PHASE <i>(above) as appropriate.</i></p>	Account for all persons from affected areas.	Operations (LE) Safety Officer	FEMA (disaster relief)
	Determine the need to establish shelters for those who may be without heat or essential services.	Planning	SECC (if established) Tri-Borough Mutual Aid (if needed)
	Keep in communication with state/federal emergency response agencies.	IC	American Red Cross (disaster relief & relocation/sheltering)
	Inform EMS, hospitals, clinic of injuries.	Safety Officer Operations (LE, EMS)	Salvation Army AK (disaster relief)
	Establish emergency medical care facilities and arrange for medical evacuations, as necessary.	Operations (Medical)	KPBS
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.	EMD	
<p>Recovery Phase:</p> <p>Extreme Weather has occurred</p>	Review Warning & Response checklists.	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Coordinate recovery activities with state and federal relief agencies.	IC	
	Provide Storm Damage Report, for forwarding to NWS.	EMD, delegated as needed	
	Identify safety hazards and undertake corrective action.	Operations	PCHS (community healing)
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families.	Logistics	
	Arrange for snow and debris clearance.	Operations (Public Works)	
	Restore essential public utilities and facilities.	Operations (Public Works)	

Section 3: Response Actions

WEATHER EXTREMES CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS See Appendix C for phone numbers
	Perform damage assessments.	Operations	
	Establish Community Healing Program, if needed.	Liaison Officer	
	Provide monetary figures necessary to support a request for disaster declaration.	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies.	EMD, delegated as needed	
	Perform an incident critique.	IC, with input from all positions	

Section 3: Response Actions

Section 4: Alert, Warning and Evacuation

KPB Alert and Warning Checklist

- Monitor situation and determine need to issue public alert/warning.
- Coordinate with local authorities.
- Select one or more of the following alert systems (see operating procedures in this section):
 - Rapid Notify Emergency Telephone System
 - All-Hazard Alert Broadcast siren (AHAB)
 - KPBSD Notification System
 - Emergency Alert System (EAS)
 - Mobile public address
 - Door-to-door alert
- Formulate Alert and Warning Message (sample messages included in this section) to include:
 - Nature of emergency
 - Type of response required (evacuate, shelter in place, etc.)
 - Anticipated time, location, and extent of emergency
 - Where to find additional information (radio stations, website, public briefings, etc.)
- Issue regular updates to initial alert/warning messages.

Section 4: Alert, Warning and Evacuation

KPB Evacuation Checklist

- Identify areas at risk and determine extent of evacuation.
- Develop evacuation plan (to be signed by Borough Mayor or designee).
- Include refusal and/or special needs forms in evacuation orders.
- Issue or communicate evacuation orders or recommendations using one or more alert and warning methods (EAS, Rapid Notify, door-to-door contact, mobile public address, sirens).
- Ensure shelters and evacuation centers are set up.
- Activate Logistics Section to assist with transport and sheltering.
 - Activate Red Cross to assist with shelter management.
- Activate Planning Section to document and track resources.
- Activate Operations Section to oversee evacuation process.
- Activate Finance Section to oversee cost accounting and emergency procurement.
- Establish and maintain safety perimeters.
- Coordinate evacuation and sheltering of displaced persons with local governments or service areas.
 - Cities, service areas, and unincorporated areas are encouraged to develop their own emergency evacuation plans and procedures.
 - The Borough will provide assistance, support, and direction to the extent possible to oversee and assist with local evacuations.
 - Alaska State Troopers, local law enforcement, and local emergency services personnel will all participate in coordinating evacuation.
 - Special care should be taken to ensure that special populations receive evacuation assistance.
- Notify hospitals and medical centers of injuries, fatalities.
- Provide frequent public information and media announcements regarding extent of evacuation, location of shelters, and other developments.
- Conduct surveys to determine when/if evacuated areas are safe for re-entry.
- Notify the public and media when it is safe to reenter evacuated areas.
- Coordinate the repopulation of evacuated areas with local law enforcement and emergency services.

Section 4: Alert, Warning and Evacuation

The KPB does not maintain an active list of all special populations within the Borough; however, in the case of an evacuation, KPB would work with local health care providers and emergency services organizations to identify and assist with the evacuation of special populations.

Section 4: Alert, Warning and Evacuation

Alert, Warning and Evacuation Systems

Introduction

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of the instructions given and whether or not the public perceives the warning entity as credible at the time the warning is issued. Studies have shown that warnings issued in the names of several authorities are more likely to be perceived as more credible than those issued under a single authority. For example, an alert issued in response to a hazardous materials incident might be issued in the names of the Incident Commander, Emergency Management Director, and the Facility Environmental Coordinator. In addition, messages must be geographically precise, repeated more than once, and presented in more than one medium.

The following methods can be utilized as an alert and warning system:

- Siren Alert System;
 - Coastal communities in the Kenai Peninsula Borough have the All Hazard Alert Broadcast (AHAB) system, with the capability to sound pre-recorded and live PA alerts. These sirens are located in the communities of Seward, Homer, Nanwalek, Port Graham, and Seldovia.
 - The predecessor to the AHAB system, the Siren Alert and Warning System (SAWS) sirens, are not maintained but may be activated locally at the discretion of the community. This system can no longer be activated remotely.
- The local Emergency Alert System (EAS);
 - Can be activated at the state level or by KPB OEM using the EMNet system.
- Rapid Notify Emergency Telephone Notification System;
 - OEM will activate upon request of IC.
- Local news media (radio and television);
- Mobile law enforcement and fire dept. public address systems; and
- Door to door contact.

These methods may be used separately, or in combination to alert and warn the public of an emergency.

Section 4: Alert, Warning and Evacuation

General Guidelines

- Local warnings with national significance should be relayed through the Alaska Division of Homeland Security and Emergency Management to the National Warning System. The Borough also monitors the National Warning System for imminent hazards or threats with local implications.
- The Borough may receive warning information from the Alaska Division of Homeland Security and Emergency Management by various methods.
 - Warning information received via telephone should be confirmed by return phone call.
 - EAS authorized personnel shall provide preliminary (best available) public safety information to the appropriate EAS station for immediate broadcast.
 - Rapid Notify authorized personnel shall provide preliminary (best available) public safety information for immediate call-out.
- The National Weather Service weather radio system may be used to augment dissemination of specific warning or emergency information. AHAB sirens will immediately activate when a Tsunami Warning is transmitted by the National Weather Service. The NWS system currently has coverage throughout the majority of the Kenai Peninsula.
- KPB will update communities of status of local activation ability as it becomes available.
- Updated information will be given to the public through the methods outlined above, and according to guidance outlined in the Public Information Section.
- A log of all warnings issued during the incident shall be maintained by the Public Information Officer, or the borough official issuing the warning. An example of the warning log form can be found at the end of this section.
- Rumor control may become essential to the public information effort. The incident web page or phone banks assigned to the Public Information function within the EOC may be activated under the direction of the Public Information Officer to respond to inquiries from the public.

Section 4: Alert, Warning and Evacuation

Borough Alert and Warning Systems

All-Hazards Alert Broadcasting (AHAB) System

The siren alert and warning system consists of 14 siren stations throughout the Kenai Peninsula Borough, linked together and connected to the Borough Office of Emergency Management and the Soldotna E911 Communication Center, and City of Homer and Seward Police and Port and Harbor Departments to provide emergency alert and warning to the public. Its primary purpose is to alert and warn coastal areas in the event of a tsunami, however the siren alert system can also be used for alert and warning in other emergency situations, including hazardous substance releases.

The KPB has transitioned from the old SAWS system to a new All Hazards Alert Broadcast (AHAB) siren system, which is primarily a tsunami alert system but can also be used to broadcast other alert and warning messages.

The AHAB siren system can be activated through several methods. Local activation is possible from the Homer Harbormaster office and the Seward High School. The Homer and Seward city dispatch offices have a local server to control and activate the system, as well as the Soldotna dispatch center. Siren control software is also installed on workstations in the Office of Emergency Management and controlled via data lines through various providers.

The primary activation of these sirens for a Tsunami comes from the National Weather Service Weather Radio system. Upon receipt of the Tsunami Warning (TSW) code generated by the Emergency Alert System, the sirens will activate automatically. Manual activations can also occur locally at the siren site itself or via computer control software. Remote control of the sirens requires an active Internet link at each site.

The old inland SAWS system remains in place in some areas, but is no longer maintained by the Borough. Local communities may access and activate the siren for local issues at their discretion. The SAWS system should no longer be considered a primary warning system.

Section 4: Alert, Warning and Evacuation

AHAB Siren Activation

The following personnel have authority in their own right to activate the SAWS and AHAB sirens. However, this should not be done without the knowledge and concurrence of the incident Commander:

- Alaska State Troopers: Detachment Commander, Deputy Commander, or Dispatch Manager
- Kenai Peninsula Borough: Mayor or designee, Emergency Management Director, Incident Commander
- KPB Cities: City Emergency Management Coordinator (typically mayor and/or manager) through KPB OEM or Soldotna Communications Center

Siren Tones and Messages

The following messages are pre-recorded and available at all siren sites:

1. Steady 30 sec alert
2. Steady 180 sec alert
3. Chimes/Test message
4. Amber Alert
5. Tsunami Warning
6. Volcano Warning
7. Evacuation Order
8. High Wind Warning
9. Shelter in place warning

All sites can broadcast "on-demand" pre-recorded or live announcements from one of the three control servers.

AHAB Operation and Activation

AHAB sirens can be activated locally or through messages received via data connections. AHAB sirens can also be automatically activated through a decoded signal received from the NOAA weather radio or EAS broadcast.

Section 4: Alert, Warning and Evacuation

AHAB Siren Locations

The following table describes the location of the current AHAB sirens.

Facility	Lat	Long	Address
Homer Ice Rink	N 59°38'24"	W 151°33'36"	3150 Homer Spit Rd.
Homer Harbormaster	N 59°36'11"	W 151°25'13"	4311 Freight Dock Rd.
Homer Mariner Park	N 59°38'19"	W 151°30'45"	1920 Homer Spit Rd.
Homer Bishop's Beach	N 59°41'52"	W 151°32'25"	3300 Beluga Pl
Homer Fish & Game Office	N 59°38'15"	W 151°30'40"	Bay Ave. at Douglas Rd.
Nanwalek School	N 59°21'36"	W 151°55'12"	63550 Alexandrovsky Ave.
Port Graham School	N 59°20'60"	W 151°49'48"	63693 Graham Rd
Seldovia School	N 59°26'24"	W 151°42'48"	365 Winifred Ave
Nash Road	N 60°07'55"	W 149°22'45"	33675 Nash Rd.
Seward Marine Industrial Center	N 60°06'38"	W 149°26'17"	200 Nash Rd.
Seward Harbor	N 60°06'60"	W 149°26'23"	1300 Fourth Ave
Seward High School	N 60°07'48"	W 149°26'32"	304 Sea Lion Ave
Seward Fire Department	N 60°06'40"	W 149°26'16"	316 Fourth Ave
Lowell Point	N 60°04'19"	W 149°26'40"	13551 Lowell Point Rd

Section 4: Alert, Warning and Evacuation

Alaska Tsunami Watch and Warning System

NOAA (National Oceanic and Atmospheric Administration) and the NTWC (National Tsunami Warning Center) have adopted the following standardized terminology for tsunami warnings.

Tsunami Warning: **The highest level of tsunami alert.** Warnings are issued by the TWCs due to the imminent threat of a tsunami from a large undersea earthquake, or following confirmation that a potentially destructive tsunami is underway. They may initially be based only on seismic information as a means of providing the earliest possible alert. Warnings advise that appropriate actions be taken in response to the tsunami threat. Such actions could include the evacuation of low-lying coastal areas and the movement of boats and ships out of harbors to deep waters. Warnings are updated at least hourly or as conditions warrant to continue, expand, restrict, or end the Warning.

Tsunami Watch: **The second highest level of tsunami alert.** Watches are issued by the TWCs based on seismic information without confirmation that a destructive tsunami is underway. It is issued as a means of providing advance alert to areas that could be impacted by a destructive tsunami. Watches are updated at least hourly to continue them, expand their coverage, upgrade them to a Warning, or end the alert. A watch for a particular area may be included in the text of the message that disseminates a Warning for another area.

Tsunami Advisory: **The third highest level of tsunami alert.** Advisories are issued by the TWCs to coastal populations within areas not currently in either warning or watch status when a tsunami warning has been issued for another region of the same ocean. An Advisory indicates that an area is either outside the current warning and watch regions, or that the tsunami poses no danger to that area. The Center issuing the Advisory will continue to monitor the event, issuing updates at least hourly. As conditions warrant, the Advisory will either be continued, upgraded to a watch or warning, or ended.

Section 4: Alert, Warning and Evacuation

Emergency Alert System

The Emergency Alert System (EAS) consists of broadcast radio and television stations linked together and to government offices to provide emergency alert and warning to the public.

The system may also be used to call duty personnel in the event of phone system failure. EAS warnings are broadcast via radio and television stations; therefore this system is not practical for highly localized emergencies.

Acceptance of/or participation in the EAS system by broadcast and cable stations shall not be deemed as a relinquishment of program control, and shall not be deemed to prohibit a broadcast licensee or cable operator from exercising his independent discretion and responsibility in any given situation. Broadcast stations and cable systems originating emergency communications shall be deemed to have conferred rebroadcast authority. The concept of management of each broadcast station and cable system to exercise discretion regarding the transmission of emergency information and instructions to the general public is provided by the FCC Rules (Title 47 U.S.C. 151, 154 (i) & (o), 303 (r), 524(g) & 606; and 47 C.F.R. Part 11, FCC Rules & Regulations, Emergency Alert System).

KPB OEM subscribes to the EMNet system to directly access the EAS system without intervention by broadcast operators. The OEM EMNet connection is internet based and does not have any other redundancy. In the event the local EMNet system is not available, authorized persons can contact the SEOC or the LP-1 station to initiate an EAS activation.

Users should reference the most current Kenai Peninsula Borough Local Area EAS plan for detailed instructions.

Key Emergency Alert System Sources

LOCAL SOURCE:	PRIMARY SOURCE (LP- 1): KSRM	Alternate Source:
LOCATION:	40960 K-Beach Rd. Kenai, AK 99611	<i>None</i>
Emergency Alert System EMERGENCY CODES:	See Below Table	
Emergency Alert System MONITORING ASSIGNMENTS:	KFQD-AM / KTVA-TV KAKM-TV / NWS	
TELEPHONE:	907-283-8700/907-953-0385	

Section 4: Alert, Warning and Evacuation

The following individuals have the authority to activate the EAS within the Kenai Peninsula Borough: Emergency Management Director or Designee, Manager – Soldotna Public Safety Communications Center, Commander E-Detachment Alaska State Troopers, City Police Chiefs in coordination with OEM.

Table of Assigned EAS Codes

Key EAS Source (County FIPS #)	ORG - Originator	EEE - Event
02122 Local Code	CIV/WXR	CEM Civil Emergency Message
02122 Local Code	CIV/ WXR	EVI Evacuation Immediate
02122 Local Code	CIV/ WXR	HMW Hazardous Materials Warning
02122 Local Code	CIV/ WXR	SPW Shelter in Place
02122 Weather Code	WXR	BZW Blizzard Warning
02122 Weather Code	WXR	FFW Flash Flood Warning
02122 Weather Code	WXR	FLW Flood Warning
02122 Weather Code	WXR	HWW High Wind Warning
02122 Weather Code	WXR	SVR Severe Thunderstorm Warning
02122 Weather Code	WXR	TOR Tornado Warning
02122 Weather Code	WXR	WSW Winter Storm Warning
02000 State Code	CIV	CAE Child Abduction Emergency
02000 State Code	CIV	RMT Required Monthly Test
020000 State Code	CIV	ADR Administrative Message
00000 National Code	EAN	EAN Emergency Action Notification
00000 National Code	EAT	EAT Emergency Action Termination

Section 4: Alert, Warning and Evacuation

Procedures for EAS Activation - Non EMNet

To request activation of the EAS Plan, contact the broadcast outlet identified above. Provide authentication (callback) information so EAS station can authenticate the source and authority.

Work out broadcast details (i.e. live or recorded, immediate or delayed) with broadcast station personnel. It is recommended that activating officials use the following format when delivering the emergency announcement to the broadcast station.

"THIS IS (Name, Title and Name of Agency); I REQUEST TO ACTIVATE THE AREA EMERGENCY ALERT SYSTEM. I AUTHENTICATE AS FOLLOWS (Your Office or Home Telephone number)."

Furnish the following information:

- Situation Summary (nature of the emergency)
- Action being taken by local authorities
- Instructions or message to the public
- Keep the line open if necessary. Declare termination of EAS Plan at completion of alert warning.

If possible, the Incident Commander should be advised of EAS activation as early as possible.

Note: National Weather Service (NWS) warnings received via NOAA Weather Radio, NOAA Weather Wire or AP, Reuters and UPI wire do not need additional authentication.

EAS Activation Authority

Personnel authorized to activate the Emergency Alert System Plan are as follows:

- The Emergency Management Director and/or Incident Commander on the Incident Management Team during an incident which, in the Incident Commander's judgment, threatens public safety.
- Any member of the Command Staff of a Borough Incident Management Team at the direction of the Incident Commander. Delegation of this authority by the Incident Commander to another

Section 4: Alert, Warning and Evacuation

member of the Incident Management Team staff must be documented in writing at the time of the order.

- The following personnel have authority in their own right to activate the Emergency Alert System Plan. However, this should not be done without the knowledge and concurrence of the Incident Commander.
 - Alaska State Troopers: E Detachment Commander
 - Kenai Peninsula Borough: Emergency Management Director or Designee and Soldotna Public Safety Communications Center Manager
 - KPB Cities: Police Chiefs

Rapid Notify

The Rapid Notify computerized phone warning system allows the Borough to notify many residents simultaneously of an impending disaster or other emergency information.

The OEM office can place an emergency call to virtually all phone lines within the Borough, or to as few as a single home or neighborhood with a targeted emergency message. Messages are composed by the requesting agency and input & transmitted by OEM.

The following personnel have authority in their own right to request activation of Rapid Notify through OEM. However, this should not be done without the knowledge and concurrence of the incident Commander:

- Alaska State Troopers: Detachment Commander or Designee
- Kenai Peninsula Borough: Mayor, Emergency Management Director, Incident Commander
- KPB Cities: Local Emergency Management Director (mayor and/or manager) or designee
- Various agencies such as hospitals, cities, and others may have pre planned lists and information loaded in to the system for use. City dispatch centers and Borough facilities may have credentials for direct access to the system, all other entities must activate through OEM.

Activation

To request activation of the system:

- OEM Director after hours: 907-394-2417
- OEM Office during regular hours: 907-262-4910
- Soldotna Public Safety Communications Center 24-hrs: 907-262-4453

Section 4: Alert, Warning and Evacuation

Mobile Public Address System

- Mobile public address may be used by itself or to supplement fixed sirens or other alert and warning systems.
- It is most effective when used in combination with AEN, EAS, and door to door contact.
- It may be used to alert and warn the public prior to the request to evacuate, or to advise of protective actions short of evacuation.
- Mobile public address messages should briefly explain the nature of the emergency and the type of public response required.
- When conducting mobile public address, repeat message at each intersection, and at least once mid-block, depending upon length of block.
- Do not stop to answer questions.
- When an assigned area has been covered, note date and time, and report completion to the supervisor. The supervisor should advise the Incident Commander or the Operations Section Chief, and the Planning Section (if activated) of completion of alert and warning in the assigned area.

Door-to-Door Alert

Door-to-door alert may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

Direction of this activity shall be the responsibility of the Incident Commander through the Operations Section Chief (ordinarily through the Law Enforcement Branch Director). All messages should be approved by the Incident Commander and coordinated with the Public Information Officer to ensure conflicting information is not issued.

Door to door contact is an effective, but time and labor intensive method of alerting, warning, and evacuating an area. More detailed information can be shared with the populace, and positive confirmation can be made that the individual received the warning, understood the instructions, and knows the consequences of his or her actions.

To conduct door-to-door alert:

- Knock, ring bell, etc. Allow at least one minute for response, more at night.

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- If no answer, document time and address, move to next facility.
- If answered, “hand-out” information statement (preferred method) or read prepared statement, and:
 - Determine how many persons are in the building.
 - Determine whether they intend to leave, have a place to go, and transportation. If yes to all, document time and address. Using plastic flagging, mark the building in a conspicuous place, or mark the driveway closest to the road to indicate that contact has been made. Go to next facility.
- If they do not intend to leave, ask if they understand the possible dangers if they stay, document the time, address, and number of people remaining. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to next facility.
- If they intend to leave, but do not have transportation, document the number of people needing assistance, the time and address, and special transportation requirements (ambulance, handicapped van, etc.) and report this information immediately to your supervisor. Advise citizens who are able to walk to proceed to the designated congregation point, do not stop your activities to remove them from the area.
- If they intend to leave, but do not have a place to go, refer them to the shelter or reception point. Document time and action taken. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to the next facility.
- Documentation should take place on general notepaper, pre-established forms, or can be performed electronically on compatible mobile devices using the ArcGIS Collector application.

Door-to-door alert messages should briefly explain the nature of the emergency and the type of public response required.

Section 4: Alert, Warning and Evacuation

Special Populations

The Kenai Peninsula Borough and local city emergency plans and emergency services organizations have identified groups to be considered special populations for the purposes of emergency planning.

Schools

The approximately 9,000 students in public and private schools comprise one of the largest special populations. This represents a special population only in the sense that it is a local concentrated group of people in a facility. This population may or may not require special attention during an emergency by the Incident Management Team due to the fact that the specific school(s) involved in the incident may have the ability to shelter-in-place, feed and care for its population for a period of time. In addition, the schools typically have people trained in first aid to assess any initial injuries. The Incident Management Team will have to consider the issue of moving a large number of children, up to 1000, from a school to a suitable collection point and/or shelter, or in assisting the school in getting children reunited with their parents. The school district has its own emergency plans and assumes responsibility for that process.

Correctional Facilities

Located within the Kenai Peninsula Borough are these correctional facilities:

- Spring Creek Correctional Center (Seward); and
- Wildwood Correctional Center and Wildwood Pre-trial Facility (Kenai).

In the event that a specific facility is impacted by an incident, the Incident Management Team may be called upon by the Department of Corrections to assist in sheltering or evacuating those personnel under the direction and control of the Department of Corrections. Furthermore, the Department of Corrections may be a resource for mass care feeding operations and labor workers.

Youth Facilities

Located within the Kenai Peninsula Borough is the Kenai Peninsula Youth Facility. In the event that this facility is impacted by an incident, the Incident Management Team may be called upon by the Division of Juvenile Justice to assist in sheltering or evacuating those personnel under the direction and control of the Division of Juvenile Justice.

Section 4: Alert, Warning and Evacuation

Home Care Patients

Within the Kenai Peninsula Borough are an unknown number of individuals who are home care patients. These can include patients who have minimal ability to complete inability to assist themselves. They may also include patients on ventilators and other life support systems. By identifying this special population, it is necessary to work with the local home health care providers and hospital to identify and locate these patients in an emergency. These patients will most likely present unique needs and require special resources for evacuation and sheltering.

Alternative Residential Housing

There exist within the Borough a growing number of group homes, shelters and other types of facilities that may house people. Many of these facilities do not want their whereabouts known, nor the number of people housed in the facility. These facilities may pose special problems for evacuation and sheltering given impacts from a specific incident.

Seasonal Camps

There are seasonal camps that operate primarily in the summer. It is the intent of the Kenai Peninsula Borough to identify and locate these in the future. In addition, there are campgrounds, local parks and other recreational areas that increase the population over and above the resident population that would most likely contribute to additional needs for resources to manage and implement evacuation and sheltering operations.

Senior Residential Housing

There are senior housing complexes located throughout the Borough, mostly near or in the major population centers. These facilities may pose special problems for evacuation and sheltering given impacts from a specific incident.

Medical Facilities

There are three hospitals and other medical facilities located within the Borough. These facilities may present unique needs and special resources for evacuation and sheltering.

Section 4: Alert, Warning and Evacuation

Sample Alert and Warning Messages

The following are examples of wording for various types of emergency alert and warning messages.

General Information Message

“At *(time)* today, public safety officials reported an *(describe the event, emergency, incident)*. The *(event)* occurred at *(location and time)* today. The Incident Commander, City/Borough Manager/Mayor, and the Chiefs of Police and Fire request that all persons in *(the affected area)* should listen to the radio or television for further information.”

Shelter in Place Message

“At *(time)* today, public safety officials reported an industrial accident involving hazardous materials. The accident occurred at *(location and time)* today. The Incident Commander, City Manager/Mayor, and the Chiefs of Police and Fire request that all persons in *(the affected area)* should remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. If you are in the affected area, go indoors and remain inside. Turn off heating, ventilation, and cooling systems and window or attic fans. Close all windows, doors and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information.”

Prepare to Evacuate Message

“At *(time)* today, public safety officials reported a potentially serious condition involving *(description of situation)*. The incident is occurring at *(location)*. The Incident Commander, City/Borough Manager/Mayor, and the Chiefs of Police and Fire request all persons in *(affected area)* to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change.”

Section 4: Alert, Warning and Evacuation

Evacuation Message

"At *(time)* today, public safety officials reported an incident involving *(description of situation)*. The incident occurred at *(location and time)*. The Incident Commander, City/Borough Manager/Mayor, and the Chiefs of Police and Fire request all persons in *(names of area)* to evacuate the area in an orderly manner. Please take the following actions to secure your home before you leave *(instructions may include shutting off gas and water, etc.)*. Drive or walk toward *(evacuation route)*. Emergency personnel will be along this route to direct you out of the area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

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Evacuation

Emergencies or disasters may require the evacuation of people from hazard areas to areas of lower risk. During emergencies such as tsunamis, floods, hazardous materials spills or releases, accidents or threats involving nuclear materials, volcanic activity, major fires, dam breaches or failures, and other incidents, local emergency responders or Incident Management Teams may determine that the evacuation of all or part of the Borough is prudent to minimize loss of life.

The basic approach to evacuation is the same regardless of the type of threat.

- Determine the area at risk, then to compare the risks associated with evacuation with the risks of leaving the threatened population in place.
- Designate appropriate low risk areas, provide automobile or ATV transportation for those without private transportation, open and staff shelter to house and feed the evacuated population, and provide clear and understandable instructions to the public.

KPB OEM has shelter assistance available in cooperation with the American Red Cross, CERT team members, and Kenai Peninsula Borough School District. Local IC should consider notifying OEM for assistance in sheltering needs.

Evacuation Authority

In Alaska, the authority for ordering a mandatory evacuation rests with the Governor. Additionally, Alaska Statutes specifically gives an official of a fire department registered with the State Fire Marshall's office the authority to authorize an evacuation (AS18.70.075 and.090). The Kenai Peninsula Borough may communicate mandatory evacuation orders through borough alert and broadcast systems. The Borough may also make recommendations regarding evacuation of affected areas. Federal agencies have no authority to call for an evacuation by either statute or common law.
For Sample Evacuation Order Form, see APPENDIX A: Forms.

The physical evacuation process is first and foremost a local government function. However, the Borough may be called upon to assist with or coordinate evacuations in cities or unincorporated areas of the Borough.

Since the Kenai Peninsula Borough operates and manages shelters in KPBSD schools, it is important that local evacuation plans include coordination with the Borough and the School District.

Section 4: Alert, Warning and Evacuation

Alaska statutes specifically give an official of a fire department registered with the State Fire Marshall's office the authority to authorize an evacuation (AS 18.70.075 and .090). While state and local law enforcement and various other emergency response organizations have no specific statutory authority to call for an evacuation they do have common law authority. The Department of Natural Resources, Division of Forestry is registered as a fire department with the Alaska State Fire Marshall. Because of this, employees of the Division of Forestry are considered fire officials and have statutory authority to call for evacuations.

Evacuation Considerations

Identification of Need

Not all emergencies requiring protective action on the part of the public require evacuation. The Incident Commander must weigh the risks of the hazard danger against the risks of evacuating or sheltering in place.

Identification of Area Affected

Before an evacuation can be implemented, the following activities must take place:

- Identify high hazard areas, including those areas which may be impacted if the incident escalates or conditions change.
- Identify potential evacuation routes, their capacities, and vulnerability to the hazard.
- Alert and warn the public at risk. Include specific information about the risk, the protective actions which need to be taken, and the possible risks of noncompliance.

Determination of the Time Needed for Evacuation

The following formula can be used to estimate the time needed to evacuate a threatened area: **TD + TA + TM + TT = TN**

- TD = Time from response to decision to evacuate.
- TA = Time needed to alert and instruct the public, usually estimated to be from 15- 60 minutes, depending upon the time of day, etc.
- TM = Time needed to mobilize the population once warned. Under ideal circumstances, 500 vehicles can pass a single point in one hour on urban streets and 850 vehicles can pass a single point in one hour on two lane rural roads. Estimate four persons per vehicle. Adjust

Section 4: Alert, Warning and Evacuation

accordingly for rain, snow, and poor road conditions.

- TT = Time required to leave the hazard area.
- TN = Total time required to evacuate.

For example:

- It takes incident personnel 15 minutes to make the decision that evacuation is the appropriate protective action. TD=15.
- Once a decision has been made, it takes 25 minutes to activate the EAS, and to complete the door-to-door contact in the immediate risk area. TA=25
- Once notified, it takes 30 minutes for the population to leave their homes and enter the evacuation route system, using one major route north out of the area, and one major route south. TM=30
- Once on the road, it takes each vehicle 15 minutes to clear the hazard area. TT=15

To compute total evacuation time (estimate):

**15 (TD) + 25 (TA) + 30 (TM) + 15 (TT) = 1 hour, 25 minutes
(TN) total evacuation time**

Section 5: Incident Management Team

Incident Management Team

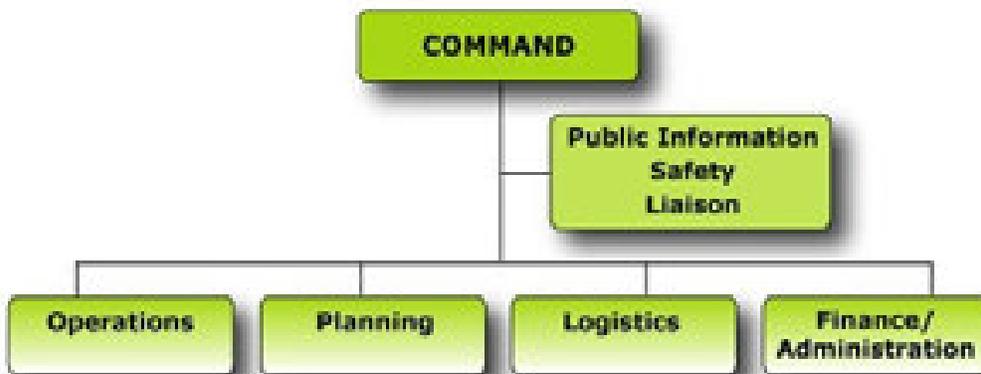
Emergency management operations will follow the Incident Command System (ICS). Local personnel will form an initial Incident Management Team (IMT), which will organize under the principles of ICS. During a major incident where outside agencies become involved, the IMT may expand to include representatives of regional, state, and federal agencies and disaster aid organizations.

Incident Command System (ICS) is a broad, all hazard emergency management system designed to address mitigation, preparedness, response, and recovery activities. Whenever possible, local responders should organize under the principles of ICS. Understanding this system will also help in coordinating with other regional, state, and federal emergency response entities.

This plan provides a basic overview of ICS for orienting officials with their responsibilities in the Kenai Peninsula Borough. For more information on the NIMS ICS system, refer to the Department of Homeland Security NIMS Document online at http://www.fema.gov/pdf/nims/nims_doc_full.pdf or contact FEMA at (202) 566-1600.

Incident Command System

The ICS format breaks incident management into five basic functions, as shown below.



For small-scale incidents that can be managed wholly within the resources and capabilities of the community, the local Incident Management Team (IMT) may use the five basic ICS functions to organize incident management and emergency response functions.

For incidents that require supplemental response and/or incident management resources from outside agencies or organizations, the local IMT will form the initial incident command, and this organization will eventually be expanded to a full ICS organization, integrating regional emergency operations plans, Subarea Contingency Plans, and or private facility

Section 5: Incident Management Team

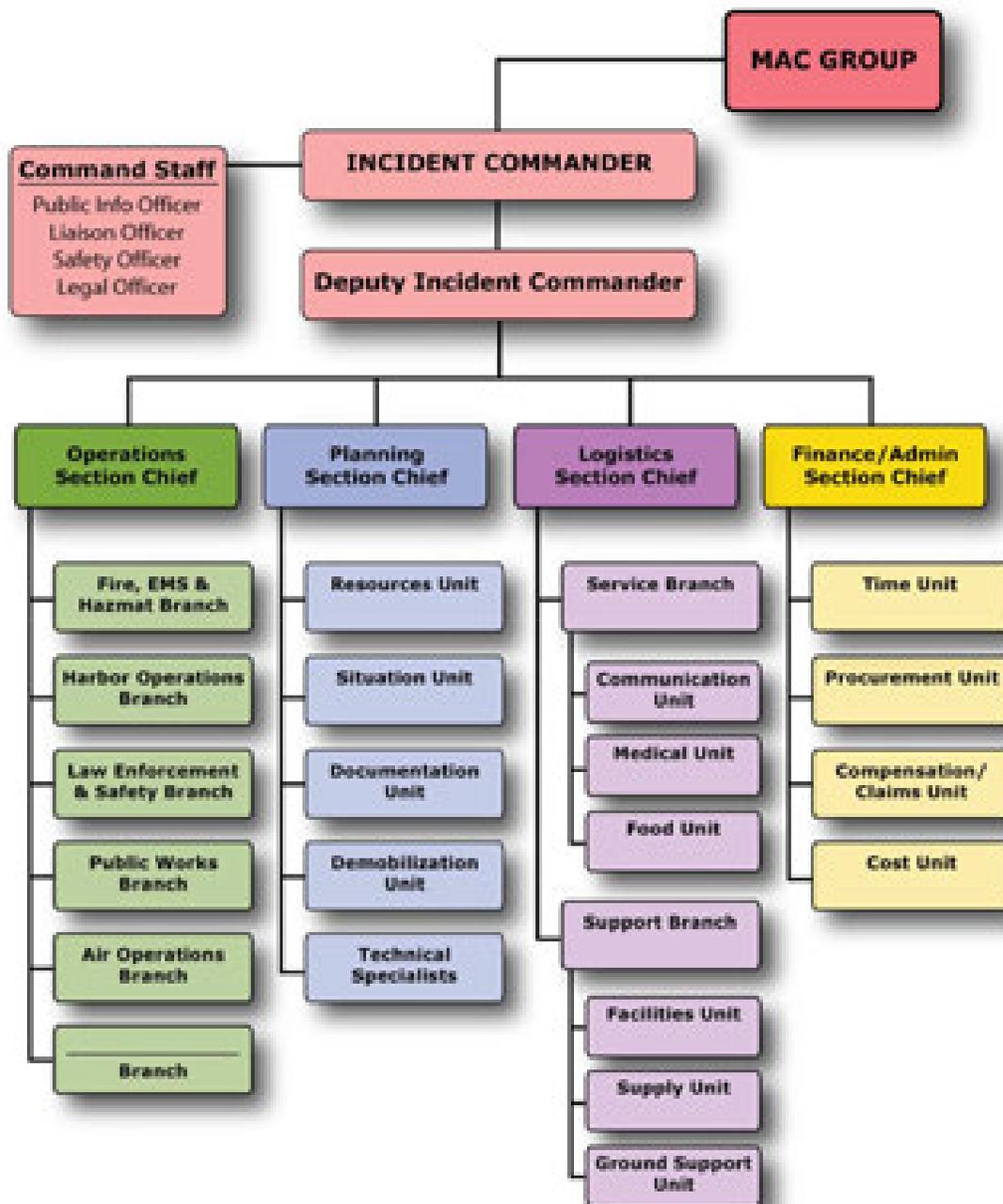
emergency response or oil discharge prevention and contingency plans.

In a regional disaster, local personnel from the IMT may be incorporated into a regional or private industry incident management team organized under one of the plans described above.

Section 5: Incident Management Team

Full ICS Organization Chart

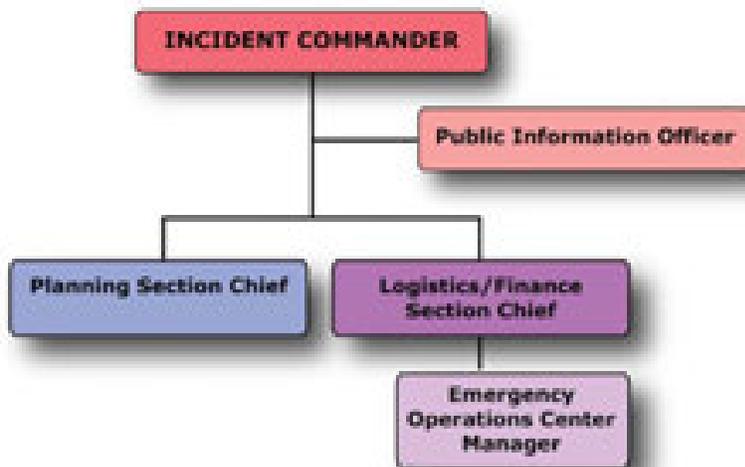
This organization chart shows a typical ICS structure. The Kenai Peninsula Borough may not have the need or the capacity to activate all positions for all incidents.



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Example of Level 2 KPB IMT Organization Chart

This organization chart shows those positions that would typically be activated and staffed by the Kenai Peninsula Borough for a Level 2 incident, based on available personnel and typical functions required to support citywide disaster operations.



Example of Level 3 KPB IMT Organization Chart

This organization chart shows those positions that would typically be activated and staffed by the Kenai Peninsula Borough for a Level 3 incident, based on available personnel and typical functions required to support citywide disaster operations.

Section 5: Incident Management Team



Duties and Responsibilities of Borough Departments

The following descriptions summarize the assigned duties and responsibilities for certain borough officials and community members during a declared emergency. Most of these individuals will ultimately fill a role on the Incident Management Team. Unless otherwise specified, these responsibilities are linked to a position (job title) rather than an individual.

Position or Borough Agency	Duties and Responsibilities	IMT Position(s)
Borough Mayor	<ul style="list-style-type: none"> Disaster declaration Evacuation orders Establish policies and delegate emergency powers 	MAC Group
Mayor Staff	<ul style="list-style-type: none"> Public information releases Media relations & press releases Rumor Control Coordinate with other local, state federal agencies 	Public Information Officer Liaison Officer

Section 5: Incident Management Team

Borough Emergency Management Director	<ul style="list-style-type: none"> Alert & warning Monitor forecasts & warnings & keep Mayor informed Set & communicate incident objectives Activate IMT & establish EOC Evaluate need for evacuation and shelter Coordinate activities with local, state, and federal relief agencies and law enforcement (including paperwork) Estimate the nature & scope of outside assistance that may be required (with Planning) 	Incident Commander
OEM Staff	<ul style="list-style-type: none"> Assist with Emergency Management Director duties Set up and run EOC Assess staffing – assign additional personnel as needed Keep the Mayor & Assembly informed 	Deputy Incident Commander EOC Manager
Risk Management	<ul style="list-style-type: none"> Monitor incident risks and safety hazards & identify corrective actions Coordinate safety planning with law enforcement and EMS Contribute to strategy and planning sessions to ensure incident objectives are commensurate with safety practices 	Safety Officer
Capital Projects	<ul style="list-style-type: none"> Estimate extent of damage to infrastructure and facilities Monitor field operations in affected areas and provide coordination/support Notify local responders of potential need for search & rescue Develop and implement evacuation procedures (with LE, PIO, Logistics) Ensure efficient allocation of resources (release any not being used) 	Operations Section

Position or Borough Agency	Duties and Responsibilities	IMT Position(s)
Borough Attorney (with State Department of Law, City Attorney)	<ul style="list-style-type: none"> Advise on emergency authority requirements Advise on liability issues Prepare legal opinions Prepare new ordinances/resolutions 	Legal Officer

Section 5: Incident Management Team

Planning Department	<ul style="list-style-type: none"> • Project weather and incident behavior (short- and long-term) • Inventory needs and resources, including for evacuation • Keep record of actions taken and resources used • Procure technical assistance as needed for anticipating and planning for developments during response • Track response areas and activities on EOC maps • Serve as focal point for resource requests • Provide meals for responders and shelters • Transport personnel to/from operational area • Develop plan to deal with pets and livestock, if appropriate • Establish disaster aid centers to process applications for the rehabilitation of individuals and families • Initiate help of volunteer and relief organizations • Oversee permitting and other needs for new construction/development 	Planning Section Logistics Section
Borough Finance Department	<ul style="list-style-type: none"> • Document fiscal resources dedicated to response • Work on monetary damage estimates for disaster declaration • Apply for and manage disaster financial assistance 	Finance Section
KPBSD American Red Cross	<ul style="list-style-type: none"> • Open designated shelter(s) and activate shelter plan(s) 	Shelter Manager
HEA, ACS and other utilities(if involved)	<ul style="list-style-type: none"> • Provide liaisons to EOC to coordinate with Borough IMT on issues involving utilities. 	MAC Group or through Liaison Officer or through Operations

These initial response duties and responsibilities relate to the initial stages of an emergency. Once the IMT has been established, city officials and other IMT personnel should follow the ICS checklists for their designated position.

IMT Position Checklists

Common Responsibilities

All KPB IMT personnel have the following common responsibilities:

Before an Incident Occurs:

- Ensure that OEM has up-to-date contact information.

Section 5: Incident Management Team

- Inform your immediate supervisor of any out-of-town travel.
- Acquire training to support IMT functions.
- Review and stay familiar with EOP contents.

During a Local Emergency:

- Take care of your family first. Once they are safe and secure, transition to your IMT role.
- Review position responsibilities and ICS checklists.
- Report to EOC or field unit, as directed.
- Perform all job duties as assigned.
- Maintain unit log.

After an Emergency Occurs:

- Turn in all documentation to your immediate supervisor or to Documentation Unit.
- Participate in debriefs and after-action investigations.
- Make recommendations for changes/improvements to EOP or other incident management tools.

Section 5: Incident Management Team

KPB IMT Roster and Position Descriptions

ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Incident Commander (Emergency Management Director)	1. Borough Mayor 2. Borough Emergency Management Director 3. By Appointment	MAC/ Borough Assembly & to State/ Federal incident command teams if established	Directly-Command & General Staff; Indirectly - All positions	<ul style="list-style-type: none"> Provides for management and control of the IMT. Declare a disaster, activate the IMT, establish an EOC, and implement the EOP. Determine Incident Objectives and strategy. Establish the immediate priorities. Maintains a continuous assessment of each function of the IMT and the field operations units. Approves all reports, plans, press releases, and other official correspondence or documentation produced during the incident. Authorize release of information to the news media. Order the demobilization of the incident when appropriate.
Public Information Officer	1. Mayor Staff 2. As assigned	Incident Commander	Public information staff	<ul style="list-style-type: none"> Gathers information for release to the general public, news services, radio, and TV. Determine from the Incident Commander if there are any limits on information release. Develops and receives clearance for emergency instruction to the public and to arrange for the expedient release of public information. Control rumors & reassure the public. Develop material for use in public and media briefings. Obtain Incident Commander's approval of media and public releases. Schedule & conduct regular news conferences and public briefings/meetings. Arrange for tours and other interviews or briefings that may be required. Obtain media information that may be useful to incident planning. Maintain current information summaries and/or displays on the incident.

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ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Liaison Officer	1. Mayor's Office Staff 2. As assigned	Incident Commander	Liaison staff	<ul style="list-style-type: none"> • Provide a contact point for Agency Representatives. • Assist in establishing and coordinating interagency contacts. • Keep agencies supporting the incident aware of incident status. • Monitor incident operations to identify current or potential Inter-organizational problems. • Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
Safety Officer	1. Risk Management Dept.	Incident Commander	Safety Staff	<ul style="list-style-type: none"> • Participate in planning meetings. • Identify hazardous situations associated with the incident. • Review the Incident Action Plan for safety implications. • Exercise emergency authority to stop and prevent unsafe acts. • Investigate accidents that have occurred within the incident area. • Assign assistants as needed. • Review and approve the medical and safety plans.
Legal Officer	1. Borough Attorney	Incident Commander	Legal Staff	<ul style="list-style-type: none"> • Monitor phases of operations to assure compliance with city ordinances and emergency declarations. • Provide legal advice and assistance as directed
Operations Section Chief	1. Public Works Dept. 2. Capital Projects	Incident Commander	Operations Section Branches	<ul style="list-style-type: none"> • Manages the filed and tactical operations from the local EOC. • Requests resources to support tactical operations. • Maintains a continuous assessment of the environment and effects, as well as the damage and injuries throughout general populace. • Coordinates with Planning Section. • Establishes parameters for safe movement of people and the coordination of essential and emergency activities in the community. • Provide guidance and direction to the private sector for sheltersafety, exposure control, and countermeasure operations.

Section 5: Incident Management Team

ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Operations Branch Directors	These positions are more likely to be staffed in a Local IMT by local first responders and operations personnel	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	<ul style="list-style-type: none"> • Oversee branch operations. • Coordinate with Safety Officer on identifying and managing safety hazards and risks. • Make tactical assignments to field personnel to manage the response. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.
Planning Section Chief	<ol style="list-style-type: none"> 1. Planning Dept. Head 2. Planning Dept. Personnel 3. By Appointment 	Incident Commander	All Planning Section Units, Staff, and Technical Specialists	<ul style="list-style-type: none"> • Collects, manages, and disseminates information to support incident operations. • Provides information to: (1) understand the current situation; (2) predict probable course of incident events; (3) prepare alternative strategies. • Supervise preparation of the Incident Action Plan. • Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units). • Determine need for any specialized resources in support of the incident. • Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc. • Compile and display incident status information. • Oversee preparation of Incident demobilization plan.

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ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Planning Section Staff (Documentation, Resources, Situation, Demobilization Units)	<ol style="list-style-type: none"> 1. Planning Dept. Staff 2. By Appointment 	Planning Section Chief	Staff	<ul style="list-style-type: none"> • Set up work area; begin organization of incident files. • Establish duplication service; respond to requests. • File all official forms and reports. • Review records for accuracy and completeness; inform appropriate units of errors or omissions. • Provide incident documentation as requested. • Store files for post-incident use. Oversee check-in of resources. • Track resources. • Prepare, post, or disseminate resource and situation status information as required, including special requests. • Review incident resource records to determine the likely size and extent of demobilization effort. • Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.
Planning Section Technical Staff	Scientific or technical experts (public or private sector)	Planning Section Chief or Unit Leader	Technical support staff	<ul style="list-style-type: none"> • Provide specialized information or analysis as directed.
Logistics Section Chief	<ol style="list-style-type: none"> 1. Planning Dept. Director 2. Planning Dept. Staff 3. By Appointment 	Incident Commander	All Logistics Section Branches and Units	<ul style="list-style-type: none"> • Manage all incident logistics. • Provide support needs for transportation, equipment maintenance, fueling, feeding, supplies, remote communications, medical services, and sleeping facilities. • May set up & manage a base camp for IMT personnel. • Coordinate with Finance Section for procurement of supplies and services to support the incident. • Provide logistical input to the IC in preparing the Incident Action Plan. • Brief Branch Directors and Unit Leaders as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed.

Section 5: Incident Management Team

ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Support Branch Director	1. Planning Dept. Staff	Logistics Section Chief	Support Branch Units & staff	<ul style="list-style-type: none"> Determine facilities activated in support of the incident. Determine ground support and transportation needs. Determine need for fuel delivery and vehicle support. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection. Staff Branch appropriately.
EOC Manager	1. KPB OEM	Logistics Section Chief Support Branch Director (if activated)	EOC staff	<ul style="list-style-type: none"> Provides support necessary for EOC set up and management, including work space allocation, equipment acquisition, clerical assistance, office supplies, food, sleeping facilities, sanitation requirements, message delivery, and other duties as required.
Services Branch Director	1. Planning Dept. Staff	Logistics Section Chief	Service Branch units & staff	<ul style="list-style-type: none"> Determine number of personnel to be fed. Determine communications systems in use. Determine medical support needs of the incident. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: Provide summary of emergency situation & of the communications, food, and medical needs of the incident. Ensure that incident personnel receive adequate food and water. Coordinate with Operations to ensure adequate medical support to incident personnel.
Shelters Manager	1. Red Cross Volunteer	Logistics Section Chief Support Branch Director (if activated)	Shelter Staff	<ul style="list-style-type: none"> Responsible for setting up and operating emergency shelters. Identify resource needs to support shelter operations and prepare resource requests. Coordinate with emergency medical and law enforcement personnel to identify incoming injured or displaced persons. Coordinate with Red Cross and other aid organizations. Provide essential shelter services.

Section 5: Incident Management Team

ICS Position	Order of Succession	Reports To:	Supervises	Responsibilities & Authorities
Other Logistics Staff/ Functions (i.e. Food, Medical, Supply Units)	Any available borough personnel as assigned	Logistics Section Chief	Staff	<ul style="list-style-type: none"> • Provide resource support and supply. • Determine food and water requirements to support IMT, and arrange for catering or food supply. • Coordinate medical support needs with Operations personnel.
Finance Section Chief	<ol style="list-style-type: none"> 1. Finance Dept. 2. By appointment 	Incident Commander	All Finance Section Staff	<ul style="list-style-type: none"> • Manage all financial aspects of an incident. • Arrange for payment of contracted services and supplies. • Review resource request orders and approve or deny. • Review contracts for payment requirements. • Keep track of available city funds and notify IC when operation exceeds capacity of city's funding. • Prepare documentation for emergency disaster assistance. • Advise IMT of feasibility of acquiring requested support services, and financial consequences to overall operations. • Provide financial and cost analysis information as requested. • Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy. • Provide financial input to demobilization planning. • Ensure that all obligation documents initiated at the incident are properly prepared and completed. • Brief agency administrative personnel on all incident-related financial issues needing attention or followup.
Finance Section Staff	<ol style="list-style-type: none"> 1. Finance staff 2. As assigned 	Finance Section Chief	Staff	<ul style="list-style-type: none"> • Provide support for the following functions: time tracking, procurement, compensation/claims, and cost accounting. • Maintain records. • Support Finance Section Chief as directed.

Section 5: Incident Management Team

Training Recommendations for IMT Members

ICS training course information and online courses for ICS-100 and ICS-200 are available at www.nimsonline.com

ICS Position	EOP*	Recommended Training											Other
		ICS 100	ICS 200	ICS 300	ICS 400	ICS 402	ICS 403	ICS 404	ICS 405	ICS 406	ICS 407	ICS 700	
Emergency Management Coordinator	X	X	X			X	X						X
Incident Commander/ Deputy IC	X	X	X	X	X	X	X	X	X	X	X	X	X
Public Information Officer	X	X	X	X	X			X			X	X	
Liaison Officer	X	X	X	X	X	X	X						X
Safety Officer	X	X	X	X	X								X
Legal Officer	X	X	X	X	X								X
Operations Section Chief	X	X	X	X	X								X
Operations Branch Directors	X	X	X	X	X								
Planning Section Chief	X	X	X	X	X				X				X
Planning Section Unit Leaders & Technical Staff	X	X	X	X	X								
Logistics Section Chief	X	X	X	X	X					X			X

Section 5: Incident Management Team

ICS Position	EOP*	Recommended Training											Other	
		ICS 100	ICS 200	ICS 300	ICS 400	ICS 402	ICS 403	ICS 404	ICS 405	ICS 406	ICS 407	ICS 700		
Logistics Branch Directors & Unit Leaders	X	X	X	X	X									
Shelters Manager	X	X	X	X	X									Red Cross shelter training
EOC Manager	X	X	X	X	X									
Finance Section Chief	X	X	X	X	X					X			X	
Finance Section Unit Leaders	X	X	X	X	X									

Section 5: Incident Management Team

Incident Management Team Staffing

Whenever possible, the duties and responsibilities assigned to an individual during an emergency response should be related to that person's day-to-day duties and responsibilities.

It is useful to pre-identify those individuals within the Borough government with a defined emergency response role.

It is recommended that emergency management roles be linked to a specific position within a community rather than to an individual.

The Incident Management Team (IMT) must be trained and experienced with the Incident Command System (ICS) in order to effectively implement this plan. The Incident Command System is adaptable to meet the needs of small to very large incidents as well as for multiple incidents. Factors that determine the complexity of an incident include:

- Size
- Location
- Duration of incident
- Jurisdictions involved
- Political sensitivity
- Organizational complexity
- Resources-at-risk
- Relevant agency policies

The exact moment when an incident shifts from one level of complexity to the next is often a matter of perception. The jurisdictional head or designated representative in charge must assess the complexity of an incident and assign qualified personnel as needed. In situations where multiple agencies and jurisdictions are involved, the determination of complexity and assignment of personnel should be agreed upon jointly.

Guidelines for IMT Shift Scheduling

IMT staffing should be managed using a rotating shift schedule and standardized relief procedures to ensure the following:

- IMT members should receive sufficient rest.
- IMT staffing levels should remain consistent and appropriate to incident needs.

Section 5: Incident Management Team

- Adequate briefings should be held during shift changes so that no information is lost during IMT shift changes.

The following guidelines apply to shift scheduling:

- Establish shift length and rotation schedules early in the response.
- Develop a shift change schedule.
- Hold full team shift change briefing for all incoming and outgoing personnel to summarize incident status and priorities.
- Identify back-up personnel for all activated positions.
- Notify personnel in advance that they are scheduled for upcoming shifts.
- Limit shift length to 12 hours, if possible.
- Ensure that rotating shifts overlap (20 to 30 minutes should suffice) to facilitate in/out briefings.
- Encourage Incident Management Team members to take breaks and rest as needed.
- Assign a designated "break room".

Span of Control

"Span of Control" refers to how many organizational elements may be directly managed by another person.

- Maintaining adequate span of control throughout the ICS Organization is very important.
- Span of control may vary from 3 to 7, and a ratio of one to five reporting elements is recommended. If the number of reporting elements falls outside of those ranges, expansion or consolidation of the organization may be necessary.
- There will be exceptions, for example in some applications of ICS; specially trained crews may utilize a larger span of control.

Section 5: Incident Management Team

Section 6: Emergency Operations Center

KPB EOC Setup Checklist

The KPB OEM has primary responsibility for establishment of an EOC to support a borough emergency response.

- Coordinate with IC and Facilities Unit to determine the facility to be used for EOC (ERC, Mobile Command Center, or other).
- Determine personnel support needs and coordinate staffing with Logistics Section.
- Obtain necessary equipment and supplies. If using Mobile Command Center, check that supplies are available and equipment is functioning.
- Work with Logistics Section to make plans for feeding/housing EOC staff, if necessary.
- Ensure that maintenance and support staff are available to support EOC operations, particularly communications functions.
- When incident ends, oversee demobilization of EOC.
 - Restock and consumable supplies that have been used.
 - Identify action items for improving EOC setup and operations.

The Emergency Response Center (ERC) at 253 Wilson Lane, Soldotna is the designated EOC for the Kenai Peninsula Borough.

The KPB E911 Emergency Communication Center is co-located at the ERC.

Section 6: Emergency Operations Center

Emergency Operations Center (EOC)

The EOC is a facility designated for managing disaster emergencies. The Incident Management Team uses the EOC as their center of operations to direct the overall disaster emergency response.

The EOC centralizes incident management and:

- Provides a central point where all information pertaining to the incident is received and analyzed, incident priorities are determined, strategies are developed and critical resources are assigned to tactical operations
- Provides a central location for planning meetings, tactics meetings, shift briefings, media briefings, press conferences, public information releases and other information dissemination
- Facilitates efficient and effective communications
- Enhances coordination among agencies by co-locating agency representatives in the EOC, providing for scheduled points of contact, and establishing effective lines of communication to facilitate this coordination
- Sustains operations during extended periods of time by locating the incident management team in an EOC facility that minimizes disruptions of everyday functions within other organizations and agencies
- Provides continuity using round-the-clock staffing and a systematic means to brief members of the IMT through shift briefings when shifts change

Overview of EOC Configuration

The layout of the EOC will be determined by several factors, including:

- Number of members of the Incident Management Team
- Size, shape, and number of the room(s) available for the EOC
- Location of the communications systems equipment to be utilized
- Lessons learned from previous incidents

The following general elements should be considered when designing the layout of the EOC:

- IMT functional sections (e.g., command, planning, logistics) should be positioned adjacent to displays that require their input and posted information that they manage.

Section 6: Emergency Operations Center

- The Incident Commander should be located so that he/she can be easily informed at all times of the status of the incident.
- IMT members whose functional responsibilities cause them to interact frequently, or have a need to coordinate together should be co-located.

Setting up the EOC

- In addition to the general considerations for configuration of the EOC that are described above, the
- EOC Needs
 - **Safety and Access:** The EOC must be accessible for 24-hour operations and safe (sufficiently far from the incident or, in the case of a seismic event, inspected for building safety prior to use).
 - **Office Space:** The EOC must have adequate space to support the activities of the IMT. To some extent, this is a function of the size of the IMT, the phase of the disaster emergency, and the jurisdictions and agencies involved. It is important to have adequate space to be able to co-locate functional areas (Plans, Logistics, etc.) and agencies that need to interact with each other, as well as provide for access to communication and display systems.
 - **Lighting:** The EOC must have adequate lighting for staff to carry out their duties. An auxiliary power source is mandatory for the EOC, either permanently hardwired for the facility or the ability to convert to an external power source in a minimum of time and disruption.
 - **Heating and/or Cooling:** Similar to adequate lighting with the same needs for auxiliary power and/or auxiliary sources of heat.
 - **Security:** The EOC must be easily secured against intrusion. Access to the EOC should be allowed to only authorized personnel and staff and posted as such.
 - **Communications Equipment:** It is vital that the EOC have adequate communications equipment and that it is accessible to all personnel.
 - **Telephones:** Multiple handsets, incoming and outgoing lines, and switchboards are required to handle the information flow of an incident. A minimum of at least six phone lines should be provided.

Section 6: Emergency Operations Center

- **Fax Machine:** For transmittal of hard copy information.
- **Computers:** Computer hardware with adequate data storage space, priority use, and support personnel for the management of incident information and data. Mechanical back-up systems such as resource locator systems and hand written display boards are strongly recommended.
- **Incident Radios:** Each section should have access to incident radios.
- **Amateur (Ham) Radios:** A suitable area should be provided for the amateur (ham) radio operators. Required power sources, antennas, etc. must be supplied.
- **Television Sets and Radios:** Adequate numbers of T.V.'s and radios should be provided for in the EOC to monitor press releases, news media and gather incident information.
- **Area Suitable for Briefings:** An area separate from the main EOC operations area where shift briefings, strategy meetings, news media briefings and other meetings can be held without adversely impact the EOC operations.
- **Food Service:** An adequate area for serving and/or preparing meals and/or foodstuffs for the EOC staff. The EOC staff must be fed, and if possible meals should be provided in the facility. If this is not feasible, some means to feed staff outside the EOC must be arranged. At the very least, hot and cold beverages and snack food should be available at the EOC.
- **Drinking Water:** An adequate supply of drinking water should be on site, especially a back-up supply (e.g., bottled water) for use by personnel in the EOC.
- **Toilets:** Adequate toilet facilities should be provided for the EOC staff. Consider portable facilities if building lifelines (water, sewer) are damaged or inoperable.
- **Office Supplies:** An adequate amount of office supplies and equipment such as tables and chairs to support the EOC staff need to be available. (See below.)
- **Limit Noise Level:** A relatively quiet work area is required for all functional areas to conduct business efficiently and effectively. All means should be taken to minimize noise disturbance in the EOC from equipment (e.g., generators, apparatus, machinery), media briefings, and congregations of people.
- **Avoid Crowding:** Only those individuals required to perform IMT duties should be allowed in the EOC.

Section 6: Emergency Operations Center

EOC SUPPLIES CHECKLIST

Infrastructure

- Auxiliary power
- Lighting
- Office Space
- Physical needs
 - coffee
 - smoking area
 - restrooms
 - food

General Office and Communications Equipment

- Telephones
 - o # of handsets _____
 - o # of lines _____
 - o switchboard
- Fax machine
- Copy Machine
- Computer terminal
- Typewriters/word processors
- T.V.s
- VCR
- Radios
- Extension cords
- Tables
- Chairs
- Overhead with screen

Office Supplies and Miscellaneous

- Bulletin boards
- Display boards
- Maps
- Map Pens (Vis a Vis) 8 colors
- Clear plastic mylar
- Flip Chart easel
- Flipchart pads
- Large manila envelopes 12" x 16"
- Heavy duty staplers

- Heavy duty staples
- Standard desk top staplers
- Standard desk top staples
- Paper clips
- Staple puller
- Push pins
- 1" masking tape
- Writing pads
- Pencils
- Pens; black and red ink
- Assorted rubber bands
- Scotch Tape
- Standard file folders
- Erasers
- Post-it- pads,
 - ____small
 - ____medium
 - ____large
- Legal size writing pads
- Legal size clipboards
- Three hole punch
- File folder labels
- 2" x 3" blank labels
- Telephone memo call pads
- Dictionary
- Erasable felt tip pens, assorted colors
- Copy and fax paper
- Computer printer paper
- Boxes for filing
- ICS and other forms
- Name tags

Section 6: Emergency Operations Center

EOC Facilities

The primary EOC for KPB is the Emergency Response Center located at 253 Wilson Lane Soldotna, AK.

The KPB E911 Emergency Communication Center is co-located at the ERC.

KPB Emergency Response Center (Primary EOC)



Section 6: Emergency Operations Center

Mobile Command Center

KPB OEM also maintains a Mobile Command Center with the capability to plug into any borough building and operate telephone and internet communications through the building's infrastructure.

The mobile command post has the following capabilities:

- Multi-line telephones*
- Satellite telephones
- ALMR and Conventional Radio Consoles
- Basic Copying and Printing Capabilities

* IP Phone capability requires hardwired connection to facility. Mobile Internet Services may be provided by commercial wireless carriers.

KPB Mobile Command Center



Section 7: Incident Communications

Introduction

Incident communications may be the single most important element of a response, yet it is a common problem area. Effective emergency communications among on- scene responders, Incident Management Team staff, communication points, and the public is vital to the protection of life and property as well as efficient and effective incident management.

The method used to accomplish efficient and effective multi-jurisdictional incident management is in the use of a common communications plan with agreed-upon frequencies designated to various incident functions. This communications plan will tie together the tactical and support units of the various agencies and organizations and maintain communications discipline.

The EOC should include a designated communications center to serve as the central hub for all incident communications.

All incident communications should be limited to essential information.

Communications Plan

The communications unit of the Incident Management Team (IMT), which works as part of the Logistics Section in the ICS, is responsible for all communications planning at the incident. This will include incident established radio networks, on- site telephone, public address, and off-incident telephone/microwave/radio systems.

An incident communications plan should be developed early in the response, to ensure that effective communications will occur among task forces, strike teams, unit leaders, and the Incident Commander/EOC. The Communications Unit Leader will develop the "comms" plan using ICS Form 205.

The incident communications plan should identify how each functional unit will communicate internally, and how communications will be coordinated among IMT functions and between field locations and the EOC. It is important to identify common communication channels, especially when dealing with multiple agencies or response organizations. A phone directory should also be developed, identifying the telephone numbers or extensions of all IMT members in the EOC or the field.

Section 7: Incident Communications

IMT Communications

Within the IMT, there are a number of communications channels and forms that link various positions and functional units. These communications channels differ from the radio communications links discussed in the context of on-scene operations and field units. However, IMT communications are equally important to ensure good information flow.

Information and Resources Exchange			
Response Position	Activities Requiring Information Exchange	From Information Officer to Response Position	From Response Position to Information Officer
Incident Commander/Unified Command	Initial incident brief Command Staff meeting News release authority (as needed)	Initial incident data Level of public interest Public information strategy Speaker preparation News releases, fact sheets, video, photos, and news clips. Interview, news brief, and town meetings schedules Media analysis	Initial incident brief Appointment of PIO Command Message(s) News release authority
Planning Section Chief	Planning meeting	Interview, news brief, and town meeting schedule News releases, fact sheets, video, photos and news clips	Incident situation status data (continuous) Daily meeting schedule Copy of Incident Action Plan
Operations Section Chief	Operations briefing (continuous)	News releases, fact sheets, video, photos and news clips Names of people needing air/vessel transportation to site	Incident situation data Air/vessel transportation for visitors to site

Section 7: Incident Communications

Safety Officer	Initial incident brief Command staff meeting Operations briefing JIC personnel, media, and distinguished visitors needing access to site	News releases, fact sheets, video, photos and news clips Roster of on-site visitors escorted by JIC/PIO Escorts for any approved visitors to site	Briefing on safety issues Personal protective equipment provided for any visitors to site
Liaison Officer	Command staff briefing Operations briefing Planning meeting	News releases, fact sheets, video, photos and news clips Escorts for visitors Names of agencies, organizations, and stakeholders for inclusion in response	Names and numbers of additional agencies, organizations, and stakeholders to be added to JIC/PIO list
Logistics Section Chief	Operations briefing	News releases, fact sheets, video, photos and news clips	JIC/PIO materials Specialized clothing Space for at least 12 people to work Contract assistance to track and record publicity Procurement, film processing, video dubbing, and A/V support
Finance Section Chief	Operations briefing	News releases, fact sheets, video, photos and news clips	Travel order numbers and accounting data
Response Personnel	Initial briefing Operations briefing	Speaker preparation News releases, fact sheets, video, photos and news clips	Spokespeople at news conferences, town meetings, and individual interviews with media

Section 7: Incident Communications

Radio Communications

Radio networks (NETS) for large incidents will normally be organized as follows:

NET	Description
Command	Links IC, key staff members, section chiefs, division and group supervisors
Tactical	May be several, established around agencies, departments, geographical areas, or specific functions
Support	Handles status changing for resources as well as support requests and other non-tactical or command functions
Ground-to-air	May be designated for communications w/ aircraft; regular tactical nets may also be used
Air-to-air	Normally pre-designated and assigned for use at the

The Incident Communications Plan is used to assign radio frequencies to one or more of these NETS, based on the type of incident and the communications assets and frequencies available.

Local Emergency Operations Plans contain lists of assigned frequencies for Borough cities and service areas. The Borough will integrate with local EOPs using the Alaska Land Mobile Radio Communications (ALMR) system or other conventional type radios.

Alaska Land Mobile Radio (ALMR)

During a large incident or one where multiple jurisdictions are involved, the Alaska Land Mobile Radio (ALMR) system may be utilized to support incident communications. ALMR is a two-way radio system in use today by first responders and public safety officials in Alaska, and it provides for **inter-operability** among local, borough, state and federal responders during a local or large-scale emergency.

ALMR divides the state into five regions, corresponding to Alaska State Trooper detachment zones. The Kenai Peninsula Borough is Detachment E. Within this zone, ALMR radios will have designated frequencies and "talk routes." Talkgroup one is a hailing frequency, talkgroup eight is a simplex frequency, and talkgroup 16 is an all-listen frequency. Other frequencies will be assigned as needed.

As ALMR is implemented more broadly within the borough and the state,

Section 7: Incident Communications

some of the existing operational frequencies used for emergency management in Borough cities or service areas may be eliminated.

The Tactical Interoperable Communications Plan (TICP) for the E zone provides additional detail on the ALMR system and it's procedures for use, and is hereby incorporated by reference.

Public Information

During a regional emergency that involves the activation of the Incident Management Team, the Incident Commander will appoint a Public Information Officer (PIO) to coordinate the dissemination of information about the incident. The Public Information Officer is responsible for the formulation and release of information about the incident to the public, the news media and other appropriate agencies and organizations.

Public Information Flow

The following flow of incident information should be observed whenever possible.



Section 7: Incident Communications

Media Guidelines

Consider the following guidelines before releasing information to the media.

- Provide accurate and consistent information. Release only those facts which can be confirmed. If little information is available, indicate this fact and schedule future briefings as information comes in.
- Release only approved, specific and verified information, such as:
 - Nature and extent of emergency occurrence.
 - Impacted or potentially affected areas of the community.
 - Advice on emergency safety procedures (as applies).
 - Mitigation activities being conducted by responders.
 - Procedures for reporting emergency conditions to the EOC.
- Control rumors. Correct any inaccurate information published by the media.
- Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety.
- Do not allow media access to the EOC except under limited, controlled circumstances, and only with the prior approval of the Incident Commander.
- Keep logs and, if possible, tape recordings of public information briefings, releases, interviews, and warnings.
- Use existing websites and social media accounts, such as the KPB OEM website, Facebook, KPBSD communications systems, and the OEM "virtual JIC" blog to disseminate public and media information.

Media Briefing Facilities

In the event of a major, protracted incident, it may be more convenient for the EOC and more efficient for the media for briefings to take place at a conference room or banquet facilities in a local hotel, where public information activities will not interfere with the conduct of the incident.

If possible, the public information staff may assist the media in such logistical support as finding hotel rooms, providing coffee and refreshments for early morning briefings, arranging for additional phones, etc.

Local Emergency Operations Plans should identify Media Briefing Facilities in KPB cities. KPB media briefings are typically held in the Assembly Chambers.

Section 7: Incident Communications

Joint Information Centers

In a very large incident involving all levels of government, the Public Information Officer may become a member of, or feed information to, a Joint Information Center (JIC). A JIC is a central clearinghouse established by State and Federal agencies, and is designed to allow Public Information Officers from involved response and recovery agencies to coordinate information released to the media and the public. The JIC is usually established as part of the State Emergency Coordination Center (SECC).

The JIC organizational structure is based on functions that generally must be performed whether a person is handling a routine emergency or managing communications for a major response to a disaster. Following are options for organizing a JIC for small, medium, and large incidents. The focus for the small and medium incidents is on functions since as few as one person can be involved in carrying out all the activities for a particular function in the Joint Information Center. However for large incidents, functional roles may be carried out by multiple staff to ensure efficient operations.

Satellite Joint Information Centers may be needed to cover a very large incident or one affecting a very large area. Personnel assigned to a satellite JIC must always communicate in coordination with the main JIC.

If a JIC is established, all media releases come from this body. Daily briefings will be conducted, information provided to local and regional governments, and public information posted on the incident website. The PIO will monitor media messages and public rumors to help in crafting effective and appropriate public information releases.

Media Access to the Scene

In cooperation with on-scene personnel, media representatives may be allowed restricted access to the scene, depending on the nature and location of the incident. This should be done only after considering the safety of media personnel, the impact on response, and the wishes and concerns of the victims. Media representatives who are allowed access to the scene must be accompanied by a member of the Public Information staff.

If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, where media representatives select one camera crew to take footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.

Protect response personnel from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest in an area free from media

Section 7: Incident Communications

access. It may be necessary to provide security to fire stations or other “home bases” for responders and allow them to disconnect telephones to ensure privacy.

Victims and families should have access to public officials without having to face the media. Try to provide a secure entrance to briefing areas, or arrange a meeting/interview room away from the press.

The media may be allowed access to response personnel at the discretion of the Public Information Officer, the Operations Section Chief, and the Incident Commander, only if such an interview does not interfere with the response effort. City, borough and agency personnel should not comment on the incident without the knowledge and consent of the personnel listed above.

Rumor Control and Public Assistance

The Public Information Officer may establish a separate “Branch” to deal with providing emergency information to the public through the EAS (emergency alert system) and public information/rumor control lines. Public information numbers may be published via the media. Release will result in fewer non-emergency calls to 911 and the EOC General Staff, will aid in information gathering, and will offer the public a means of getting valid information about the incident, rather than potentially harmful rumors.

Members of the community, agency staff, temporary employees, and other personnel may be utilized to staff public information lines in a call center format. The call center will be activated with approval from the Incident Commander and staffed as the situation dictates. At a minimum, the call center should be staffed during business hours, but consider 16 or 24 hour staffing dependent on call volume.

The KPB has established a standby telephone number for public information and has a protocol and training program in place for the rapid establishment of a call center. The overriding goal of the call center should be to deflect calls from the 911 emergency lines and dispatch center administrative lines whenever possible to avoid disruption to daily public safety activities. This protocol should be considered whenever incident-specific calls to these lines begin to hamper or disrupt general emergency call taking and dispatching.

Requests for non-emergency assistance received by the public information staff should be routed to the appropriate IMT staff.

Agency staff not directly involved in the emergency response, especially switchboard operators, must receive updated and accurate information

Section 7: Incident Communications

about the incident. This information should include the phone numbers for public information/rumor control lines, in case the public attempts to contact city or borough agencies/departments directly seeking information on the incident.

Section 8: Resource Management

KPB Resource Ordering and Management Checklist

- Operations, Planning, and Logistics personnel identify resource needs and fill out ICS-308 (Resource Order Form).
- Section Chief reviews resource request and approves.
- Resource request is routed to Logistics Section to identify potential sources. There are a number of equipment lists and potential sources to utilize during a local emergency:
 - The KPB Emergency Response Zone Plans contain resource lists by zone. This information requires verification to ensure it is up-to-date.
 - The City EOPs contain resource information that summarizes available personnel and equipment and/or resource capabilities by city/service area.
 - Mutual aid agreements may be used as a source of equipment or personnel.
 - KPB Road Service Area has existing contracts and can activate them for emergency response upon request through the RSA Director.
- Once Logistics has identified a source for the resources or personnel, the Finance Section must approve the request and allocate funding.
 - Emergency procurement procedures go into effect for any declared disaster.
 - The Mayor's budget includes an annual amount of \$50,000 available for emergency response contingency. Additional funds require emergency appropriation through the Assembly. KPB purchasing and risk management rules apply in all cases.
 - Finance should be asked to assign a project code for any disaster response immediately and designate who can provide approval for financial expenditures. In all cases, KPB Procurement Officer and Risk Manager should be involved in any emergency procurement process as soon as possible.

Section 8: Resource Management

Emergency Resource Allocation and Management

- Each household within the Borough is encouraged to develop family disaster and emergency communication plans and to maintain the essential supplies to be self-sufficient for five to seven days.
- During an emergency, resources will be inventoried, prioritized and used in the most efficient manner possible, and will be applied to functions and areas of greatest need.
- Borough agencies are expected to be able to sustain themselves during the first 72 hours of an emergency.
- Each agency is responsible for arranging the movement of its assets to locations where they are needed during emergencies and disasters. If the department does not have suitable transportation capabilities, it may request assistance through the EOC.
- Normal procurement procedures may be suspended during an emergency, although existing agreements and procedures should be used whenever feasible. KPB Procurement Officer should be involved as soon as possible and all costs traced based on project code assigned by Finance.
- The EOC may request additional resources from the Alaska Division of Homeland Security and Emergency Management after all available municipal resources have been used.
- The mayor may invoke temporary controls on local resources and establish priorities during an emergency. These may include fuel, food, shelter and other resources necessary for human needs. If this situation occurs, the Borough will endeavor to cooperate with the private sector and with the State in encouraging voluntary controls and to enforce mandatory controls when necessary.
- During an emergency, the mayor may suspend borough functions that do not contribute directly to response actions.
- Acquisitions and purchases dedicated to saving life or property during an emergency will be given priority.
- During some periods of an emergency, department heads or their designated alternate may be required to remain in the EOC and direct their agencies from that facility.
- When circumstances dictate, emergency response field personnel may be given purchasing authority after coordination with the purchasing officer and Finance. Payment for such needs is the responsibility of the requesting agency.
- Early and accurate documentation of costs and damage estimates are

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essential to the application for potential reimbursement from state or federal disaster assistance. All Borough agencies will identify personnel to be responsible for documentation of disaster costs and will use existing administrative methods to keep accurate records separating disaster operational expenditures from regular expenditures.

- When high priority needs cannot be satisfied quickly through procurement and hiring, or when the cost begins to outweigh time as a consideration, an appeal can be made through the Public Information Branch for donations of goods or services in question.
- At the close of an incident, all loaned equipment will be returned to its owners.
- All state assistance is coordinated through the Alaska Division of Homeland Security and Emergency Management (DHS&EM). All federal assistance is coordinated with the US Department of Homeland Security through the Alaska DHS&EM.

Resource Allocation Priorities

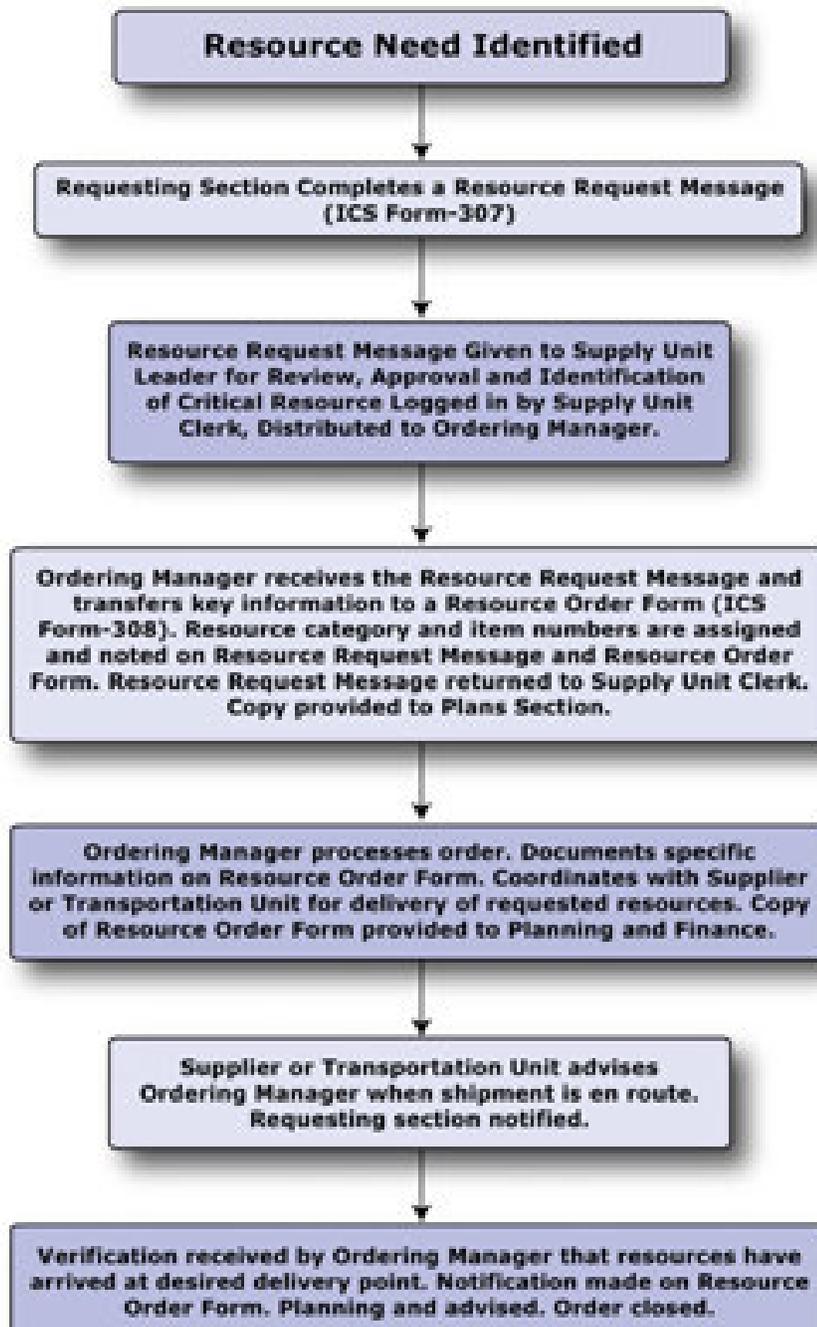
Under emergency conditions, members of the KPB Incident Management Team should allocate resources according to the following priorities, always taking into consideration the specific incident needs and resource constraints:

- Protection of life
- Responders
- At risk populations
- Public at large
- Incident stabilization
- Protection of mobile response resources
- Isolation of the impacted area
- Containment (if possible) of the incident
- Property conservation
- Protection of public facilities essential to life safety or emergency response
- Protection of the environment where degradation will adversely impact public safety
- Protection of private property

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Typical ICS Resource Ordering Process

The following flow chart summarizes the ICS resource ordering process. Since not all Logistics Section positions described in the flow chart may be activated in the KPB IMT, some or all of those functions may be allocated to Section Chiefs or Unit Leaders.



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Volunteer Management

During a major disaster emergency, large numbers of volunteers often converge at the scene or the EOC, eager to assist with the response. It is important to effectively incorporate these volunteers into response efforts without allowing them to interfere with the activities of emergency response personnel.

In most cases, volunteers will be referred to volunteer agencies that will be directly responsible for placing most volunteers in the field. Agencies like the American Red Cross and others will only use volunteers who have had that agency's specific training and are approved for use by that agency. This can create difficulties with the convergence of non-agency trained volunteers and their use in disaster operations in regard to insurance/liability/workman's compensation issues.

At this time, there is no city, borough, or state-provided umbrella for insurance/liability/workman's compensation coverage to use volunteers in a disaster emergency with the exception of the KPB CERT program. Effective screening, training, and supervision will help to limit liability when assigning volunteers.

Volunteer Organizations

Kenai Peninsula Citizen Corps

The Kenai Peninsula Citizen Corps (KPCC) program currently consists of several volunteer-based programs that provide communities with training, resources to help identify disaster risks and develop solutions, and opportunities to connect local leaders, volunteers and first responders to help build stronger, safer, better prepared communities on the Kenai Peninsula. KPCC programs and functions include:

- **Community Emergency Response Teams (CERT)**. CERT is a partnership between first responders and the communities they serve. CERT training prepares people to take care of themselves and others in a disaster situation. CERT volunteers can help with a variety of community safety activities including education, First Aid stations at events, and missing persons searches. Classes cover the following:
 - disaster preparedness
 - fire suppression
 - basic triage and emergency life-saving techniques

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- light search and rescue
- team organization
- disaster psychology
- a disaster simulation drill

CERT members are volunteers that can be used in a disaster emergency with the approval of the Incident Commander. The use of these CERT volunteers is detailed in the KPB CERT Standard Operating Guidelines document, herein incorporated by reference. Active CERT volunteers possess standardized training in the above skills along with basic ICS knowledge. Valid volunteers will possess a Photo ID issued by the OEM with an expiration date. CERT volunteers renew their active status every two years.

- **Fire Corps** is a course specifically to address wildfire issues. The course covers fire behavior and recognition of wildfire threats to property and homes, creating defensible space around homes, evacuation procedures, preparing and pre-treating homes, shelter-in-place, and other resources available to help prevent and prepare for wildfires.
- **Neighborhood Watch** Neighborhood Watch groups work with local law enforcement to reduce crime in their neighborhoods. Neighborhood Watch resources prepare volunteers to help protect themselves and their families, protect and comfort children, get to know and assist their neighbors, and report crimes and suspicious activities. This program is not currently active.
- The **Medical Reserve Corps (MRC)** provides communities with a database of health professionals who will assist during a large-scale emergency. Practicing and retired health professionals on the Medical Reserve List are called to service during an emergency. MRC volunteers also assist in promoting public health in their communities. This program is not currently active, but Alaska Respond is a state database of active volunteers who are medical professionals, and serves a similar purpose.

Alaska Voluntary Organizations Active in Disaster (AKVOAD)

The AKVOAD organization is a forum that brings together agencies and organizations active in disaster response and management to facilitate cooperation and pre-planning. AKVOAD will coordinate services offered by voluntary agencies that respond to disasters in order to identify and facilitate response to unmet needs for individuals affected by a disaster or emergency.

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AKVOAD operates under an Emergency Operations Plan that outlines the planning assumptions and concept of operations. AKVOAD is activated by the State through the Division of Homeland Security and Emergency Management (ADHS&EM). AKVOAD may set up their own *ad hoc* emergency operations center, or may function as part of the State Emergency Coordination Center (SECC) if one is established.

KPB could request assistance from the AKVOAD through ADHS&EM.

Amateur Radio Emergency Services

Amateur Radio Emergency Services (ARES) organizations exist throughout the state and may be able to provide equipment and resources to enhance emergency communications capabilities between the EOC, congregate care facilities, incident sites, command posts, hospitals, and other critical locations. ARES will provide communication support to volunteer agencies as needed and may assist with warning and emergency information dissemination as directed by the Incident Commander.

The KPB has an MOA with the Moosehorn Amateur Radio Club to provide ham radio equipment and operators in the event of a disaster. The KPB can also request assistance from Amateur Radio Emergency Services through ADHS&EM.

American Red Cross of Alaska

The American Red Cross acts as the lead agency for sheltering operations and the services associated therein. The Red Cross also provides other disaster support services, such as a disaster welfare inquiry system to document the location and welfare of victims and displaced persons.

The Red Cross will assist with providing food services at congregate care facilities,

the incident site, or other sites as able. The Red Cross can also provide basic first aid assistance at non-critical medical mass care sites or congregate care facilities. The Red Cross may also operate mobile assistance units, and may assign their own public information officials to help disseminate information.

The Red Cross can assist with referral of disaster victims to appropriate community resources or local, state, or federal agencies for additional

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assistance. During an aviation disaster, the Red Cross can activate its Air Incident Response Team to perform mental health and volunteer coordination functions.

Civil Air Patrol

Pilots and aircraft from the Civil Air Patrol (CAP) may be available to assist KPB with aerial damage assessment or with transport of victims, equipment, or supplies. Activation of the CAP must follow a protocol that involves mission approval at both the state and national levels, with specific routing and paperwork required. This process is described in the Memorandum of Agreement (MOA) between the Alaska CAP and the KPB. The MOA is included in Appendix A (Forms).

Salvation Army

The Salvation Army usually coordinates with the American Red Cross to provide food services to disaster victims at congregate care facilities and evacuation centers and to emergency responders at the incident site and other locations as able. The Salvation Army may coordinate with the EOC Mental Health Unit to deliver mental health services and pastoral care services to disaster victims and emergency responders as able.

The Salvation Army can facilitate acquisition and distribution of donated personal items to meet the needs of individuals affected by the disaster and coordinate with the EOC to provide public information regarding donation collection points and recommended donations.

Donations Management

The KPB Finance Department will determine, at the time of an incident, whether the Borough may legally accept donations from private citizens or organizations. In most cases, donations management would be deferred to an organization such as the American Red Cross or the Salvation Army, which have the appropriate procedures in place to handle donations.

Section 9: Sheltering and Feeding

Kenai Peninsula Borough Shelter Operations

The Kenai Peninsula Borough, Kenai Peninsula Borough School District and American Red Cross have assumed joint responsibility to provide mass care services for local citizens in the event of a disaster emergency.

The requirements for mass care services vary depending upon the nature and phase of the disaster emergency. Local officials must be ready to provide different types of support in response to the unique nature of the situation. Shelter planning must not only provide for the need to shelter citizens in their home community, but must also plan to shelter individuals who have been displaced by a disaster emergency.

Shelters will be under the direction of Shelter Managers who report to the Facilities Unit Leader under the Logistics Section in the Incident Command System. Shelter Managers provide non-technical coordination for all Incident Command System functional units operating within the shelter. Functional Units assigned to shelters will be determined by the Incident Management Team general staff. Refer to the Sheltering Annex to this Emergency Operations Plan for detailed sheltering information and checklists.

American Red Cross Contracted Shelters

The Kenai Peninsula Borough maintains primary responsibility for operating shelters in local public schools. The borough has worked cooperatively with the Alaska Chapter of the American Red Cross to coordinate sheltering and mass care resources in Kenai, and the borough relies on Red Cross resources, such as cots and blankets, to operate the shelters. The KPB has an agreement in place with the Red Cross to operate shelters in KPB school facilities.

The Kenai Peninsula Borough OEM maintains primary responsibility for ordering shelter management services from the American Red Cross. The OEM or IMT team will determine the best facility to utilize depending on location and needs of the incident.

The American Red Cross is responsible for shelter operations and management. A limited number of volunteers and no Red Cross staff currently exist on the Kenai Peninsula. The OEM through its IMT and CERT program may provide logistical support in the event a shelter is required by providing initial supplies and staffing to open the facility. The intent is to meet the immediate needs of residents and cover management for a limited amount of time (e.g. four hours) until the

Section 9: Sheltering and Feeding

appropriate, trained shelter management staff can arrive and assume responsibility.

During an incident where sheltering needs are significant, the American Red Cross may step in to manage or operate a shelter under its own authority as a non-governmental "sheltering organization."

All American Red Cross-managed facilities will report to a central American Red Cross location. Data will be gathered, analyzed, and confirmed, then shared on a timely basis with the EOC. Besides sheltering and feeding, the American Red Cross can perform a variety of other valuable emergency services, including additional support for disaster victims, providing supplies and services to disaster workers, coordination of other volunteer organizations, and assistance to local governments in damage assessment.

It is important to note that a few suitable shelter facilities other than the public schools have been identified for use in case the school facilities cannot be used as shelters for one reason or another. Other facilities that should be considered as potential shelters include churches, community centers, senior centers, federal, state, and city buildings, etc. Several of these alternate facilities are identified in local EOPs, with information including location, contact person and telephone numbers, kitchen facilities, emergency power and heat, and number of people that can be fed and housed.

Basic Kenai Peninsula Borough Shelter Plan

This plan summarizes the major actions necessary to establish and operate shelter(s). Depending on the incident, multiple facilities may be opened, or a single shelter may be designated.

- **Local community or affected area contacts the KPB OEM to open shelters.**
 - KPB OEM will contact Red Cross to activate shelter agreements, if any are in place.

The Incident Commander, OEM, or other authorized IMT personnel may request that a Red Cross-managed shelter be opened by calling the nearest chapter of the American Red Cross.

- **Determine which shelters to open.**

Each facility has different resources, and the type, location and severity of the incident will all affect the choice of shelter(s). No buildings should be

Section 9: Sheltering and Feeding

used as shelters if they have suffered structural damage. City EOPs and local emergency service agencies will also have information about the capabilities and limitations of various shelter facilities. **Before designating a shelter facility, ensure that the structure has been inspected and designated as safe by qualified engineers or building inspectors.**

□ **Assign shelter staffing, including Shelter Manager(s).**

Both the KPB School District and the Red Cross have staff trained in mass care and shelter operations. If schools are being used as shelters, try to call teachers and building employees to staff facility. Shelter residents should be asked to help according to their abilities and the services needed.

A Shelter Manager must be on duty 24-hours a day. One or more Assistant Managers can help provide coverage.

□ **Locate shelter kit or obtain supplies**

There are shelter kits located in most communities, and the Red Cross also maintains portable kits. The shelter kit contains the following items necessary to establish/start up one shelter. If a kit is not available shelter supplies may be obtained from the Red Cross or other sources. Typical shelter supplies include

- Laminated Red Cross signs (to designate shelter)
- Bathroom supplies (paper towels, toilet paper, tissues, etc.)
- Office Supplies (clipboards, index cards, legal pads, pencils, staples, markers, name badges, etc.)
- Flashlights
- Radio (battery powered)
- Batteries
- All-purpose cleaner
- Red Cross shelter books & registration forms
- Whistle, orange tape, and other misc. items

□ **Arrange for other supplies**

- Blankets
- Chairs
- Cots
- Drinking cups/dishes

Section 9: Sheltering and Feeding

- Hot plates
- Trash cans
- Loudspeakers
- Tables
- Soap
- Towels
- Toilet paper
- Sanitary napkins and tampons
- Disposable diaper

Prohibit weapons, alcohol and non-medicinal drugs, animals, and donations of money or clothing.

□ **Allocate space**

The Shelter Manager allocates space for the following purposes:

- Reception and registration of shelter occupants
- Family assistance
- Shelter Manager's office
- Emergency medical care
- Sleeping accommodations with families together
- Food service and feeding area
- Storage of food and supplies
- Restrooms and bathing facilities
- Storage area for occupants' possessions
- Nursery
- Child care
- Recreation area
- Family Service interviewing area

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□ **Establish shelter services**

A shelter will need open lines of communication with the EOC for planning and implementing the response.

In addition, shelters will need to be equipped to provide services for occupants. Typical shelter services include:

- Food
- Assistance & counseling
- Emergency medical services
- SNS distribution (if applicable)
- Sleeping
- Child care
- Recreation & maintenance
- Reception & registration
- Public information

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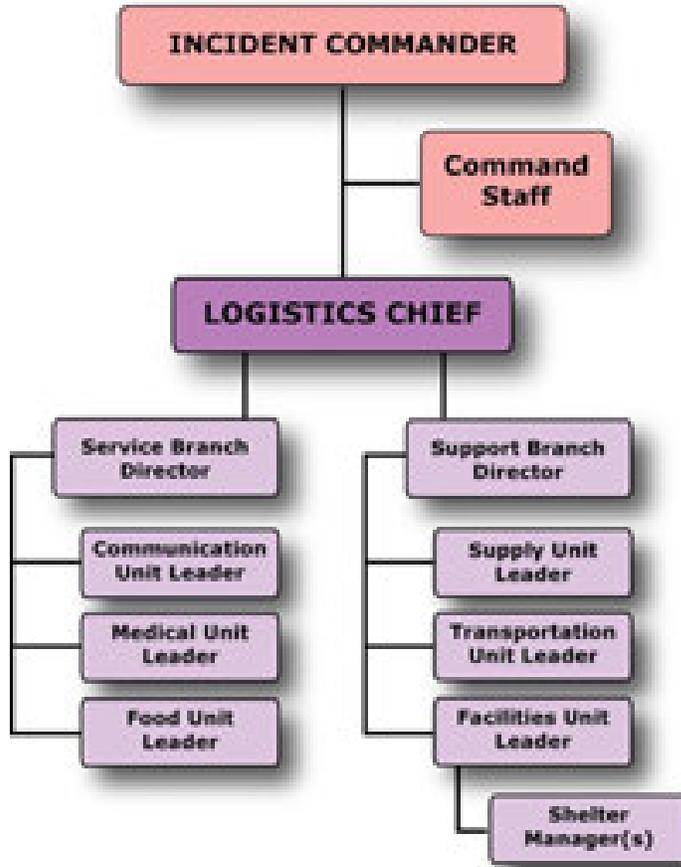
Shelter Management

The Shelter Manager will directly supervise all facility maintenance and security services at the shelter. Several of the functional unit activities performed at the Emergency Operations Center (EOC) may also be performed at the shelter(s) under the supervision of the unit leaders at the EOC. The Shelter Manager will provide non-technical coordination for all units operating within the shelter in order to ensure orderly and harmonious operation of the shelter and efficient use of all resources and personnel.

Shelter Organization within the Kenai Peninsula Borough Incident Management Team

The following organization shows where the Shelter Manager would be located in a fully-developed ICS organization. For the KPB IMT, due to limited numbers of personnel to staff the response, the Logistics Section may be collapsed so that the unit and/or branch functions are combined or absorbed by other positions. In some cases, the Shelter Manager may report directly to the Support Branch Director and/or to the Logistics Section Chief.

Section 9: Sheltering and Feeding



Section 9: Sheltering and Feeding

Shelter Management Assignments and Responsibilities

The following table summarizes how shelter management responsibilities may be assigned, among KPBSD employees, Red Cross Volunteers, local community members, and other KPBSD agencies and personnel.

Role	Typical Assignment (Borough or Local Personnel)	Duties and Responsibilities
Shelter Manager:	American Red Cross Shelter Manager Volunteer	Establish shelter Manage shelter operations Coordinate with volunteer relief agencies Duties as assigned
Assistant Shelter Manager:	American Red Cross Shelter Manager Assist. KPBSD school administration or faculty CERT Volunteers	Assist shelter manager Fill in for shelter manager if unavailable Provide alternate for 24-hr staffing Duties as assigned
Nurse/medical officer:	Local medical or EMS personnel State Public Health	Move medical supplies to shelter, if needed Triage, first aid Human health services
Administration	American Red Cross KPBSD school administration or faculty Volunteers	Registration Record keeping Duties as assigned
Food Staff:	American Red Cross KPBSD Food service staff	Prepare and serve meals Duties as assigned, such as cleaning up
Social services:	American Red Cross Alaska DHSS Mental Health Professionals	Assist shelter residents in accessing social and family services Liaison to other social service agencies/organizations Duties as assigned

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Role	Typical Assignment (Borough or Local Personnel)	Duties and Responsibilities
Liaison/ Public Information officer:	KPB or Red Cross PIO	Disseminate information to the public and media Work hand in hand with Incident PIO & with other agencies
Maintenance and sanitation:	KPBSD Maintenance staff American Red Cross Volunteers	Maintain and clean facilities Duties as assigned
Pet sheltering:	Local animal control officer, humane society, or veterinarians	Set up and manage shelters for domestic pets and service animals.

Section 9: Sheltering and Feeding

Additional Shelter Considerations

Congregate Care for SNS Distribution

In emergencies where dispensation of the Strategic National Stockpile (SNS) is necessary, local mass care shelters may become dispensation locations. In such cases, the Alaska Department of Health and Social Services Division of Public Health will lead and direct the process of SNS distribution, in coordination with the Red Cross and the Borough OEM.

Fallout Shelters

Some facilities in KPB cities or service areas have been identified as fallout centers. No agreements exist with the listed facilities to allow use during a radiological event, and there are no city or borough personnel trained in fallout shelter management.

Pet Shelters

Household pets create substantial problems in evacuation areas and shelters during an emergency. The Pets Evacuation and Standards Act of 2006 requires that local governments plan for the sheltering and care of household pets and service animals during emergencies where shelters are established.

The Pet Sheltering Annex to this Emergency Operations Plan contains detailed information and checklists for establishing a pet shelter. Considerations in establishing pet shelters include:

- Animal Shelter personnel in many communities have received Humane Society training regarding the mass sheltering of household pets, and may be able to establish pet shelters if needed. Local veterinary clinics and “foster homes” may supplement the Animal Shelter as needed, or provide potential locations for sheltering exotic pets and livestock.
- Evacuated residents with pets should be encouraged to include pet food in their 7-day emergency supply kit.
- Evacuated residents should be informed of the location of pet shelters and of the pet policy at local human shelters.
- Pet shelter facilities should generally be separated from human shelters.
- Pet shelters must include many of the administrative functions required for human shelters – record keeping, etc.

Section 9: Sheltering and Feeding

Emergency Response Personnel

Arrangements for the feeding and sheltering of Incident Management Team (IMT) personnel are the responsibility of the Logistics Section of the IMT staff. If practical, response personnel will be released to their homes or stations to sleep. If returning home is not practical, space may be arranged in a shelter. It is important that IMT and response personnel have separate sleeping and eating facilities within a shelter. Whenever possible, IMT personnel accommodations should be separated from the general population in a shelter, in order to preserve morale among IMT personnel and ensure that they are able to get sufficient rest during off hours.

The IMT may establish purchase agreements with local restaurants; these may be used to provide for lunches and dinners for response and IMT personnel. Relief agencies such as The American Red Cross and the Salvation Army will generally feed disaster workers in their feeding and shelter operations, as well as providing coffee and snacks to on-scene personnel. Efforts to feed and shelter response and IMT personnel should be coordinated with relief agencies as much as possible.

Special Needs Populations

The KPB does not maintain a list of special populations throughout the borough. However, KPB and the American Red Cross would coordinate with local IMTs and emergency services and with state agencies to ensure that provisions are made to shelter special populations within KPB shelter facilities.

KPB currently works with agencies that have direct responsibility for homebound populations and encourages those agencies to incorporate sheltering in place and accountability into their internal emergency plans and procedures.

The following table summarizes the types of special populations resident in Kenai Peninsula Borough cities and service areas.

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Special Population	Specific Facilities or Characteristics	Considerations
Correctional facilities	Spring Creek Correction Center (Seward) Wildwood Correction Center (Kenai) Wildwood Pre-Trial Facility (Kenai)	Department of Corrections may require IMT assistance for shelter or evacuation Department of Corrections may be a resource for mass care feeding and labor
Youth facilities	Kenai Peninsula Youth Facility	Division of Juvenile Justice may require IMT assistance for shelter or evacuation
Home care patients	Unknown number throughout the Borough May include patients on ventilators or other life support systems	Work with local home health care providers and hospital to locate these patients
Alternative housing residents	A growing number of group homes and other facilities, many of which do not want their location and numbers known	May present added challenges for evacuation and sheltering
Seasonal camps (primarily summer), campgrounds, parks	Many throughout Borough	Would add to sheltering needs above year-round population levels
Senior housing residents	Located throughout the Borough, mostly near population centers	May require additional assistance for evacuation and sheltering
Patients of medical facilities	3 hospitals (Central Peninsula Hospital, South Peninsula Hospital, and Providence Seward Medical Center) plus numerous smaller clinics and medical centers	May require additional assistance for evacuation and sheltering

Section 9: Sheltering and Feeding

Shelter in Place

Not all emergencies requiring protective action on the part of the public require evacuation. A viable option of protecting the public is “shelter in place” whereas the public is told to remain indoors at their home, place of business, schools, etc. The Incident Commander must weigh the risk of the hazard danger against the risk inherent in evacuation verses protection in place. If “shelter in place” is to be used, it must be implemented using the various alert and warning systems. Through the rapid notify system, radio, or television, residents of the affected area should be advised to:

- Remain inside their houses or other closed building advised that they can leave safely.
- Turn off heat, ventilation and cooling systems, and window or attic fans.
- Close all windows, doors and vents, and cover cracks with tape or wet rags.
- Keep pets and children inside.
- Persons who are inside and experience difficulty breathing should cover their mouth and nose with a damp cloth.
- Persons who are outside should cover their nose and mouth with a handkerchief or other cloth until you can reach a building.
- Listen to the radio or television for further information

Introduction

For certain types of incidents, the NIMS Incident Command System (ICS) must be modified slightly in order to address the unique characteristics of these incidents. The basic ICS structure remains, with the same five major incident functions; however, additional positions and lines of authority are added to the IMT.

This section addresses direction and control of emergency incidents where the general Incident Management Team (IMT) structure may require modification or addition of positions and branches to coordinate particular incident-specific activities. The special incidents addressed in this section include:

- Oil spills and hazardous substance releases;
- Mass casualty incidents; and
- Public health emergencies.

Terrorism and WMD incidents are addressed in Section 11.

Oil Spills and Hazardous Materials Incidents

Oil and other hazmat spills are guided by additional documents. These plans and guidelines will be used together and in combination with this Emergency Operations Plan to guide spill response. ***This Emergency Operations Plan will be the primary guidance document only so long as an immediate public health risk exists.***

- **National Contingency Plan:** An organizational structure that provides procedures for responding to discharges of oil and releases of hazardous substances where federal, state, and local agencies and private sector companies are involved. <http://www2.epa.gov/emergency-response/national-oil-and-hazardous-substances-pollution-contingency-plan-ncp-overview>

- **State of Alaska Unified Plan:** Describes the strategy for a coordinated federal, state and local response to a discharge, or substantial threat of discharge of oil and/or a release of a hazardous substance from a vessel, offshore facility, or onshore facility operating within the boundaries of Alaska and its surrounding waters. <https://dec.alaska.gov/spar/perp/plans/uc.htm>

Section 10: Organizing for Special Incidents

- **Subarea Contingency Plan:** Describes the respective roles of the state, federal and local agency personnel and the Responsible Party in the Incident Command System (ICS) and contains mechanisms for ensuring that locally available personnel and equipment resources are effectively utilized during a spill response. The Cook Inlet Subarea Contingency Plan encompasses the Kenai Peninsula Borough. https://dec.alaska.gov/spar/perp/plans/scp_ci.htm

- **Private Facility Oil Spill and Hazardous Materials Response Plans:** State and federal regulations require that vessels, facilities, and pipelines that transport oil and hazmat, and oil and gas exploration and production operations develop plans that comply with minimum requirements for preventing and responding to oil spills at the facility. These plans will provide some guidance during a spill for which a Responsible Party is known. Certain potential spill sources are exempted from such planning requirements, in which case local, state and federal plans would provide the requisite guidance.

- **Tactical Response Guides and Spill Cleanup Strategies:** In Alaska, several different planning efforts involving the oil industry, federal and state agencies, local governments, and the public have created operations guides relating to the cleanup of oil spills and the protection of sensitive areas. These include:

- *Spill Tactics for Alaska Responders (STAR) Manual:* Describes tactics and strategies that can be used to contain, recover, and remove spilled oil from on-water or on-land. Available through the Alaska Department of Environmental Conservation at <http://www.dec.state.ak.us/spar/perp/star/>
- *Geographic Response Strategies (GRS):* Site-specific protection strategies for pre-identified environmentally sensitive areas. Available through the Alaska Department of Environmental Conservation at <http://www.dec.state.ak.us/spar/perp/grs/home.htm>
- Oil spill containment and cleanup operations should only be performed by **trained responders with the appropriate personal protective equipment and requisite hazardous materials certification.**

Section 10: Organizing for Special Incidents

Several other guidance documents are available to assist in managing an oil or hazardous substance release ICS organization including the Alaska Incident Management System (AIMS) Guide, the National Incident Management System (NIMS) Guide, as well as the U.S. Coast Guard's Field Operations Guide (FOG).

State Response Policy

State government has broad statutory authority to oversee spill response in order to protect the human and physical environment. Furthermore, the State is required to maintain an independent response capability for those incidents where the responsible party is unknown, requests assistance, or fails to respond adequately.

State law pre-designates the Alaska Department of Environmental Conservation as the State On-Scene Coordinator (SOSC) for all spill responses. The State uses an Incident Command System for spill response and also clarifies the roles of all parties involved to ensure a coordinated approach to spill containment, cleanup, assessment and restoration of damaged areas.

Alaska Department of Environmental Conservation has authority to assume control of containment and cleanup on behalf of the State when the State On-Scene Coordinator determines that the spiller is unknown, or is not performing adequately.

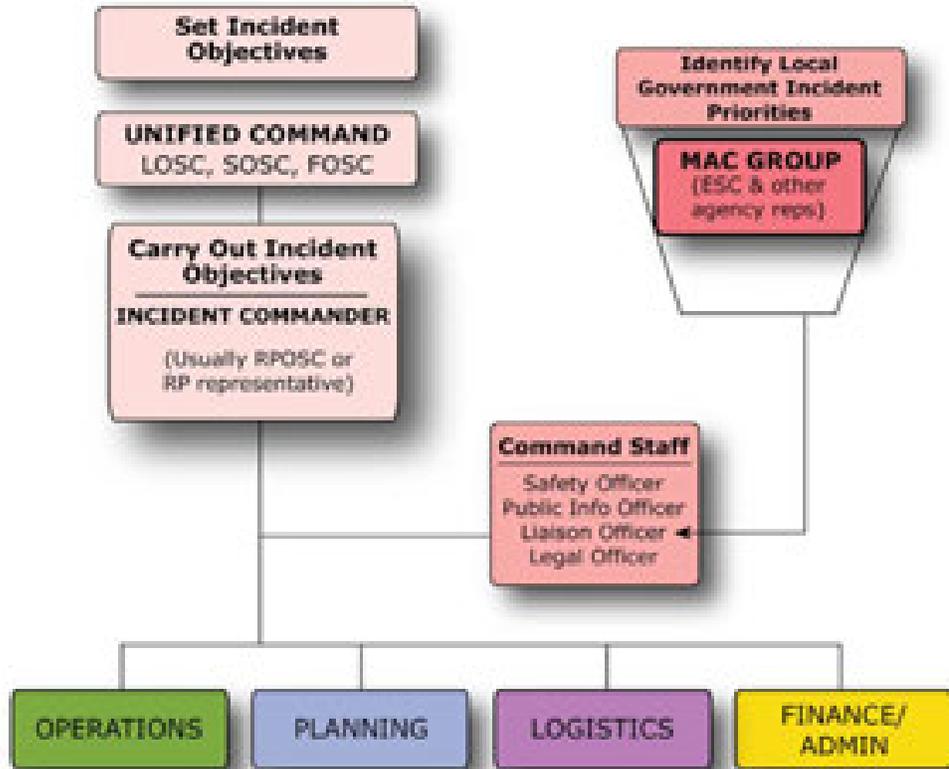
Response Organization

Due to the complex nature of oil and other hazmat spills, many different agencies with jurisdictional authority and statutorily mandated responsibilities will be involved. The response organization is essentially the same as for other incidents; however, if the spilled substance is unknown then there may be additional steps required in the early stages of the response to identify it and any necessary safety precautions.

The Unified Command structure for spill incidents includes:

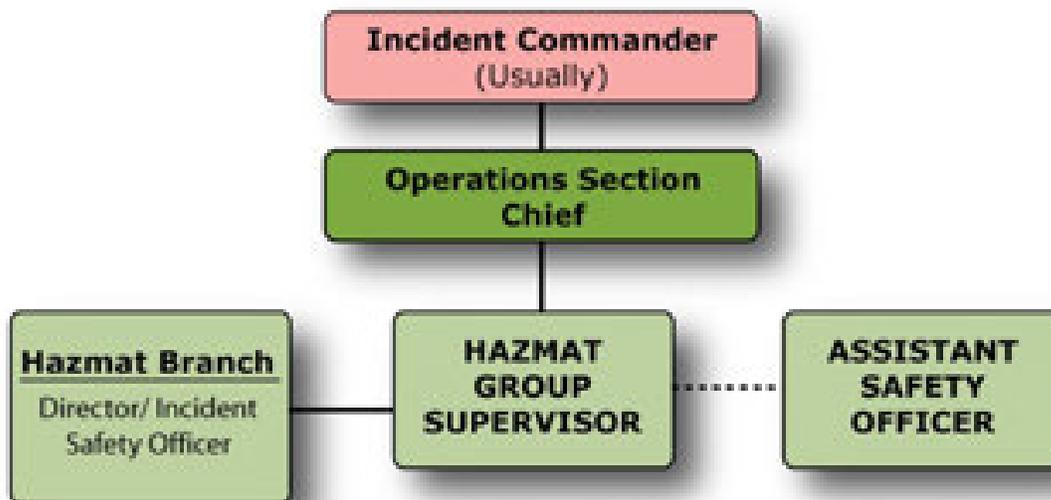
- Federal On-Scene Coordinator (FOSC) from the U.S. Coast Guard (MSO/Anchorage Captain of the Port) or Environmental Protection Agency
- State On-Scene Coordinator (SOSC) from the Alaska Department of Environmental Conservation
- Local On-Scene Coordinator (LOSC)
- Local Emergency Services Director or designee
- Responsible Party On-Scene Coordinator (RPOSC) representing the spiller.

Oil Spill/Hazmat Release Organizational Chart (Unified Command)



Hazmat Incident Initial Response

Initial hazmat response resources are managed by the Incident Commander, who may also initially handle all Command and General Staff functions until additional personnel are activated. Once activated, the Hazardous Materials Group Supervisor will direct the primary response functions. The Hazmat Group Supervisor, who reports directly to the Operations Section Chief, is responsible for Entry, Site Access and Decontamination until personnel are assigned to these functions. All personnel and resources involved in the hazmat response will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor.



If a hazardous materials incident occurs in a fire service area, the fire chief will be the initial Incident Commander. If outside of a fire service area, the ranking Alaska State Trooper will be the initial Incident Commander. Command may be transferred upon activation of the Emergency Operations Center.

Hazardous Materials Incident Reinforced Response

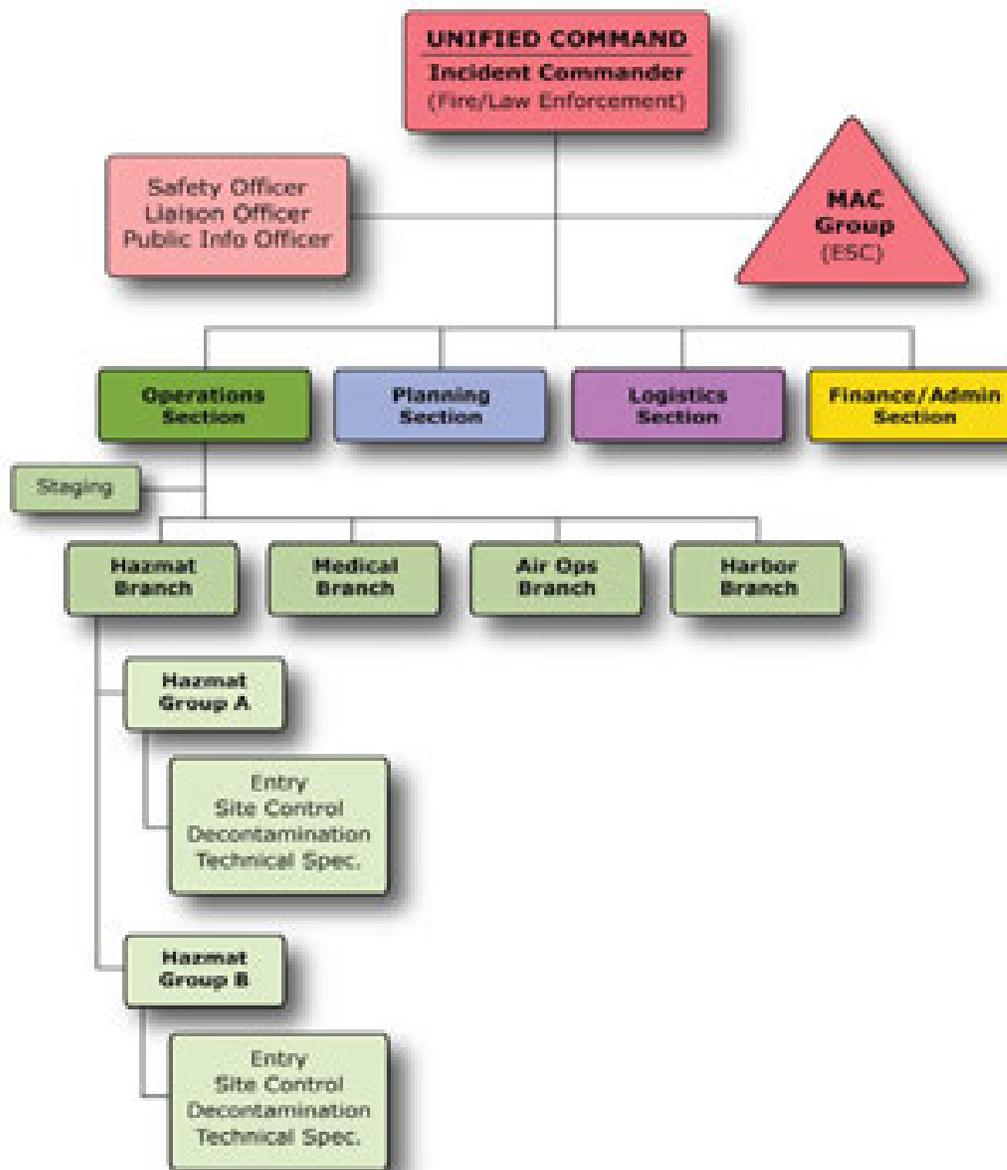
(3 to 15 Enforcement Units involved) Fire/Law Enforcement

At this level of hazmat response, the two Incident Commanders (Fire/Law Enforcement) have joined to establish a Unified Command. They have established a Hazardous Materials Group to manage all activities around the control zones and have organized law enforcement units into a task force to isolate the operational area. The IC has decided to establish a Planning Section, a Staging Area Manager, and a Safety Officer.



Hazardous Materials Incident Multi-Division/Multi-Branch Response

At this level, the Unified Command/Incident Commander has activated most or all Command and General Staff positions and has established additional functional groups and a total of four branches in the Operations Section. Organization within Planning, Logistics, and Finance/Administration Sections will be the same as for other incidents.



Site Control

Oil and other hazmat releases require enhanced control of the tactical operations and personnel/equipment mobilization to improve safety and reduce the probability of spreading contaminants.

The Hazmat Group will establish and oversee three zones surrounding the response:

Control Zone	Characteristics
Hot Zone or Exclusion Zone	Area immediately around hazmat incident Contamination is known to exist or is possible Personal protective equipment is required Refer to US Department of Transportation guidelines for substance-specific exclusion
Warm Zone or Chemical Reduction Zone	Area separating Hot Zone from Cold Zone Acts as buffer to prevent contamination from spreading Contains personnel decontamination station
Cold Zone or Support Zone	"Clean" area, no contamination No special precautions required ICS operates from here

The three functional positions within the Hazmat Group fall under the control of three leaders:

- **Entry Leader:** The Entry Leader supervises all personnel and tactics operating in the Hot Zone
- **Site Access Control Leader:** The Site Access Control Leader controls all movement of personnel and equipment between the control zones and has the responsibility for isolating the Hot and Warm Zone and ensuring that citizens and personnel use proper access routes.

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- **Decontamination Leader:** The Decontamination (Decon) Leader ensures all rescue victims, personnel, and equipment are decontaminated before leaving the incident.

The Hazmat Group Supervisor manages these three functional responsibilities, including all tactical operations carried out in the Hot Zone. The following principles apply to all hazmat incidents:

- All rescue operations will come under the Hazmat Group Supervisor's direction. Other tactical objectives that occur outside of the hazmat control zones (i.e. evacuation) are not the responsibility of the Hazmat Group Supervisor. These other tactical objectives will be carried out through the normal channels within the IMT.
- In addition to the three primary functions, the Hazmat Group Supervisor may work with an Assistant Safety Officer, who must be Hazmat trained and present at the hazmat incident site.
- The Incident Safety Officer will have overall incident safety authority, with an Assistant Safety Officer working directly with the Hazmat Group Supervisor, as appropriate. The Group Supervisor may also supervise one or more Technical Specialists. Federal regulations require that a Safety Officer be appointed to all hazmat incidents.
- Tactical operations outside of the controlled zones, as well as many other hazmat incident functions will be managed by regular ICS positions. In most cases, Division/Group Supervisors will manage the array of tactical objectives such as evacuation, isolation, medical, traffic control, etc. Other needs will be met by activating Command and General Staff positions as appropriate and necessary.

The following pages contain hazmat incident organization diagrams, which demonstrate the range of functional positions that may be activated during a hazmat response. A relatively minor response may never progress beyond activation of an initial hazmat response organization, while a major hazardous materials incident may require a multi-branch incident organization. As with all emergencies, the Incident Commander, guided by the Unified Command, will be responsible for activating IMT positions during a hazardous materials incident response.

Special Considerations for Oil and Hazmat Spills

- Everyone who is not adequately trained and protected should stay upwind and out of low areas.
- Identify and understand the hazards before attempting to help

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others. **Do not attempt to identify an unknown substance unless you have been trained in emergency response procedures.** Assess the situation from a safe distance and only enter high risk areas if there is no imminent danger to life, and then only with proper equipment and enough trained personnel to enter the area and remain on standby for support.

- Avoid inhalation or contact with fumes, smoke, dust, and vapors — even if no hazardous materials are known to be involved. **Do not assume** spilled materials and their by-products are harmless. Many extremely toxic gases and vapors are colorless, odorless, tasteless and invisible.
- While waiting for response personnel to arrive, safely obtain and record information to help characterize the incident and shape the containment and cleanup plan. This may include a briefing from the spiller or Responsible Party, if present. Collect shipping documents or labels only if safe to do so. Relevant information includes:
 - Location of spilled material;
 - Date and time of spill;
 - Cause/source of discharge;
 - Type of material discharged;
 - Estimated quantity discharged;
 - Estimated quantity at risk of further spillage;
 - Readily detectable characteristics of material (e.g., color, smell, physical effects);
 - Numbers and species of both live and dead wildlife in and adjacent to the spill area;
 - Associated chemical hazards;
 - Nature, quantity, and location of other nearby hazards;
 - Name/address/telephone number/frequency/call signs of Responsible Party (owner/operator/agent);
 - Weather and sea conditions;
 - Whether significant amounts of material appear to be entering the atmosphere, waterways, storm drains, or soil;
 - Direction, height, color, and odor of any vapor clouds or plumes;
 - Location of affected or potentially affected environmentally sensitive areas, including archaeological and historic sites;
 - Location of affected or potentially affected population centers, economically sensitive areas, and recreation areas;
 - Names and addresses of individuals at the scene at the outset; and goals, strategies, and actions taken, and by whom, to contain the

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spill and prevent further spillage.

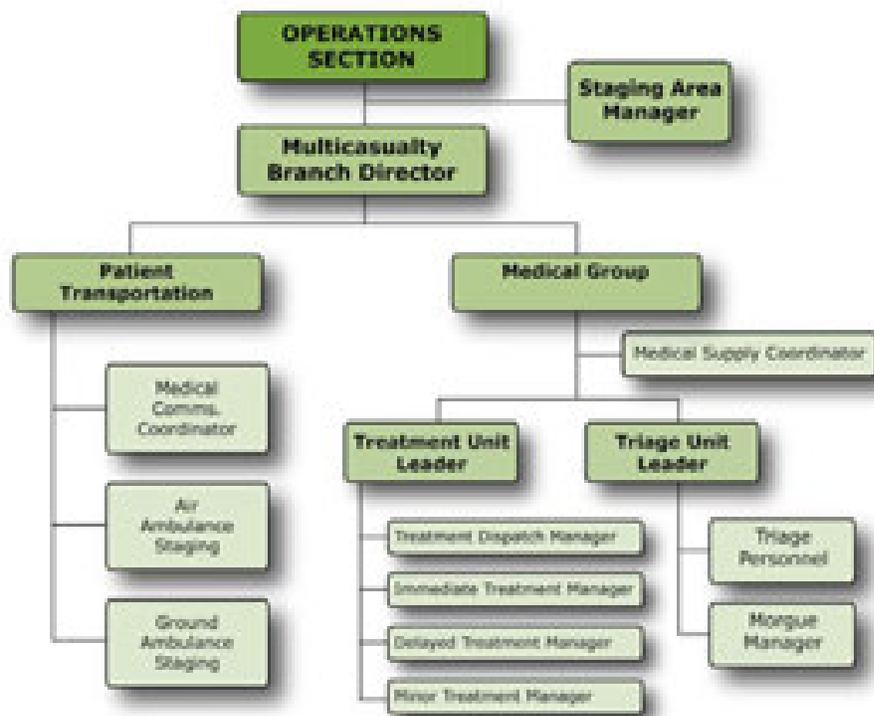
Mass Casualty Incidents

Introduction

A mass casualty incident is an event with critical injuries or deaths exceeding the normal response capability of an emergency medical services organization. A major earthquake, hazardous materials release, or acts of terrorism are examples of emergencies where a mass casualty incident might occur.

Mass Casualty Branch Organization Chart

The ICS can incorporate a Mass Casualty Branch Director, or more than one, if conditions warrant. The Mass Casualty Branch will provide the IC with a basic expandable system for handling any number of patients. It serves as a link between the IC and medical personnel administering treatment.



Guidelines for Responding to Mass Casualty Incidents

The following guidelines should be followed in mass casualty incidents:

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- Hospitals in the impacted area should keep the Emergency Operations Center apprised of their status periodically (at least every 2 hours).
- When saturation is anticipated, hospitals/clinics should notify the Emergency Operations Center
- State should coordinate the distribution of patients among capable hospitals outside the impacted area and transport.
- Nearest airport should arrange staging area for medivac; should be heated in cold weather.
- State should notify local responders to begin transporting victims to airport staging area, rather than to hospitals.
- When all major medical facilities in Alaska will be filled, the state should contact National Disaster Medical System (800) USA-NDMS to transport victims outside of Alaska, possibly using National Guard and military aircraft [If federal response is slow, the State of Alaska may contact Harborview Trauma Center in Seattle directly through Airlift Northwest Air Ambulance Service at (206) 223-8377].
- State can request medical personnel or equipment from National Disaster Medical System.
- Aircraft transporting victims out of the affected area can also be used to bring additional supplies in to the affected area.
- The local response agency will establish the on-scene Incident Command Post using NIIMS ICS as appropriate.
- Shelters may *not* be used as alternate treatment sites.
- Medically dependent persons *cannot* be accepted at shelters unless they are accompanied by capable medical personnel, supplies, and equipment.

Triage

A triage system will be initiated with initial care provided in the field and secondary care provided at the closest hospital. The Simple Triage and Rapid Treatment (START) system will be used as follows:

- Red tag: Patient requires urgent transport and treatment for survival
- Yellow tag: Patient not likely to suffer adversely from a delay in transport, or injury is so severe that patient is unlikely to survive.
- Green tag: Patient is ambulatory and able to follow simple commands to self- mobilize away from the incident.
- Black tag: Deceased. Leave body where found, if possible.

Fatality Management

Morgue facilities in most KPB communities are limited or non-existent. During a mass casualty incident, makeshift morgues could be constructed at ice rinks, in refrigerated freight containers, or using ice available through fish processors or canneries. It is important that temporary morgues be set up at a reasonable distance from human shelters, in order to avoid any negative psychological impacts associated with viewing deceased patients.

Body bags must be procured through the Alaska State Troopers or other sources. The State Medical Examiner is responsible for the collection, identification, and disposition of deceased persons and human tissue from a mass casualty incident. In addition, FEMA has the capability to provide Disaster Mortuary Operational Response Teams (DMORT) to respond to the scene of a mass casualty incident. Both the State Medical Examiner and FEMA DMORT can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

Mental Health

Most mass casualty impacts will have mental health impacts on victims, victims' families, responders, volunteers, and the community-at-large. It is important that the IMT consider the need to provide mental health support services to one or all of the aforementioned groups. Mental health services in the Borough are provided by:

- Peninsula Community Health Services (PCHS) and several private
Kenai Peninsula Borough Emergency Operations Plan

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practitioners. PCHS can be contacted directly during normal business hours (907-283-7501) or through the emergency/ crisis line at 283-7511. There is a clinician on-call for after hours contact.

- Seaview Community Services in Seward. Can be reached at (907) 224-5257. Provides a combination of mental health and substance abuse services.
- Community Mental Health Center in Homer. Can be reached at (907) 235- 7701.
- Other agencies such as the American Red Cross, The Salvation Army, various religious clergy and private mental health professionals can provide personnel and counselors to aid in delivering mental health support to victims and families affected by a disaster emergency.
- State mental health services, accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

Critical incident stress treatment for responders is also available through the channels identified above.

Most city and community EOPs include some guidance on community-wide mental health and healing programs that may be implemented post-disaster through schools, community leaders, and other local channels.

Transportation Accidents

Mass-casualty scenes involving public transportation should be treated as crime scenes. Removal of accident-related debris is forbidden except as necessary to conduct the rescue. The National Transportation Safety Board (NTSB) is responsible for accident investigations on all aircraft and selected accidents involving surface transportation. The Federal Aviation Administration (FAA) may assist the NTSB in accident investigation. Coordination of the incident with these agencies is vital. None of the investigative agencies has the authority to direct emergency services during the rescue phase, but they may direct the removal of bodies and debris.

It is vital that the Incident Commander contact the NTSB prior to removing deceased victims, or moving aircraft wreckage. This can be accomplished by contacting any FAA facility, or directly calling the NTSB.

When responding to and securing the scene of a transportation accident, the following steps shall be considered:

- If bodies must be removed prior to the arrival of investigators, identify the victim and number the location of each body. Number bodies with spray paint, photograph the scene, mark body bag and personal effects bag with number that corresponds to the body's location.
- Mark cuts or tears made during the rescue to differentiate them from those that happened during the accident.
- Secure the scene from "souvenir" hunters.

Care for Families of Victims

Special care should be taken to provide up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location where they can be protected from the press, and where information can be provided as it becomes available. These services will usually take place under the direction of other entities, such as the operator of the facility or the airline in the event of an air disaster. The Public Information Officer should expect calls from relatives, the press, and concerned citizens, and may be requested to assist in providing information to friends and families of victims.

Assign a member of the clergy, or a social worker, to each family, if possible.

Public Health Emergencies

Public Health Services includes those activities associated with lifesaving; transport, evacuation, and treatment of the injured; disposition of the dead; and disease control activities related to sanitation, preventing contamination of water and food supplies, etc., during response operations and recovery operations. Public Health focuses on health and medical problems under emergency conditions of varying scopes.

Public health concerns during a disaster emergency include identifying and controlling environmental health hazards, issuing health advisories to the public on emergency water supplies, waste disposal, disease vectors, food monitoring at mass care facilities, immunizations and disinfections would be the responsibility of the State of Alaska Department of Health and Social Services which can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

Patient isolation during a contagious disease emergency has been identified as an issue of concern in the Kenai Peninsula Borough, as most local hospital facilities are not properly outfitted to handle patient isolation without putting the entire hospital population at risk. Each hospital within the KPB has made some plans to configure their facilities for mass isolation using temporary barriers. However, all decisions regarding patient routing and isolation should be made by the Incident Commander/Unified Command based on incident-specific concerns.

Department of Health and Social Services Functions

The Alaska Department of Health and Social Services (DHSS)/Public Health Service has a local office in Kenai. DHSS/Public Health's purpose is to assist local agencies in responding to and mitigating any type of public health event. DHSS may assign public health nurses to monitor epidemiological/public health hazards in shelters.

These nurses may assist the shelter nurses in caring for shelter occupants. Other functions that DHSS may perform in a public health emergency include:

- Coordinating public health information with the EOC.
- Coordinating public health workers and nurses to assist with health-related services at mass casualty sites.
- Coordinating assistance for vulnerable populations as able.
- Assisting in the provision of any necessary pest control.

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- Maintaining a database of medical assets and ensures its availability to the EOC.
- Analyzing public health impact of the incident and providing information to the EOC.
- Coordinating recommendations with the Policy Group regarding public health threats that may necessitate the deployment of the Strategic National Stockpile, Disaster Medical Assistance Teams, or Disaster Mortuary Teams.
- Providing a medical officer to order public health or medical interventions and guidance as needed.

Pandemic Flu Plan

The State of Alaska has a Pandemic Flu Plan and has planning and resources in place to help communities to respond to pandemic flu outbreaks.

Federal Role

An influenza pandemic would represent a national health emergency requiring a coordinated response, which would include local, borough, state, and federal agencies. The U.S. Department of Health and Human Services (HHS) will coordinate the overall public health and medical emergency response efforts across all federal departments and agencies. Authorities exist under the Public Health Service Act for the HHS Secretary to declare a public health emergency and to coordinate response functions. In addition, the President can declare an emergency and activate the Federal Response Plan, in accordance with the Stafford Act, under which HHS has lead authority for Emergency Support Function #8 (ESF8).

State Role

The Alaska Division of Homeland Security and Emergency Management (DHS & EM) has overall responsibility for interagency coordination of pandemic influenza preparedness and the Department of Health and Social Services, Division of Public Health (DPH) has primary functional and technical responsibility for pandemic influenza preparedness. Specific Alaska Division of Public Health responsibilities include:

- Prepare and maintain a public health Pandemic Influenza Response Plan as Annex to the DPH Emergency Operations Plan.
- In conjunction with DHS & EM, maintain an interagency incident management team (IMT).

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- Identify public and private sector partners needed for effective planning and response.
- Develop key components of pandemic influenza preparedness: surveillance and investigation, distribution of vaccine and antivirals, health care systems including infection control, isolation and quarantine, community disease control including social distancing, and communications.
- Integrate pandemic influenza planning with other planning activities conducted under CDC and Health Resources and Services Administration (HRSA) bioterrorism preparedness cooperative agreements with states.
- Coordinate with local areas to ensure development of local plans as called for by the state plan and to provide resources, such as templates to assist in the planning process.
- Coordinate with municipalities and boroughs in planning pandemic services and activities.
- Coordinate with the Department of Environmental Conservation (DEC) for animal health issues related to pandemic influenza.
- Coordinate with tribal health organizations to ensure equitable delivery of medications, vaccine, and other health services to Alaska Natives.
- Develop data management systems needed to implement components of the plan.
- Assist local areas, the Alaska State Hospital and Nursing Home Association Preparedness Program, and other organizations in exercising plans.
- Coordinate with Division of Behavioral Health.
- Coordinate with the adjoining jurisdictions of British Columbia, Yukon Territory, and Washington State.

The state has a number of surveillance programs in place to identify potential influenza pandemics as early as possible.

For public health questions, human health concerns or planning for pandemic flu, call 1-888-9Panflu (1-888-972-6358).

There is a Pandemic Flu Website at <http://hss.state.ak.us/pandemicflu/>

Borough and Local Roles

In most cases, state and federal agencies would take the lead in managing public health crises such as pandemic flu outbreaks. The primary function of KPB and local governments would be to assist the U.S. Public Health Service and Alaska DHSS by:

- Encouraging social distancing and other precautions to reduce the spread;
- Implementing quarantine or isolation areas for infected persons;
- Establishing dispensing centers for vaccines;
- Identifying high-risk populations and vaccination priorities (based on state and federal guidelines); and
- Distributing information to the public.

Strategic National Stockpile (SNS) and Vaccine Distribution

As part of a pandemic flu outbreak or other public health emergency, antiviral medications or other vaccines may be distributed from the Strategic National Stockpile (SNS). Because certain vaccines in the SNS are in limited supply, the federal government has established guidelines for determining priority for vaccine distribution. The Division of Public Health would implement this process in the KPB and statewide.

The State Pandemic Flu plan lists the priorities for pandemic flu vaccination distribution. Similar priorities would be implemented for most other types of mass inoculations or SNS distributions.

KPB Emergency Medical Services and Hospitals

Emergency medical services (EMS) and ambulance transport services are provided by the Borough's geographic service areas, as well as city fire departments, and volunteer fire and ambulance services. During a mass casualty incident, the local response agencies would provide the closest emergency medical personnel.

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The Borough is divided into service areas, cities/towns, and non-incorporated rural areas, shown below with the area's hospitals. Additional EMS resources are available from the state and federal governments via the Alaska Division of Homeland Security & Emergency Management.

A map showing emergency service areas follows this list.

Geographic Service Areas
Nikiski Fire Service Area. Covers NW portion of KPB, including land NW of Cook Inlet and oil platforms. Has 2 stations, 20 full-time employees, 21 volunteers.
Central Emergency Service Area. Covers central peninsula with five manned stations. Employees and volunteers. Serves Soldotna, Ridgeway, Kalifornsky Beach, Kasilof, Sterling, Clam Gulch, and Funny River. Combination department with 24-hour staffing, over 30 full time employees and 20+ volunteers.
Bear Creek Fire Service Area. Uses Seward volunteer ambulance corps; can respond through mutual aid agreement outside its boundaries when with Seward ambulance or fire corps. Also responds within the Chugach Nat'l Forest.
Anchor Point Fire and EMS Area. Based in Anchor Point. Search and rescue limited to ground and off-road. Has mutual aid agreement with Ninilchik Emergency Services, Kachemak Emergency Services, and Homer Volunteer Fire Department to bring patients to hospitals in Soldotna or Homer.
Kachemak Emergency Services. Covers East End Road as well as areas between Anchor Point service area and Homer City. Two fire stations, mostly volunteer with career leadership.

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Cities and Towns
Homer. Fire, EMS, and rescue by Homer Volunteer Fire Department.
Kachemak City. Uses Kachemak Emergency Service Area.
Kenai. Fire, EMS and rescue by Kenai Fire Department.
Seldovia. Seldovia Fire Dept and EMS provides emergency services. Has 3-bed clinic plus ambulance.
Seward. Seward Volunteer Ambulance Corps provides emergency medical services.
Soldotna. Fire and EMS provided through agreement with KPB Central Emergency Service Area and Central Peninsula Emergency Medical Service area.

Non-incorporated Rural Areas
Cooper Landing. EMS provided by Cooper Landing Volunteer Ambulance adjacent to the fire department.
Funny River. EMS provided by Central Emergency Services.
Hope/Sunrise. Trained first responders. Use Girdwood or Cooper Landing ambulance or air medivac.
Kasilof. Central Emergency Services maintains a station, additional response from Soldotna.
Moose Pass. EMS not available locally; depends on Seward Volunteer Ambulance Corps or Cooper Landing Volunteer Ambulance. Bear Creek Fire Service Area will respond in conjunction with Seward only.
Nanwalek. EMS through village health clinic. Patients flown to Homer or Alaska Native Medical Center in Anchorage.
Ninilchik. EMS provided by volunteer Ninilchick Emergency Services. Mutual aid agreement with Central Peninsula EMS Area and Anchor Point.

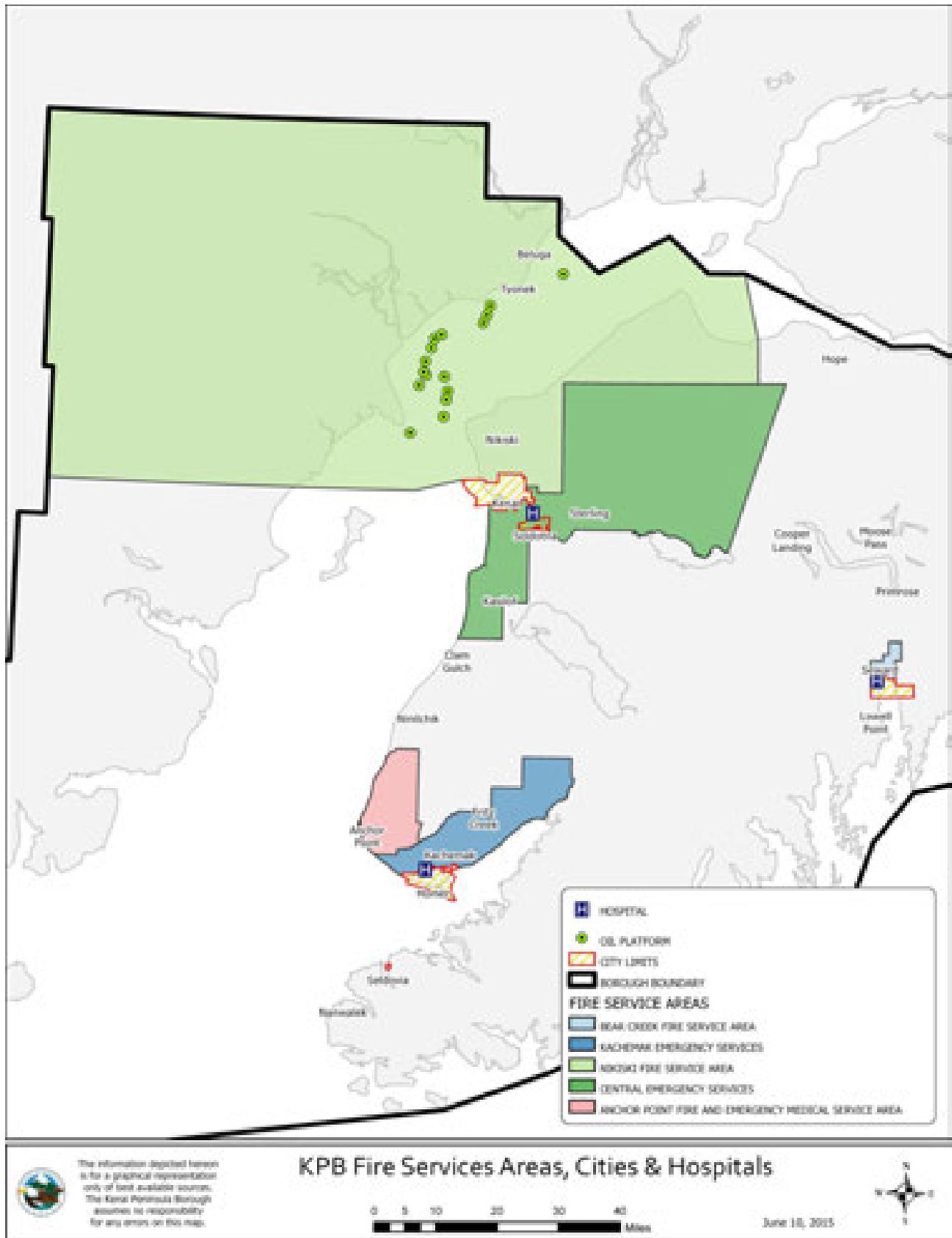
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Port Graham. EMS through village health clinic. EMT from Homer will transport to hospital in Homer or Alaska Native Medical Center in Anchorage.

Tyonek. EMS through village health clinic. Has one ambulance. Medivac to Anchorage.

HOSPITALS:
Central Peninsula Hospital (Soldotna). 62 beds (46 acute care, 16 behavioral medicine), 32 physicians, certified nurse anesthetists, nurse practitioners, nurse midwives, physician assistants. A service area hospital owned by the Borough.
South Peninsula Hospital (Homer). 40 beds (20 acute care, 20 long-term). 14 staff and some itinerant physicians. Serves Homer, Anchor Point, and Ninilchik, also used sometimes by residents of Nanwalek, Port Graham, and Seldovia. Owned by the Borough. Emergency medical transport by Homer Volunteer Fire Department.
Providence Seward Medical Center (Seward). 6 general acute beds. Serves Seward, Moose Pass, Cooper Landing, and Hope. Emergency medical transport provided by the Seward Volunteer Ambulance Corps.

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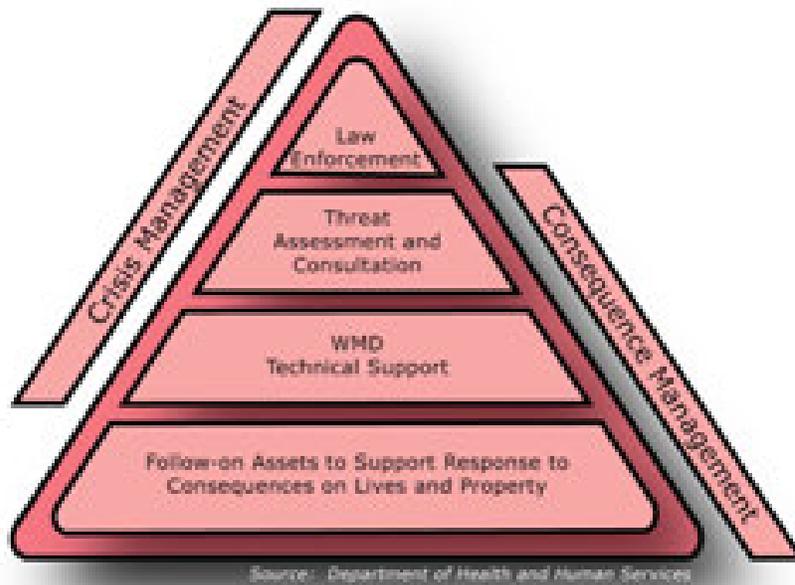
Section 10: Organizing for Special Incidents

Terrorism and Weapons of Mass Destruction Incidents

Introduction

Presidential Decision Directive 39 (PDD-39), *“United States Policy on Counterterrorism,”* directs that measures be taken to reduce the nation's vulnerability to terrorism, to deter and respond to terrorist acts, and to strengthen capabilities to prevent and manage the consequences of terrorist use of WMD. To support this goal, the Federal Emergency Management Agency (FEMA) developed the Terrorism Incident Annex (TIA) to the Federal Response Plan (FRP). The TIA distinguishes between crisis and consequence management as follows:

- **Crisis management** refers to measures to identify, acquire, and plan the use of resources needed to anticipate and/or resolve a threat or act of terrorism. The federal government has primary responsibility to prevent and respond to acts of terrorism; state and local governments provide assistance as required. Crisis management is predominantly a law enforcement response. Based on the situation, a federal crisis management response may be supported by technical operations and by federal consequence management, which may operate concurrently.
- **Consequence management** includes measures to protect public health and safety, restore government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. The local and state authorities have primary responsibility to respond to the consequences of terrorism; the federal government provides assistance as necessary.



Terrorism/WMD Response Procedures

Responses to and recovery from incidents that involve terrorist use of WMD will most likely involve a Unified Command structure, as described in Section 10.

Crisis Management

During the crisis management phase, the Alaska Division of Homeland Security and Emergency Management (ADHS&EM) will activate the State Emergency Coordination Center (SECC) as necessary to support local response and support activities. In order to support federal crisis management operations, ADHS&EM will dispatch personnel to the Joint Operations Center (JOC) as requested.

During crisis management, the FBI field office responsible for the incident area will establish and operate a JOC. The JOC is generally composed of a Command Group, Operations Group, Support Group, and Consequence Management Group. Local and state agencies will be requested to provide support and liaison.

Consequence management

When consequence management operations are implemented, ADHS&EM will

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activate or continue 24-hour SECC operations and prepare to coordinate assistance as needed. ADHS&EM will use the structures outlined in the state emergency management plans to coordinate support for local response through recovery operations.

As the terrorist incident progresses, FEMA will consult with the Governor's office and the White House. When directed, FEMA may use the authority of the Stafford Act to preposition federal consequence management assets or implement a federal consequence management response.

When consequence management operations begin, FEMA will begin to disengage from the JOC and form Joint Information Centers (JIC) in the field and Washington, DC. The JIC will be the media centers for the release of all information to the press. FEMA will use FRP structures such as regional operations centers, disaster field offices, federal coordinating offices, and so forth to coordinate federal support for state and local recovery operations.

Lead Agencies

ADHS&EM and the Alaska State Troopers (AST) are the lead state agencies for terrorism/WMD response. FEMA and the FBI are the lead federal agencies. FEMA is the lead federal agency responsible for consequence management response to a terrorist incident involving the employment of WMD. The FBI is the lead federal agency responsible for crisis management response to a terrorist incident involving the employment of WMD.

Alaska Division of Homeland Security and Emergency Management (DHS&EM)

ADHS&EM is the lead Alaska agency responsible for consequence management response to a terrorist incident involving the employment of WMD. In general, ADHS&EM's key functions include:

- Acting as the primary state agency for information and planning. This includes activating the SECC, implementing the NIIMS ICS system for acquiring resources, maintaining a statewide emergency public information process, and implementing procedures for responding to media and official requests for information and access to the incident site or operations area.
- Coordinating emergency activities in the Governor's absence and other state-level activities such as damage assessment and reporting, donations management operations, and recovery assistance programs.

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- Maintaining communication, warning, and notification capabilities to provide various jurisdictions and agencies with relevant information concerning terrorist events or imminent threats and disseminating warnings or emergency information to the public
- Assessing the need for additional resources from outside the state and preparing proclamations, executive orders, and requests for emergency or major disaster declarations as necessary to make those resources available
- Advising the Governor concerning activation of the Alaska National Guard (including the Civil Support Team) for emergency service
- Coordinating with DEC in providing HAZMAT support from the Statewide Hazmat Response Team to contain, confine, and control releases of hazardous material. HAZMAT will also:
 - Perform initial estimates of the downwind hazard (DWH).
 - Perform surveys and obtain samples to determine the nature and identity of the hazard.
 - Advise the IC on appropriate protective actions and equipment.
 - Monitor the incident area, the boundaries between zones, the downwind hazard (DWH) area, and the ICP for hazardous material.
- Requesting the US Coast Guard assistance for emergency service within their capabilities

Alaska State Troopers (AST)

AST is the lead Alaska agency responsible for crisis management response to a terrorist incident involving the employment of WMD. In general, AST's key functions include:

- Serving as the primary state agency for law enforcement and criminal investigations This includes acting as the state's liaison to the FBI, cooperating with local law enforcement agencies to restrict and control incident site access, and implementing methods to maintain records of persons unaccounted for and presumed involved in the incident.
- Establishing liaison with local and state agencies to assist in traffic control, evacuation of threatened areas, providing security or escorts, and establishing and administering checkpoints to regulate transportation of donated goods
- Operating the primary state warning point of the National Warning System and, in cooperation with ADHS&EM when necessary, disseminating primary warning to local jurisdictions

KPB Role in Terrorism/WMD Preparedness and Response

Anti-terrorism preparedness and response are primarily state and federal functions. However, the Borough also has a role in terrorism and WMD incidents. This section describes the general functions that the Borough may fill to support local, state, and federal efforts to mitigate, prepare for, respond to, and recovery from a terrorist or WMD attack.

Section 3 contains response action checklists for the Borough to follow in the event of a terrorist attack.

While a significant attack is considered unlikely in KPB, the consequences of a major incident could be catastrophic and would require a coordinated multi-jurisdictional law enforcement and emergency management response. An act of terrorism may include:

- kidnapping;
- hijacking;
- attack involving chemical, biological, radiological/nuclear or explosive weapons (CBRNE);
- cyber attack;
- assassination;
- extortion;
- intentional contamination of food sources, water, or air; and/or
- threats to commit such acts.

Mitigation

The Borough can mitigate the potential occurrence or impacts of a terrorist incident as follows:

- Coordinate with state and local partners to identify potential targets and determine their vulnerability and impact if attacked.
- Provide representation to the Joint Terrorism Task Force to monitor intelligence regarding potential terrorist groups and maintain profile information on groups suspected active in the local area.
- Establish appropriate security programs for public facilities that are potential targets and recommend such programs to private property owners.

Under most threat conditions, private business is responsible for protecting itself from terrorist attacks. Individual citizens and families can help prevent terrorist attacks by being observant in their communities, reporting suspicious activity, and being aware of federal threat levels.

Preparedness

The US Department of Homeland Security has developed a color-coded threat level system as a guideline to establish the existing local terrorism threat level. The borough mayor may choose whether to adopt the recommended threat level based on a credible local threat. As threat levels rise, the borough will establish appropriate increased readiness actions.

The Borough can prepare for a terrorism or WMD incident as follows:

- Arrange regular terrorism awareness training for law enforcement, fire service, public health workers, emergency responders, and emergency management staff.
- Establish mutual aid agreements to enhance response capabilities.
- Conduct drills and exercises to test plans, procedures, and training and encourage public and private partners to participate.

Response

A terrorism response may be triggered if any of the following events occur:

- Credible threat or incident involving CBRNE agents
- Incident of unknown origin that creates mass casualties within in a short period
- Incident where victims display signs or symptoms of a CBRNE event with an unknown or suspicious origin
- Sudden or repeated occurrences of any illness or disease not typically seen in a geographical area
- Incident or series of incidents that indicate cyber intrusions or cyber attacks

The Borough will immediately notify the Alaska Division of Homeland Security and Emergency Management upon identification of a specific threat or terrorist event. The Borough will manage local response to a terrorism or WMD incident as follows:

- When a credible threat exists, the Borough will activate its EOC to facilitate response and will invite the FBI and the Alaska Division of Homeland Security and Emergency Management to provide liaison personnel.
- The Borough will assist in the establishment of a joint field office to

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provide a central location for coordination of federal, state, and local agencies.

- Any chemical, biological, radiological, nuclear, or explosive event should be treated as a crime scene until authorities determine it is not a terrorist attack.
- If there is a local incident site, an incident command post will be established by first responders. Incident command will transition into a unified command as state and federal responders arrive to augment local response.
- If there is no local incident site, such as during incidents involving biological agents or cyber attacks, response activities will be directed and controlled from the EOC.
- A terrorist incident may be simultaneously a crime scene and a hazardous materials (Hazmat) site and may cross jurisdictional boundaries. The IMT will establish operating areas and formulate a plan of action that considers the needs of all jurisdictions and agencies.
- A crime scene area may be established to protect evidence. Access may be restricted by state, federal, or local law enforcement personnel.
- A Hazmat area may include a portion of or the entire crime scene. Access may be restricted to response personnel equipped with personal protective equipment and using decontamination procedures.
- The incident area includes the crime scene, the Hazmat area, and areas used for incident support operation. Access may be controlled and egress restricted if quarantine is implemented.
- Borough personnel may be called upon by the Alaska Department of Health and Social Services to assist with isolation and quarantine and/or dispensation of mass prophylaxis or Strategic National Stockpile assets. All requirements of the Fair Labor Standards Act will apply and compensation will be in accordance with existing rules and bargaining agreements.
- Evacuation of an area or facility may be ordered because of a credible threat.
- Evacuation may be required from inside the perimeter of the scene to guard against further casualties from initial agent release, additional agents, or secondary devices.
- Long-term relocation may be ordered if an area is contaminated by a CBRNE agent.

Recovery

The Borough will manage local recovery from a terrorism or WMD incident as follows:

- Assist state and federal agencies with decontamination of local affected sites (see guidance later in this section).
- Identify and restrict access to all structurally unsafe buildings.
- Attempt to remediate and clean up any hazardous materials affecting local water, sewer, or drainage systems.
- Provide traffic control for the return of evacuees.
- Assist the Red Cross in arranging temporary housing for evacuees who cannot return to their homes.
- For areas that cannot be decontaminated and returned to normal use in the near term, the Borough will develop and implement appropriate access controls.
- Cooperate with state and federal agencies to investigate the cause of a terrorism incident.
- Conduct critical incident stress management for emergency responders.
- Debrief response personnel, prepare an incident report, and update plans and procedures based on lessons learned.
- Restore normal services as soon as practicable after a terrorism incident.

Roles and Responsibilities of Other Local, State and Federal Agencies

Alaska Department of Health and Social Services (Division of Public Health)

- Assumes the lead role for protecting public health during a bioterrorism incident.
- Enforces borough and local codes concerning environmental, public health, or safety issues.
- Advises the incident commander of decontamination protocols, symptoms, and recommended medical treatments related to CBRNE.

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- Dispatches a medical officer to the site as necessary.
- Maintains medical surveillance for CBRNE signs and symptoms.
- Coordinates with the State of Alaska to activate the Strategic National Stockpile.
- Acts as the lead agency for the dispensation of mass prophylaxis or inoculations, including Strategic National Stockpile assets when activated.
- Coordinates isolation and quarantine measures with appropriate state and local agencies.
- Coordinates dissemination of critical public health information.

Local Fire Department

- Acts as the lead agency and establishes an incident command post if first on scene.
- Conducts all fire suppression and rescue operations.
- Coordinates search and rescue operations as needed.
- Deploys EMS teams and implements mass casualty protocols as required.
- Deploys hazardous materials response teams and decontamination units as needed.
- Integrates all supporting EMS agencies into on scene medical operations.
- Identifies and restricts access to unsafe structures as able.
- Identifies requirements for debris clearance to expedite fire and rescue operations.
- Provides evacuation support as able.
- Provides regular training for hazardous materials mitigation and emergency response.
- Tracks local inventories of hazardous materials and develops awareness programs for businesses that handle inventories of potential weapon-making materials.
- Coordinates with Health and Human Services to establish appropriate actions to protect the public when a CBRNE event has occurred.
- Provides information to the public under the Community Right-to-Know Act.
- Coordinates necessary actions to decontaminate hazardous material sites and remains on site until immediate health and safety risks have been resolved.

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- Develops and implements appropriate access controls for areas unable to be decontaminated in the near term.
- Provides personnel support as able to assist Health and Human Services with dispensation of Strategic National Stockpile supplies.

Local Police Department

- Acts as the lead agency and establishes an incident command post if first on scene.
- Acts as the lead local agency in anti-terrorist operations.
- Participates in statewide Joint Terrorism Task Force activities.
- Coordinates with privately owned high-risk and critical facilities to recommend appropriate security programs.
- Conducts terrorism response training for law enforcement personnel.
- Supports public education and awareness activities.
- Coordinates the deployment and operation of counter-terrorist response elements.
- Establishes control zones and orders evacuation from the hot and warm zones.
- Secures scene, reroutes traffic, and implements crowd control measures as needed.
- Provides security at incident site, operational areas, and critical facilities including Strategic National Stockpile dispensing sites.
- Provides requested support for evacuation operations.
- Conducts reconnaissance in vicinity of the incident site to identify threats from delayed action and secondary weapons.
- Cooperates with state and federal agencies to investigate the incident and to identify and apprehend suspects.
- Coordinates with the EOC Mental Health Unit to provide chaplains to deliver comfort and solace for emergency workers and disaster victims as able.

Area Hospitals

- Maintain medical surveillance for CBRNE signs and symptoms.
- Provide emergency and routine medical care.
- Provide updates to the EOC regarding hospital capabilities and capacity.
- Supply a medical liaison to the EOC.
- Establish onsite decontamination capabilities whenever decontamination is necessary.

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KPB School District

- Provides for the safety of students and notifies the EOC of any student relocation.
- Augments congregate care operations by making facilities and resources available when school is not in session or when the needs of students have been met.
- Assists the EOC with transportation services after ensuring the transportation needs of students have been met.
- Augments nursing services as directed by the EOC and as appropriate based on the availability of nurses after student needs have been met.

WMD Emergency Decontamination

Following an overt WMD terrorist incident the immediate concern is to corral and isolate the ambulatory victims so that contamination does not spread. Decontamination must begin quickly in order to reduce the duration of human exposure to chemical agents, biological agents, or radiation. Ideally, decontamination should also improve the environment for human health until evacuation can be accomplished. Conversely, since the attack may go unnoticed, decontamination may not be possible following a covert attack using WMD materials. The Kenai Peninsula Borough has a decontamination trailer. Two more decontamination systems are available on the peninsula, with one in Homer and another in Seward. In addition, resources from Anchorage or Fairbanks may also be available to the region in support of local efforts.

Decontamination Guidelines

- Attempt to identify, decontaminate, and track the health of all exposed people. Generally, victims of a chemical attack that are able to escape the attack site have not received a lethal dose and are only marginally at risk from the effects of the agent. However, delayed effects can develop as a result of long-term exposure to a low agent concentration. Victims of a biological or radiological attack may not develop symptoms for several hours, days, or weeks, regardless of the dose they initially receive. The same concepts hold true for responders who may have been exposed during response or rescue operations.
- Water is usually available in large quantities and can be used to decontaminate a large number of people quickly. Although it does not neutralize the WMD material, soap and water can help remove contamination. Additionally, the runoff is contaminated and must be controlled.
- The temperature can affect decontamination operations. The wind chill factor can make emergency decontamination an uncomfortable, or even dangerous, undertaking. In addition, some chemical agents may freeze or boil at temperatures within the habitable range. Frozen agents produce little if any vapor hazard. This can reduce inhalation exposures and enhance survival. Boiling agents rapidly convert to vapor. This intensifies inhalation hazards, but reduces residual contamination. However, radiation is unaffected by temperature and many biological agents can remain viable over wide temperature ranges.

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For the purposes of this plan, temperatures are defined as hot ($>80^{\circ}\text{F}$), moderate ($60-80^{\circ}\text{F}$), cool ($>32<60^{\circ}\text{F}$), and cold ($\leq 32^{\circ}\text{F}$).

The following table provides a general guideline for determining when various chemical agents may freeze or boil. The actual temperatures vary based on several factors including agent dilution and purity.

Chemical Agent Freezing & Boiling Points

Agent	Freezing point (°C/°F)	Boiling point (°C/°F)
CHOKING AGENTS		
CHLORINE (CL)	-101°C / -150°F	-34°C / -29°F
PHOSGENE (CG)	-128°C / -198.4°F	8°C / 46°F
DIPHOSGENE (DP)	-57°C / -70.6°F	127°C / 261°F
BLOOD AGENTS		
HYDROGEN CYANIDE (AC)	-13°C / 8.2°F	26°C / 78°F
CYANOGEN CHLORIDE (CK)	-6.9°C / 19.6°F	12.8°C / 55°F
ARSINE (SA)	-116°C / -176.8°F	-65°C / -85°F
NERVE AGENTS		
TABUN (GA)	-5°C / 23°F	246°C / 475°F
SARIN (GB)	-56°C / -68.8°F	158°C / 316°F
SOMAN (GD)	-42°C / -43.6°F	198°C / 388°F
GF	-30°C / -22°F	239°C / 462°F
VX	-51°C / -59.8°F	298°C / 568°F
BLISTER AGENTS		
SULPHUR MUSTARD (H)	14°C / 57°F	217°C / 423°F
DISTILLED MUSTARD (HD)	14.45°C / 58°F	217°C / 423°F
NITROGEN MUSTARD (HN-1)	-34°C / -29.2°F	194°C / 381°F
NITROGEN MUSTARD (HN-2)	-60°C / -76°F	75°C / 167°F
NITROGEN MUSTARD (HN-3)	-3.7°C / 25.3°F	256°C / 493°F
LEWISITE (L)	-18°C / 0°F	190°C / 374°F
MUSTARD-LEWISITE (HL)	-42°C / -43.6°F	190°C / 374°F

*All temperatures are approximate and vary based on agent dilution and purity.

Emergency Decontamination Procedures

The following four steps support emergency decontamination:

Step 1: Wet or Blot

- At moderate or hot temperatures:
 - For biological or radiological contamination, wet the victims with a light spray.
This will cause biological and radioactive particles to adhere to clothing and skin rather than re-aerosolizing, thus preventing it from being ingested or inhaled. Wet victims before they remove clothing to ensure that the clothes will have captured the greatest possible amount of the hazard.
 - For chemical agent contamination, blot the agent from the skin. Never rub at the agent as this only causes it to spread.
- At hot temperatures, some chemical agents may vaporize very rapidly and not require decontamination.
- During periods of cool or cold weather, blotting and wetting are impractical. Although the wind chill does not affect radiation, biological agents, or the physical state of the chemical agents, it may cause hypothermia among the victims and responders. In addition, many chemical agents may solidify at these temperatures and pose no vapor hazard. However, upon entering buildings, these agents will melt and may pose a significant vapor hazard.
 - Move the victims from the contaminated building to a nearby building.
 - Set up an outdoor decontamination area. Consider the effects of wind chill on the victims.
 - After ensuring victims and responders are not downwind of each other, carefully remove external clothing, taking care to eliminate the possibility of frozen agent being inhaled.
- Do not brush off contamination. This may lead to re-aerosolization of the hazard.

Step 2: Strip

- At moderate or hot temperatures victims should strip to their underwear to remove all contaminated clothing.
- During periods of cool or cold weather:
 - Remove only the outermost layer of clothing. Consider the

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effects of wind chill on the victims.

- Immediately move the victims upwind into a heated and well-ventilated indoor processing area following removal of outer garments.
- Victims should then strip to their underwear to remove all contaminated clothing.

Step 3: Flush

- After removing clothing, flush or rinse any remaining contamination from exposed skin and hair. Under periods of cool or cold weather, flushing will have to be accomplished indoors, in a well-ventilated area.
 - Spray large quantities of water under low pressure.
 - Soap and water can also help remove contamination.
- Rinsing or flushing does not neutralize the hazardous material so the runoff is contaminated and must be controlled. During periods of cold weather the runoff may freeze.

Step 4: Cover

- To protect victims from the weather or recontamination and to maintain modesty:
 - Provide overhead cover during decontamination.
 - Following flushing, provide cover for each decontaminated victim.

Equipment and Decontamination Station Requirements

Consider the following equipment requirements in order to accomplish the four steps of emergency decontamination.

Self-protection equipment

First responders working in the decontamination area are at risk for contamination. In order to protect themselves, first responders should wear Personal Protective Equipment (PPE) as directed by the IC.

- Level A: Fully encapsulating chemical-resistant suit with Self-Contained Breathing Apparatus (SCBA) or positive pressure supplied air respirator with an escape SCBA.
- Level B: Chemical splash resistant suit with hood and SCBA.
- Level C: Chemical-resistant suit with hood and air purifying respirator.
- *Body Substance Isolation: High Efficiency Particulate Air (HEPA) filter

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mask, goggles, surgical gloves, and coveralls. This is not an OSHA PPE level. It is for use only with biological and radiological particulate materials.

Communication equipment

First responders must be able to communicate to the victims that they have been exposed to an invisible hazard and that they (the victims) need assistance while avoiding touching the victims and contaminated objects. First responders must be able to communicate authoritatively but with clear concern for the victims. Communication measures include:

- Bullhorns and loudspeakers
 - Vehicle-mounted
 - Hand-held
 - Multi-lingual translators
- Instructional signs/placards/handouts
 - Multi-lingual
 - Illustrated

Decontamination Stations

A mass casualty situation may require more than one decontamination corridor. Each corridor requires areas to:

- Wet, blot, or brush.
- Strip.
- Flush.
- Cover.
- Triage, treat, and decontaminate non-ambulatory casualties or casualties who become symptomatic while processing through the decontamination corridor.

In moderate weather, all steps can occur outdoors (see Figure 2-12-3). Extremely cold weather (see Figure 2-12-4) requires:

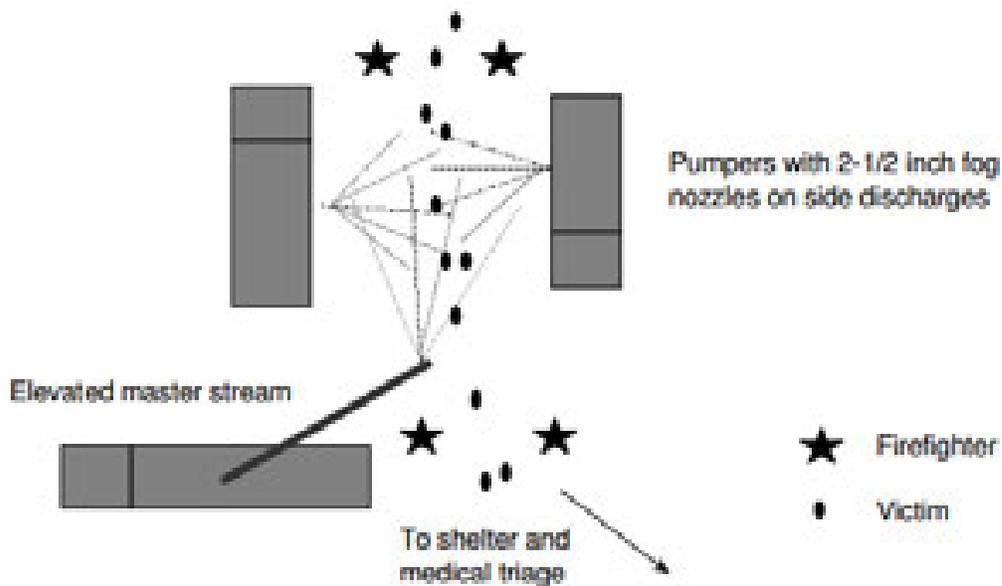
- An outdoor area to:
 - Brush
 - Remove the outer-most layer of clothing
- An indoor processing area including:
 - A pool of 5% chlorine to decontaminate footwear and hands

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- A clothing removal station
- A rinse area
- A dressing area
- A contamination monitoring station

The following illustrations show example layouts of an outside decontamination site using fire fighting apparatus and of an inside decontamination site during cold weather operations.

Emergency Mass Casualty Decontamination Corridor



Decontamination Issues

Serious issues of concern to ambulatory victims will be privacy, speed, and the safety of their families (i.e., small children, the elderly, and the handicapped). Speed and safety are interrelated. Responders must also consider crowd control, protection for personal property and responder's equipment, and maintaining the chain of custody for evidence. Law enforcement officers wearing appropriate PPE may be required on the decontamination lines to perform these tasks.

Privacy

- Restrict media access to the decontamination lines as much as possible.
- Provide covered areas for decontamination when possible.
- When possible, process men and women through separate decontamination stations.
- Separate victims who refuse to cooperate from cooperative victims.

Speed and Safety of Decontamination

- For ambulatory vs. non-ambulatory victims:
 - Use separate decontamination stations for ambulatory and non-ambulatory victims to speed decontamination of ambulatory victims.
 - Concentrate medical resources for treating symptomatic victims in the non- ambulatory line.
 - Remove symptomatic victims from immediate view to calm other victims.
- For first responders vs. victims:
 - Establish a separate decontamination corridor for first responders to facilitate their timely return to operations.
 - Ensure the first responder corridor is clearly marked "Responders Only" and out of view from the victim's decontamination corridors to preclude victims from attempting to use the first responder line and slowing operations.

Rest and Rehabilitation

- Establish rest and rehabilitation areas for responders. These areas should provide life support functions and allow responders to exchange, clean, or repair their equipment. For example, provide spare

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air bottles for exchange or arrange for a compressor to refill air bottles on the scene.

- Periodically monitor the decontamination corridors and equipment for a buildup of contamination.
 - Close contaminated lines.
 - Open new lines upwind, uphill, and upstream.
- Establish procedures to periodically replace workers on the decontamination corridors.

Cover

- For outdoor decontamination corridors, several options for overhead cover are available, including:
 - Ladder trucks with salvage covers hung from the extended base ladder section.
 - Pike poles, ground ladders, or ropes strung between fire engines and draped with salvage covers.
 - Inflatable tents.
- Local stores, hospitals, hotels, and restaurants may be able to provide post- decontamination personal cover materials. These include:
 - Blankets.
 - Sheets.
 - Tablecloths.
 - Robes.
 - Large, opaque plastic trash bags.
 - Disposable, opaque rain ponchos.
 - TYVECK or other disposable coveralls.

Contaminated Item Storage

- All removed clothing or responder equipment should be placed in large, individually identified plastic bags or drums for later decontamination, monitoring, disposal as hazardous material, or use as evidence. The owner of the clothing or equipment should receive a voucher for their belongings.
- Each individual should also receive a small "personal" bag and a voucher for personal articles such as wallets, purses, rings, watches, etc.
 - Return these items following complete decontamination and 24-hour monitoring, or
 - Notify the person of the final disposition of their property, i.e., their goods will be destroyed as hazardous material, used as evidence, etc.
- Ensure all containers are marked and responders obtain and document appropriate identification and contact information, such as the owner's

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name, home address, telephone number, etc. This ensures the individual can be contacted later for interviews, medical follow-up, or notification of the disposition of their property.

Runoff Containment

- If time and resources allow, confine the water runoff to an isolated area.
- If runoff goes into the storm drainage system, notify the Department of Environmental Conservation, Public Works, and locations downstream immediately.
- If runoff goes into the sanitary sewer system, notify the Department of Environmental Conservation and the receiving wastewater treatment facility immediately.
- If runoff goes into streams, rivers, or the sea, notify the US Coast Guard.

Section 11: Terrorism and WMD Incidents

WMD Triage and Treatment

Chemical Agents

The U.S. Army Medical Research Institute of Chemical Defense provides the following suggestions for assessing casualties from a terrorist event involving chemical agents.

To make an initial assessment of the clinical presentation, use the memory aid **SOAP**.

Subjective information such as symptoms.

Objective information such as signs.

Assessment or diagnosis.

Plan of treatment such as:

- Protection.
- General supportive therapy.
- Specific antidotal treatment.
- Decontamination.
- Evacuation.

For a more detailed assessment, use the memory aid **ASBESTOS**.

Agent(s). What are the agent type and toxicity, the estimated dose, and the potential lethality of the exposure?

State(s). What is the physical state of the agent (solid, liquid, gas, vapor, aerosol, or a combination)?

Body site(s). What were the route(s) of entry and where was the casualty exposed?

Effect(s). What is the distribution of effects, local or systemic?

Severity. Are the effects mild, moderate, or severe?

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Time Course. When did the effects begin? Are they more or less severe now? Will they get better or worse in the future?

Other Diagnoses. Is there something else that would account for these effects (differential diagnosis) and are there other effects or symptoms (additional diagnosis)?

Synergism. Are there effects from combined or multiple exposures or insults?

Section 12: Disaster Recovery

Introduction

This section covers post-incident actions such as damage assessment, post-incident review, and community healing programs.

The substance of recovery has mainly to do with how to get financial, organizational, and human resources focused on both short-term and long-term needs, based on locally defined priorities. Recovery actions typically involve:

- Analyzing post-disaster conditions and opportunities for restoring the community to pre-disaster condition or better.
- Repairing and restoring key facilities for short-term functioning of the community.
- Hazard abatement (short-term) and mitigation (long-term), including whether to rebuild in vulnerable areas.
- Housing recovery (temporary and long-term).
- Local business district recovery and temporary business resumption.
- Key economic facility recovery (e.g., ports or rail facilities).
- Maximizing available State and Federal assistance.
- Leveraging public assistance (typically limited) to most effectively maximize and attract private capital.
- Making the community attractive for investment capital needed to reconstruct buildings and restore business activities and housing.

The recovery process is defined by the way the community organizes itself to make decisions, set priorities, and work with affected subgroups of the populations and key stakeholders. The recovery process involves:

- Strategies to plan for recovery of hard-hit individual areas while allowing "normal" functions to continue in unaffected areas.
- Strategies for community participation and investment of stakeholders.
- How to reorganize the bureaucracy and policy-adoption process for recovery.
- How information is collected and analyzed.
- How to use and support existing and emergent community-based organizations and human resources.

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Guidelines for the Transition to Recovery

The following guidelines are for the orderly transition of management responsibilities to the incoming Incident Management Team as well as the release of teams. Some information will need to be in writing and some may be verbal.

Assumption of Responsibilities

The assumption of an incident by a team must be as smooth and orderly as possible. The team already in place is in charge until officially released. Release should not occur until incoming team members are briefed. The requesting agency should specify the expected time of arrival and expected time of transition by the incoming team.

The *current* Incident Commander should contact the local dispatch facility in advance and arrange for any expected support staffing needs, a location for the Borough Mayor's briefing, and transportation. The *incoming* Incident Commander should contact the Borough as soon as possible after being assigned the position.

The Borough should accomplish the following prior to the arrival of the incoming team:

- Determine Incident Command Post/Emergency Operations Center location.
- Order support equipment, supplies, and initial support organization for the incident.
- Determine transportation needs of the team and obtain vehicles.
- Schedule Borough Mayor briefing time and location.
- Obtain necessary information for the Borough Mayor briefing.
- Obtain necessary communications equipment and support for the incident.

There should be two briefings for the incoming team. The first briefing should be by the Borough Mayor at a site away from the incident. The second briefing should be by the existing Incident Commander at the Incident Command Post/Emergency Operations Center. The needed time for transition will depend upon incident complexity, expertise of the existing team, and /or other issues.

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Note: The procurement process may change as an incident moves from the emergency phase to damage assessment to recovery. Ensure that proper procurement systems are in place according to the phase of the incident.

Briefings

The briefing from the Borough Mayor should take place as soon as the incoming team is assembled. The Mayor or designated representative should provide the following information:

Section	Information to be provided to incoming IMT by Borough Mayor
General	<ul style="list-style-type: none">• Overview of situation (name and number of incident, size; size, location, and land status; name of IC; weather conditions; incident behavior thus far; current tactics, IC Post and EOC locations; other factors influencing strategy, resources, and tactics)• Status of disaster declarations (local, state, federal); inter-agency agreements in effect• Written delegation of authority to incoming IC• Information about existing or anticipated Unified Command organization• Names and skills of technical experts• Recovery priorities and political considerations• News media procedures• Desired date for transition to occur• Safety issues
Operations	<ul style="list-style-type: none">• Strategy and tactics

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Planning	<ul style="list-style-type: none"> • Local unusual incident behavior and incident history • Local plans and ordinances that may impact recovery • Legal considerations (including investigations underway) • Pre-plan or resource protection plans available • Borough and agency needs for release of resources in place • Incident Status Summary reporting requirements (ICS Form 209) and copy of current form • Status of Borough and local agency personnel; rest and rotation policies • Borough and agency rehabilitation and demobilization policies
Logistics	<ul style="list-style-type: none"> • Transport routes • Ordering procedures • Procurement unit in place or ordered • Procedures and facilities for eating and sleeping • Local medical facilities
Finance	<ul style="list-style-type: none"> • Fiscal constraints • Cost sharing arrangements • Contracting officer • Potential for claims

The current IC must brief the incoming team upon their arrival. The incoming team should not assume command until thoroughly briefed. A specific time for command change should be specified.

Section	Information to be provided to incoming IMT by current IC
General	<ul style="list-style-type: none"> • Incident map and Incident Action Plan • Time of start and point of origin of incident • Weather, weather forecast, topography, and local hazards • Incident behavior concerns

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Operations	<ul style="list-style-type: none">• Strategy and tactics• Aircraft use and availability• Hand crew operations• Debris removal• Public facilities
Planning	<ul style="list-style-type: none">• Available resources• Resources ordered• Aerial photos, usable maps, GIS products• Duplicating facilities
Logistics	<ul style="list-style-type: none">• Incident Command Post/EOC location• Shelter and Disaster Assistance Center locations• Access routes to incident, transportation resources, and traffic plan• Communication plan• Medical plan
Finance	<ul style="list-style-type: none">• Status of agreements for recovery efforts• Status of current and anticipated claims• Status of payroll functions and time reports

Section 12: Disaster Recovery

Disaster Recovery Team Responsibilities

The Borough, cities, and other jurisdictions have specific responsibilities in recovering from a disaster. The matrix listed below depicts the functional responsibilities assigned to the Borough departments and/or key personnel, cities, and other jurisdictions.

Function	Departments/Agencies
Political process management; interdepartmental coordination; policy development; decision making; and public information.	Borough Mayor's Office City Manager's Office Jurisdictional Management
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; and building and safety inspections.	Borough Planning Department City Planning Departments Jurisdictional Planning Departments
Restoration of medical facilities and associated services; continue to provide mental health services; and perform environmental reviews.	Local Health Care Providers
Debris removal; demolition; construction; management of and liaison with construction contractors; and restoration of utility services.	Borough Public Works Department. City Public Works Department Jurisdictional Public Works Depts. Utility Districts
Housing programs; assistance programs for the needy; oversight of care facility property management; and low income and special housing needs.	Alaska State Housing Authority
Public finance; budgeting; contracting; accounting and claims processing; taxation; and insurance settlements.	Borough Finance Department City Finance Department Jurisdictional Finance Depts.
Redevelopment of existing areas;	planning of new redevelopment

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projects; and financing new projects.	KPB and City Planning Departments and Commissions
Applications for disaster financial assistance; liaison with assistance providers; on-site recovery support; and disaster financial assistance project management.	Borough Office of Emergency Management Borough Finance Department City Finance Department
Advise on emergency authorities, actions, and associated liabilities; preparation of legal opinions; and preparation of new ordinances and resolutions.	State Department of Law Borough Attorney City Attorney
Government operations and communications; space acquisition; supplies and equipment; vehicles; personnel; and related support.	Borough Finance Department Jurisdictional Administration

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Damage Assessment

Damage assessment is conducted in three phases: Initial Damage Assessment, Preliminary Damage Assessment, and Damage Survey Reports Development. The initial assessment provides supporting information for the disaster declaration, and is the responsibility of the local government. The preliminary damage assessment and the damage survey reporting process are in-depth analysis of long-term effects and costs of the emergency, and are done with the combined efforts of local, state, and federal agencies.

Proper Damage Assessment Procedures

The following are things that assessment teams and officials should and should not do during the damage assessment process:

DO

- **Prepare maps detailing areas of damage.** Separate maps showing private and public damages should be prepared. This will assist Federal and State assessment teams in locating damages. It also provides local officials with the entire picture of how much, and where, the damage has occurred.
- **Maintain detailed records of labor, equipment, and supply costs from the outset of the disaster.** This will ensure that if Federal assistance is provided, all eligible costs will be considered.
- **Provide budget information.** Accurate and complete budget information is critical to making a competent decision when assessing the ability of a community to deal with and recover from a disaster. Both annual and maintenance budgets for the fiscal year should be provided.
- **Review insurance coverage.** Insurance coverage is always considered when determining the amount of assistance needed. This is particularly important if a public facility is located within a designated floodplain. Flood insurance must be carried on public facilities located in floodplains. If the facility is not covered, the amount of assistance will be reduced by the amount of coverage which could have been provided.

DON'T

- **Pad costs and inflate figures.** Padding costs and figures to make the damages appear greater than they are is the most detrimental action that can be taken. Such an action does not guarantee disaster assistance. It cannot be emphasized enough that only *actual* damage

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and reasonable costs be reported.

- **Include “deferred maintenance” items.** It must be emphasized that only disaster-related damages be reported. Chronic problems or those resulting from a lack of maintenance will not be included in any assistance received.
- **Forget to assess public damages.** The victim of a disaster is always the first consideration. But damages to roads, bridges, and public buildings and facilities may also have occurred. It is critical to receiving a Public Assistance declaration to have these assessments along with the damages to private residences and businesses.

Initial Damage Assessment

Organization and supervision of the initial damage assessment is the responsibility of the **Planning Section**, with supporting fiscal documentation from the **Finance Section**. Efficient accomplishment of this task will require major assistance from all departments and available volunteer resources. If the city and borough can document actual costs, these should be used to develop accurate cost estimates. Record keeping, especially of expenditures, should be started very early in the incident. The Finance Section will assign a charge code to which all incident-related expenditures will be assigned.

The initial damage assessment should begin as soon as possible after the impact of the emergency, and should be conducted using the following priorities:

- Priority 1 - Public safety and restoration of vital services. Each facility should be analyzed for structural integrity and safety, functional capability, and estimated cost to repair or replace.
 - EOC, Dispatch-Communications centers, fire stations.
 - Hazardous materials industries, natural gas pipelines
 - Hospitals, schools, and shelters
 - Power, telephone, and radio communications systems
 - Bridges and overpasses.
- Priority 2 – Private establishments with important community functions.
 - Major businesses
- Priority 3 - Assessment of damage to support emergency or major disaster declaration. An estimated number of private dwellings and businesses affected by the incident will be needed to support the

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request for a state or federal declaration. A cursory, "drive-by" damage assessment should be made at the same time as the more detailed survey required for Priority 1 and 2 facilities.

- Private homes, multiple family dwellings
- Businesses

Preliminary Damage Assessment

The initial damage assessment should provide the basis for subsequent assessment activities. The preliminary damage assessment builds upon that information to provide supporting documentation for state and federal disaster assistance. Assessment activities shall be directed and supervised by the Planning Section, with cost information provided by the Finance Section.

- Assign personnel to State and Federal Damage Assessment Teams. The Planning Section should arrange appointments with managers and/or owners of affected facilities in order to facilitate the process. The State/Federal teams will complete the FEMA forms. Although Kenai is not responsible for completing these forms, personnel assigned to teams should be familiar with the information gathered on them.
- Gather information using survey/damage assessment teams on foot (door-to-door surveys); in vehicles or vessels (observing damage through a slow moving car/boat); using aerial surveillance; and/or using telephone surveys if phone lines are still operable.
- Verify any information gathered second-hand or through hearsay as soon as possible.
- Provide current cost estimates (Finance Section Chief) and damage assessment information (Planning Section Chief) to the other members of the General Staff.
- Include, to the extent possible, the following information in the preliminary damage assessment:
 - A description of the disaster
 - Where the disaster struck
 - Approximate number of families affected.
 - Demographics of the affected area
 - Whether the disaster is still occurring, as well as other current conditions
 - Any conditions that could affect the ability to carry out relief operations
- Note the affected areas as precisely as possible on street maps. Create

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a master map of all affected areas that consolidates information from the street maps and shows the overall extent of the disaster.

- Provide demographic characteristics of the affected areas, including basic dwelling structure types, home ownership, and adequacy of hazard insurance.
- Acquire information of interest to other functions, such as reports of deaths and injuries, evacuated families, and widespread utility outages. Any such information should be passed to the appropriate ICS functions.

Individual/Private Damage Assessment

The following information must be gathered and compiled for individual damage assessment:

- Number of persons dead, injured, or hospitalized.
- Number of persons evacuated and number sheltered.
- Number of businesses (including apartment buildings) destroyed, or with major, minor, and affected damage.
- Number of residences (including mobile homes and apartment residences) destroyed, or with major, minor, and affected damage.
- Estimate of percentage of insurance coverage. This information may be obtained from Realtors, tax assessors, insurance companies, and lending institutions. Flood insurance information is available from the National Flood Insurance Program or local insurance agents.
- Agricultural losses. Loss of all buildings, equipment, cropland and livestock of operating farms.

Damage Survey Reports Development

The FEMA Damage Survey Reports (DSR) process is the primary responsibility of the state and federal representatives on the Damage Assessment Teams, and is the third phase of the damage assessment process. During this phase, detailed evaluations of the fiscal and social impacts of each project are developed and documented. The primary purpose of the DSR is to document the scope of work for the repair of eligible public assistance projects and establish an estimated cost for them.

A well-documented and thorough preliminary damage assessment will facilitate the DSR development process. The Borough will have the opportunity to assign a person or persons to the Damage Survey team to participate in this process.

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Logistics may arrange for office space, document reproduction services, and other services for state and federal damage assessment teams. If federal mobile homes are to be provided for use as emergency shelter, Logistics may assist in choosing sites and site preparation, consistent with local comprehensive land use plans.

Debris Removal

The clearance and disposal of debris is an essential element of the immediate recovery efforts of a community following a natural disaster. The task of clearing debris is so critical to life safety and security that it is often considered a response rather than a recovery activity. Some of the main tasks involved in debris clearance and disposal are:

- Remove debris from public rights-of-way.
- Remove debris from other public property.
- Coordinate or assist in removal of debris from private property, within the limits established by the community.
- Establish disposal sites.
- Provide input for contracted disposal, including burning.
- Deal with hazardous materials disposal requirements.
- Provide assistance in cleanup of hazardous waste spills.
- Provide for increased garbage volume and construction debris.

Rebuilding

Shortly after a disaster occurs and emergency needs have been addressed, the focus of community recovery shifts to reconstruction. However, before reconstruction can occur, damaged structures must be inspected and the owners and occupants must be notified of conditions for continued use of these structures.

Reconstruction and return to normalcy require some or all of the following:

- Inspection of homes and businesses in affected area for health and sanitation hazards, safety, and structural integrity. Coordinate inspections with utility service providers to ensure code compliance.
- Building permits (issued by the State Fire Marshall's Office, not the Borough)
- Access to damage buildings according to an established policy that may establish safety guidelines for entry to damaged buildings (who is allowed in and for how long, safety measures to be taken, legal requirements, etc.)

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Disaster Recovery Assistance for Local Citizens

Disaster Recovery Center (DRC)

The Logistics Section may need to arrange a large facility to serve as a Disaster Recovery Center (DRC), where citizens can meet with federal/state/local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. The Public Information Officer should coordinate the advertising for the DRC through the Joint Information Center (if activated). Federal, state, local, and volunteer agencies may provide or accept applications for the following services through the Disaster Recovery Center:

- Temporary housing for disaster victims whose homes are uninhabitable because of a disaster.
- Essential repairs to owner occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed because of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments and technical assistance, and federal grants for the purchase or transportation of livestock.
- Information on the availability of food stamps and eligibility requirements.
- Individual and family grants to meet disaster related expenses and other needs of those adversely affected by "major disasters" when they are unable to meet such needs through other means.
- Legal counseling to low income families and individuals.
- Tax counseling concerning various disaster- related tax benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster caused mental health problems.
- Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
- Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran's Administration if a VA insured home has been damaged.
- Other specific programs and services as appropriate to the disaster.

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Disaster Recovery Centers can be developed with the support of the American Red Cross, the Salvation Army, or other Aid organizations.

For information on helping child victims after a disaster, visit the Federal Emergency Management Agency and American Red Cross websites where publications are available.

www.fema.gov

www.redcross.org

For more information on the types of assistance available and how to apply, see the Assistance section of the Disaster Recovery Annex of the KPB Emergency Response Plan.

Vital Facilities

Within each community and service area, certain facilities have been identified as vital to the resumption of critical services and restoration of critical infrastructure within a community. These generally correlate to the Priority 1 damage assessment facilities:

- EOC, Dispatch-Communications centers, fire stations.
- Hazardous materials industries, natural gas pipelines
- Hospitals, schools, and shelters
- Power, telephone, and radio communications systems
- Bridges and overpasses.

The KPB is in the process of developing additional information about vital facilities in KPB cities and communities. As this information is developed, it may be added to this plan as an Annex or Appendix.

Section 12: Disaster Recovery

Recovery Task Force

The Recovery Task Force is established to oversee the recovery and reconstruction process and serve as an advisory committee to local government officials responsible for recovery activities. The task force will also identify mitigation opportunities, identify resources, and ensure maximum control over the recovery process.

The task force would normally begin meeting immediately following an in-depth borough-wide damage assessment. The group's responsibilities include, but are not limited to, preparing a redevelopment plan, developing procedures to carry out buildback policies, developing policies for redeveloping areas that have sustained repeated disaster damage, develop policies that promote mitigation from future damage, and develop priorities for relocating and acquiring damaged property. The Recovery Task Force may establish subcommittees to address specific recovery issues.

The Recovery Task Force should be mobilized for at least 60 days following the Borough Mayor's request to declare a disaster area. The Borough Assembly can repeal or extend the activation of the task force.

Responsibilities of The Recovery Task Force

- Review damage reports and other analysis of post-disaster circumstances, compare these circumstances with mitigation opportunities, and identify areas for post-disaster development changes.
- Initiate recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions.
- Recommend and implement an economic recovery program focusing on local community needs.
- Recommend zoning changes in damaged areas.
- Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process.
- Recommend procedural changes for nonvital regulations and development standards to reduce reconstruction time.
- Initiate recommendations for relocation and acquisition of property in damage areas.
- Initiate a property owner notification program to inform nonresident property owners of damages incurred to their property and any post-disaster requirements or restrictions imposed by local authorities.
- Evaluate damaged public facilities and formulate reconstruction,

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mitigation, or replacement recommendations.

- Participate in the preparation of a community redevelopment plan.
- Make recommendations for new ordinances, plans, codes, and/or standards to assist in recovery from future disasters.
- Identify funding sources for mitigation and recovery projects, including State and Federal assistance programs, private sector funding, and public donations.

Members of The Recovery Task Force

The Recovery Task Force should include a Disaster Recovery Coordinator, an Economic Recovery Coordinator, and a Hazard Mitigation Coordinator as well as a Chairperson.

The following members may be considered for the task force:

Borough/City Mayors	OEM representative
Local Manager or Administrator	Finance Department representative
Public Information Officer	Utilities representative
Attorney	Public Works representative
Community Services representative	Planning Department representative
School district representative	Business community representative
Human Services representative	Primary community groups
Community Development representative	Others who fill key roles in the local community
Visitor and Convention Bureau representative	

Section 12: Disaster Recovery

Planning Role of Recovery Task Force

The Recovery Task Force will meet on a continuing and regularly scheduled basis to discuss its specific roles and responsibilities in accordance with the ordinance, and relative issues associated with recovery from a major disaster emergency. This would include, but not be limited to preparing a redevelopment plan for the Borough, developing procedures to carry out the Borough's buildback policy, developing policies for redeveloping land areas that have sustained repeated damages, developing priorities for relocating and acquiring damaged property, establishing special committees and subcommittees within the task force to deal with specific issues during the disaster recovery process, establishing criteria to determine reconstruction and rebuilding priorities, developing procedures that promote the mitigation of future disaster damage through activities carried out during recovery and reconstruction, and recommending changes to the Kenai Peninsula Borough Post-Disaster Strategic Plan and Kenai Peninsula Borough Comprehensive Plan.

Responsibilities of the Recovery Task Force

The Recovery Task Force will be responsible for advising the Borough Assembly and Administration on a wide range of post-disaster recovery, reconstruction, and mitigation issues. The Recovery Task Force will have the following responsibilities:

1. To receive and review damage reports and other analyses of post-disaster circumstances and to compare these circumstances with mitigation opportunities identified prior to the disaster and to discern appropriate areas for post-disaster change and innovation. Where needed, the Recovery Task Force can review alternative mechanisms for bringing these changes about and recommend the coordination of internal and external resources for achieving these ends.
2. In addition to the responsibilities above, the Recovery Task Force will:
 - a) Initiate recommendations for the enactment, repealing or extension of emergency ordinances and resolutions for consideration.
 - b) Review the nature of damages, identify and evaluate alternate program objectives for repairs and reconstruction,

Section 12: Disaster Recovery

and formulate recommendations to guide community recovery.

- c) Formulate special committees and sub-committees as situation warrants.
- d) Recommend and implement an economic recovery program focusing on rapid recovery of the tourism industry and other related businesses.
- e) Recommend rezoning changes in areas of damage, when deemed appropriate.
- f) Set a calendar of milestones for recovery tasks.
- g) Recommend the repealing or extension of a moratorium.
- h) Recommend land areas and land use types that will receive priority in recovery.
- i) Recommend blanket reductions in non-vital zoning regulations and development standards (e.g., buffering, open space, side setbacks, etc.) to minimize the need for individual variances or compliance determinations prior to reconstruction.
- j) Recommend procedures to document actual uses, densities and intensities and compliance with regulations in effect at the time of construction, through such means as photographs, diagrams, plans, affidavits, permits, appraisals, tax records, etc.
- k) Evaluate hazards and the effectiveness of mitigation policies and recommend the amendment of policies.
- l) If necessary, recommend land areas for the redevelopment of land uses that sustained or has sustained repeated damages.
- m) Initiate recommendations for relocation and acquisition of property.
- n) Initiate a property owner notification program, basically to inform non- resident property owners of damages incurred to their property; and post- disaster conditions and requirements imposed by the Borough.
- o) Participate in Federal and State hazard mitigation planning.
- p) Initiate hazard mitigation projects or recommended programs for consideration of State or Federal funding.
- q) Evaluate damaged public facilities and formulate alternative mitigation options (i.e., repair, replace, modify or relocate).
- r) Participate in the preparation of a redevelopment plan in conjunction with other Federal, State and local emergency officials.

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- s) Review emergency actions and recommend amendments to the Kenai Peninsula Borough's: 1) Post-Disaster Ordinances; 2) Post-Disaster Strategic Plan; 3) Emergency Response Plan; 4) Emergency Operations Center's Standard Operating Procedures; and 5) the Administrative Code.
3. The Recovery Task Force will recommend the appointment of the following positions:

Incident Recovery Coordinator

Purpose:

To facilitate the coordination of disaster assistance from the Federal Government and State agencies available to the Kenai Peninsula Borough following a disaster emergency.

Duties:

Will consist of, but not be limited to, the following:

- Determine the types of assistance available to the Borough and the types of assistance most needed.
- Assist in the local coordination of Federal and State disaster recovery efforts.
- Provide local assistance to facilitate Federal and State disaster assistance programs.
- Act as facilitator in securing Federal or State disaster assistance.
- Inform the community of types of disaster assistance available.
- Other duties as directed by the Recovery Task Force or Borough Assembly.

Economic Recovery Coordinator

Purpose:

To facilitate the coordination of economic recovery with the business community following a disaster emergency.

Duties:

Will consist of, but not limited to, the following:

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- Determine the potential or actual impacts to the local economy and determine short-term and long-term strategies for consideration.
- Assist in the local coordination of Federal and State economic recovery efforts.
- Act as facilitator in disseminating accurate information to and from the business community.
- Inform the business community of types of disaster assistance available.
- Other duties as directed by the Recovery Task Force or Borough Assembly.

Hazard Mitigation Coordinator

Purpose:

To facilitate the coordination of hazard mitigation assistance from the Federal Government and State agencies available to Kenai Peninsula Borough following a disaster emergency.

Duties:

Will consist of, but not be limited to, the following:

- Determine the types of hazard mitigation assistance or funding available to the Borough and the types of assistance most needed.
 - Assist in the local coordination of Federal and State hazard mitigation efforts.
 - Provide local assistance to facilitate Federal and State hazard mitigation assistance programs.
 - Act as facilitator in securing Federal or State hazard mitigation funding for local hazard mitigation projects.
 - Other duties as directed by the Recovery Task Force or Borough Assembly.
4. The Recovery Task Force may recommend any changes in the Comprehensive Plan, development standards, zoning regulations, setback, density, open space, buffering and elevation requirements, building codes, or any other ordinances which it deems necessary or

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advisable to prevent a recurrence of damages.

5. The Recovery Task Force may also undertake a similar process for nonmitigative local objectives and opportunities. The task force may recommend for the Borough Assembly consideration, the following specific opportunities:
 - Enhancement of local recreational and open space opportunity.
 - Enhancement of public access to estuaries, rivers and beaches.
 - Enhancement and restoration of local natural ecosystems.
 - Reduction of traffic congestion, noise, and other transportation-related problems.
 - Enhancement of the long-term economic vitality of the local commercial and industrial base.

Support for Community Leadership

The community leadership relies on emergency management to coordinate recovery activities, provide information about those activities (such as status reports and issue identification), and serve as a liaison to outside jurisdictions and organizations, including State and Federal agencies. Following are some of the major ways in which emergency management supports the local leadership in recovery:

- Brief public officials on status of recovery operations and outlook for the immediate future.
- Serve as a local resource and authority on State and Federal disaster recovery assistance programs.
- Serve as liaison to outside agencies on specific issues requested by leadership.
- Hold regular briefings with agency directors to keep them informed of current activities and problems.

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Post-Incident Evaluation

Each time the Incident Management Team and Emergency Operations Center are exercised, either in a real emergency or during a planned drill, it is important that all participants take the opportunity to learn from the experience of managing an emergency incident.

A post-incident evaluation or "debrief" is a tool that can facilitate this process, by allowing incident personnel to reflect briefly on the lessons learned during an emergency response. Consider the following questions in conducting a post-incident evaluation.

- Did Incident Management Team personnel integrate effectively to respond to the incident at hand?
- Were staffing levels adequate?
- Did the EOC space function adequately?
- What were the most successful elements of the incident response?
- What were the major problems?
- What specific actions were taken to improve the effectiveness of the response?
- How did communications flow within the EOC?
- Were all personnel comfortable/familiar with their expected roles and responsibilities?
- How did IMT personnel integrate with other agencies/organizations?
- Was the information in this plan useful in guiding the response? How might you revise the plan based on this experience?
- Was there adequate resource information/telephone numbers in the plan?
- Did external notifications occur quickly and effectively?
- Was the alert/siren system effective?
- Did evacuation occur smoothly?
- Was the shelter facility adequate?
- What were the major "lessons" learned?
- What would you do differently next time?
- What would you do the same?

Keep records of the post-incident evaluations developed and insert copies

Section 12: Disaster Recovery

into this plan to jog memories during future incidents or drills.

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Community Healing Programs

Promoting Community Healing

In the initial days of the disaster, community officials may be so absorbed with responding to the initial emergency that less tangible needs of the community may be neglected at first. However, community members may suffer from a number of disaster-related stresses, including the following:

- Emotional distress
- Financial loss
- Childcare issues
- Family relationship strain
- Physical health concerns

Community outreach programs are an important component of any disaster response and recovery effort. These programs should include activities that help residents understand the nature and kinds of stress reactions they are experiencing and provide information and resources to assist them in coping with the effects of the disaster.

This section provides short descriptions of a few community outreach techniques and programs that can be implemented following a community disaster event. This section also identifies additional resources available through regional, state, and national organizations to promote community outreach, awareness and healing.

Suggested Community Outreach/Healing Programs

In the wake of a disaster emergency, community leaders should bring residents together to address and respond to problems on a broader-based community level. It is helpful to use organizations that are already in place – such as churches, trade/professional groups, Moose/Elks/Eagles, Girl/Boy scouts, Tribal or Native organizations, Parent/Teacher groups, etc. Also, special outreach programs can be implemented to reach out to the community as a whole.

Community outreach activities may include the following:

- In-service training for local professionals
- Distribution of community education materials

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- Peer Listener programs
- Talking circles

A comprehensive program of materials and guidance to aid community healing are available FREE OF CHARGE through the Prince William Sound Regional Citizens' Advisory Council, as part of their "Coping with Technological Disasters" series.

Call PWSRCAC at 907-277-7222 to learn where to find this program.

Community Education Materials

Community education information can be distributed through printed leaflets, community service announcements on local broadcast media, or print ads in local newspapers.

Community education materials may be general in nature, discussing disaster recovery and response issues, or may focus on specific problems such as depression, anxiety, domestic violence, or substance abuse.

Consider the following in developing and distributing community education materials:

- Determine the specific needs of your community and focus on them.
- Select a time for broadcast announcements when your target audience will most likely be reached.
- Run newspaper ads or articles at regular intervals.
- Place educational leaflets in areas of greatest community interest (community centers, mental health facilities, clinics, other meeting places).
- Distribute leaflets at major public events like festivals, fairs, etc.
- Consider bulk mailing through the post office or door-to-door distribution.

In-service Training for Community Professionals

Local community professionals such as schoolteachers, law enforcement personnel, and religious/spiritual leaders can take an active role in promoting community healing following a disaster emergency. Because these individuals are in constant contact with members of the community, they should be trained to recognize, counsel, and refer individuals with special needs following a disaster.

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In-service training programs provide resources and instruction to guide professionals in promoting the community healing process. The following are suggestions for organizing and administering in-service programs:

- Select a qualified mental health professional to deliver the in-service training.
- Deliver in-service training programs in a manner that makes it easy for local professionals to attend and participate.

Peer Listener Programs

A peer listener-training program can train local residents to provide help to disaster- impacted communities and individuals. The peer listener acts as a friend, advisor and referral agent for individuals that may not desire to seek professional services or may not know that help is available.

Community leaders who are considering using peer listener training to facilitate community healing should consider the following:

- Peer listener training should be provided by qualified mental health professionals.
- Peer listeners should be volunteers from within a community who are highly trusted, dependable, and discreet. They should represent all cultural, ethnic and age groups.
- Peer listener training usually takes about 2 days.
- Community leaders should follow up with peer listeners to ensure all community needs are being met.

“Talking Circle” Outreach Activity

The talking circle is a traditional Native American activity that involves engaging a group of participants in a dialogue where all participants are considered and treated as equals. In many locations, generations of tribal members have used talking circles in leadership discussions and storytelling. The circle allows each participant to see the others' faces and speak in turn as a stick or feather is passed from hand to hand.

A talking circle can be a powerful tool in initiating community healing following a disaster emergency. The following steps are suggested for organizing a talking circle.

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- Identify and contact community leaders to organize each talking circle. These individuals should have strong ties to various segments of the population (age, occupation, and other subgroups) to ensure maximum outreach.
- Identify spiritual leaders to participate in the talking circles. Encourage them to bring traditional ceremonial items to the talking circles.
- Advertise the time and location for talking circles throughout the community. Schedule the talking circles for different times of day and at locations such as community halls, schools, and senior centers to reach out to all members of the community.

Appendix A: Forms

Index of Forms

This section contains forms that are referenced throughout the plan and are reprinted here to make them easy to access, remove, reproduce, and fill out. Blank pages are included in anticipation of double-sided reproduction. The following forms are included in this section, categorized by purpose. Note that ICS forms are listed separately at the end of this index.

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ICS 221 – Demobilization Checkout	
ICS 308 – Resource Order Form	
Alternate Resource Order Form (simpler than ICS 308)	

Warning Message Log Example

1. Date _____ Time _____ Warning # _____

2. Situation:

Describe emergency incident. Include description of threat to life ~ safety, and specific geographic boundaries affected and covered by this warning.

3. **Content of Warning:** (Include exact wording of warning given.)

4. Method of Warning:

- Alert/Warning Sirens
- EAS
- AEN
- Cable Alert
- Mobile Public Address
- Door to Door Contact

Signature of authorizing official _____

5. **Warning Terminated:** Date _____ Time _____

Signature of terminating official _____

Ensure that all methods of alert and warning have been notified to terminate activities, including local media.

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES.

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Sample Evacuation Order

An emergency condition exists in the _____ (give location and/or areas impacted).

The IC and/or Emergency Management Coordinator has determined that there is the need to evacuate portions of the Kenai Peninsula Borough. Such evacuation is needed to ensure the safety of the public.

Therefore:

The Incident Commander and/or Emergency Management Coordinator is requesting the immediate evacuation of (list areas):

The Incident Commander and /or Emergency Management Coordinator requests that those needing special assistance call _____. This number has been established to respond to evacuation assistance requests only.

The Incident Commander and/or Emergency Management Coordinator is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____ (time) AM/PM.

Information and instructions from the Incident Management Team will be transmitted by radio from _____ (list radio stations that will be broadcasting info). Public information will also be available from American Red Cross representatives at facilities now being opened to the public for emergency housing.

The Incident Management Team will advise the public of the lifting of this order when public safety is assured.

Signed _____ Date _____

Emergency Management Coordinator

Signed _____ Date _____

Incident Commander

Signed _____ Date _____

Law Enforcement (Officer In Charge)

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Sample Local Government Disaster Declaration Without Request for State Assistance

WHEREAS, commencing on _____ (date), the Kenai Peninsula Borough community of _____, Alaska sustained severe losses and threats to life and property from

(describe the event or situation); and,

WHEREAS, the community of _____ is a political subdivision within the Kenai Peninsula Borough and the State of Alaska; and,

WHEREAS, the following conditions exist as a result of the disaster emergency

(describe the event and the impacts to community, damages, etc.); and,

WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,

THEREFORE, be it resolved that the _____ (mayor or designee) does declare a Disaster Emergency per AS 26.23.140 to exist in the Kenai Peninsula Borough community of _____.

SIGNED this _____ day of _____ 20_____

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Sample Local Government Disaster Declaration with Request For Borough Assistance

WHEREAS, commencing on _____ (date), the the Kenai Peninsula Borough community of _____, Alaska sustained severe losses and threats to life and property from

(describe the event or situation); and,

WHEREAS, the community of _____ is a political subdivision within the Kenai Peninsula Borough and the State of Alaska; and,

WHEREAS, the following conditions exist as a result of the disaster emergency

(describe the event and the impacts to community, damages, etc.); and,

WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,

THEREFORE, be it resolved that the _____ (mayor or designee) of the Kenai Peninsula Borough does declare a Disaster Emergency per AS 26.23.140 to exist in the community of _____.

SIGNED this _____ day of _____ 20_____

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Sample Local Government Disaster Declaration with Request for State Assistance

WHEREAS, commencing on _____ (date), the the Kenai Peninsula Borough community of _____, Alaska sustained severe losses and threats to life and property from

(describe the event or situation); and,

WHEREAS, the community of _____ is a political subdivision within the Kenai Peninsula Borough and the State of Alaska; and,

WHEREAS, the following conditions exist as a result of the disaster emergency

(describe the event and the impacts to community, damages, etc.); and,

WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,

THEREFORE, be it resolved that the _____ (mayor or designee) of the Kenai Peninsula Borough does declare a Disaster Emergency per AS 26.23.140 to exist in the community of _____.

FURTHERMORE, it is requested that the Governor declare a Disaster Emergency to exist as described in AS 26.23 and provide State assistance to the Kenai Peninsula Borough and/or the community of _____ in its response and recovery from this event.

(Disaster Declaration Continued)

FURTHER, the undersigned certifies that the Kenai Peninsula Borough has or will expend local resources in the amount of _____
(insert \$USD amount), as a result of this disaster for which no State or Federal reimbursement will be requested.

SIGNED this _____ day of _____ 20 _____

State of Alaska Situation Report

(Incident Name)

Incident #	Date/Time:	Prepared By:
------------	------------	--------------

1. JURISDICTION NAME:

2. CASUALTY STATUS:

Confirmed Dead:

Missing:

Injured:

Estimated Sheltered Population:

3. GENERAL SITUATION:

4. ROAD CLOSURES:

5. CURRENT SHELTERING/EVACUATION STATUS:

Total Shelters Open:

Total Registered at Shelter:

Total Persons Sheltered Last Night:

State of Alaska Situation Report (continued)

6. CURRENT PRIORITY NEEDS:

7. FUTURE OUTLOOK/PLANNED ACTIONS:

8. WEATHER:

9. OTHER COMMENTS:

10. STATE EMERGENCY COORDINATION CENTER OPERATIONS:

Hours of Operation:

Phone Contacts:

Incident Commander's Delegation of Authority

Pursuant to the Kenai Peninsula Borough's (KPB) Declaration of a Local Disaster Emergency, the KPB Emergency Operations Plan has been activated.

I hereby authorize _____ to act as Incident Commander for response and recovery operations under the KPB Emergency Operations Plan.

I hereby delegate the Incident Commander all authority to provide response and recovery operations to the declared disaster emergency under the KPB Emergency Operations Plan and to act on behalf of and with the authority of the Kenai Peninsula Borough in carrying out those operations within the geographic boundaries of the declared disaster emergency.

This delegation continues for a period of ten days or until earlier modified or terminated by the Emergency Management Coordinator or the Kenai Peninsula Borough Mayor.

DATE: _____
_____ Kenai Peninsula Borough Mayor

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Cruise Ship Incident Evaluation Form

Basic Emergency Information

Time incident occurred:

Person or organization providing initial notification

Call-back or contact information

Vessel/facility name:

Type of vessel incident:

___ fire; ___ explosion; ___ collision; ___ grounding; ___
oil/chemical spill; ___ hijacking or hostage-taking or other
terrorist-related incident

If cruise ship, how many passengers and crew on board?

If Alaska Marine Highway vessel, how many passengers
and crew on board? _____

Number of vehicles on car deck _____, known

hazmat on board

Cruise Ship Incident Evaluation Form

--	-------

Location

	Latitude _____ N, Longitude _____ W and/or Landmark location:
--	--

	Is the vessel anchored or moored or underway? _____
--	--

Yes/No	Is the incident location within CBJ's jurisdiction? or
--------	--

Yes/No	Is the vessel expected to enter CBJ jurisdiction? ETA:
--------	---

Notifications and Initial Response

Yes/No	Has the Coast Guard been notified?
--------	------------------------------------

Yes/No	Has the State of Alaska been notified? [Business hours call ADEC at 465-5340; Alaska State Trooper's 24-hour dispatcher 1-800-478-9300 (after hours for oil spills) or 1-907-428-7200 (regular State Trooper dispatch)]
--------	---

	<p>What resources have responded to the emergency?</p> <p>SAR vessels</p> <p>_____ ETA</p> <p>_____ ETA</p> <p>_____ ETA</p> <p>_____</p> <p>Tug or assist vessel _____ ETA</p> <p>_____</p>
--	--

Cruise Ship Incident Evaluation Form

On scene weather conditions

Weather on scene at _____ (time) from (check below):
 _____ http://pajk.arh.noaa.gov/index_marine.php
 _____ <http://pajk.arh.noaa.gov/>
 _____ <http://home.gci.net/~westjuneau/weather/current.htm>
 (unofficial but complete information)

Winds _____ knots from (check the appropriate point on the compass quadrant)



Sea conditions: Wave height _____ ft

Circle all that apply: rain
 fog
 snow
 sleet/freezing rain
 clear

Sea temp _____ F; Air temp _____ F

Next high tide: _____ ft at _____ am/pm

Next low tide: _____ ft at _____ am/pm

Persons in Distress

Yes/No

Are there fatalities/injuries? _____ / _____

Yes/No

Are any of the crew or passengers unaccounted for?

Cruise Ship Incident Evaluation Form

Yes/No	<p>Have personnel abandoned ship?</p> <p>Is anyone in the water?</p> <p>How many?</p> <p>Any special medical needs or concerns?</p> <p>Are SAR units en route?</p>
	<p>Number injured personnel, their location and special needs:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
	<p>Number of non-injured personnel and where mustered or gathered.</p> <p>_____</p> <p>_____</p>

Environmental Threats

Yes/No	<p>Is the vessel spilling oil? What type of oil?</p> <p>What is type and quantity of oil carried on board?</p>
--------	---

The vessel operator's intentions

- Stay on board, fight the fire or otherwise deal with casualty?
 - Abandon ship? (Note: normally not a planned event)
 - Will passengers and non-essential crew be evacuated?
 - Anchor? Moor? Where?
- _____
- _____

Assistance Needed from KPB

Yes/No	<p>What assistance is the vessel likely to need from the KPB? Circle all possibilities:</p> <ul style="list-style-type: none"> • Transportation of evacuees. • Shelter for evacuees • Medical support • Firefighting support (see next block)
--------	---

Cruise Ship Incident Evaluation Form

Yes/No	Firefighting Assistance <ul style="list-style-type: none">• Does the vessel need air bottles? (What type?)• Does the vessel need firefighting water?<ul style="list-style-type: none">➢ For internal compartments?➢ For superstructure or to cool hull?• Does the vessel need foam?• Does the vessel need to recharge its carbon dioxide extinguishing system?• Communications and field command post support?
--------	--

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NIMS ICS Forms

IC set of selected, commonly used ICS Forms is included in this plan, with the intention that they be removed, reproduced, and used as needed to support city emergency response operations. ICS forms are readily available for free download from a number of websites.

***FEMA NIMS-ICS forms are available at**

http://training.fema.gov/EMIWeb/IS/ICSResource/ICSResCntr_Forms.htm

***Fires Service ICS forms are available at**

http://www.nimsonline.com/download_center/index.htm#forms

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Appendix B: Sensitive Information

Sensitive Information

This appendix is reserved for information that may not be appropriate for public distribution. Access to such information will be controlled by the KPB Office of Emergency Management.

Appendix B: Sensitive Information

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Appendix C: Telephone Directory

Fire & EMS		
Department	Phone (907- unless otherwise indicated)	Fax (907- unless otherwise indicated)
Anchor Point Fire & EMS	235-3700	235-2633
Bear Creek Volunteer Fire Dept.	224-3345	224-3344
Central Emergency Services	262-4792	262-5770
Cooper Landing Emergency Services	595-1800	
Homer Volunteer Fire Dept.	235-3155	235-3517
Hope Sunrise Fire & EMS	782-3436	
Kachemak Emergency Service Area	235-9811	235-8034
Kenai Fire Dept.	283-7666	283-8171
Lowell Point Volunteer Fire Dept.	224-6050	
Moose Pass Fire & EMS	288-3666	
Nanwalek Volunteer Fire Dept.	281-2274	
Nikiski Fire Service Area	283-4202	283-8404
Ninilchik Emergency Services	567-3342	567-3362
Port Graham Volunteer Fire Dept.	284-2227	284-2222
Seldovia Volunteer Fire Dept.	234-7812	234-7430
Seward Volunteer Fire Dept.	224-3445	224-8633

State Agencies		
Department	Phone (907- unless otherwise indicated)	Alternate Phone (907- unless otherwise indicated)
ADEC	274-2533	
ADEC - Central Alaska Response Team	269-3063	800-478-9300
ADHS&EM	428-7000	800-478-2337
ADNR (Forestry)	262-4124	
ADOTPF	262-2199	
Alaska Fire Service Training	269-5789	269-5491
Alaska State Troopers (Soldotna)	262-4453	
SEOC (State Emergency Operations Center)	428-7100	800-478-2337

Appendix C: Telephone Directory

Federal Agencies		
Department	Phone (907- unless otherwise indicated)	Alternate Phone (907- unless otherwise indicated)
Alaska Tsunami Warning Center (ATWC)	745-4214	
Army Corps of Engineers	753-2520	
Army National Guard (Kenai)	283-7885	
Centers for Disease Control	770-488-7100	
DOT Hazardous Materials Office	248-2408	271-5963
FAA & NTSB Anchorage	271-5936	271-5939
FBI - Alaska 24-hr Terrorism Hotline	276-4441	
FBI Bomb Data Center	202-324-2696	
FEMA National Fire Academy	800-238-3358 ext. 1035	301-447-1035
FEMA Rapid Response Information System (RRIS): Biological/Chemical	800-424-8802	
FEMA Rapid Response Information System (RRIS): Radiological	202-586-8100	
FEMA Region X (Seattle)	206-487-4600	
FEMA Washington D.C.	202-898-6100	800-395-6042
National Association for Search and Rescue	703-222-6277	
National Response Center (spill response)	800-424-8802	
National Terrorism Hotline (NTH)	800-424-8802	
National Weather Service	800-472-0391	
NOAA Office of Restoration and Response	206-526-6317	
Ready America (DHS)	800-BE-READY	
US Army 103rd Civil Support Team	428-6624	

Other Organizations		
Organization	Phone (907- unless otherwise indicated)	Alternate Phone (907- unless otherwise indicated)
Alaska Chadux (spill response)	348-2365	888-831-3438
Alyeska SERVS (spill response)	834-6620	
American Red Cross (Kenai)	283-4556	
CHEMTREC	800-262-8200	
CISPRI (spill response)	776-5129	
Prince William Sound Regional Citizen's Advisory Council	277-7222	

Appendix C: Telephone Directory

City of Homer

Local Agency/Department Contact Information		
Agency/Office Name and Address	Phone Fax (907- unless otherwise indicated)	E-mail Website
Airport 2336 Kachemak Dr. Homer, AK 99603	235-8121 ext. 2222 235-3148	terminalmanager@cityofhomer-ak.gov www.cityofhomer-ak.gov/airport
City Clerk 491 E. Pioneer Ave. Homer, AK 99603	235-3130 235-3143	clerk@cityofhomer-ak.gov www.cityofhomer-ak.gov/cityclerk
City Manager 491 E. Pioneer Ave. Homer, AK 99603	235-8121 ext. 2222 235-3148	citymanager@cityofhomer-ak.gov www.cityofhomer-ak.gov/citymanager/city-managers-office
Parks & Recreation 3575 Heath St. Homer, AK 99603	235-6090 235-8933	communityrecreation@cityofhomer-ak.gov www.cityofhomer-ak.gov/recreation/recreation-department-contact-information
Police Dept. 4060 Heath St. Homer AK 99603	235-3150 235-3151	police@cityofhomer-ak.gov www.cityofhomer-ak.gov/police
Port & Harbor 4311 Freight Dock Rd. Homer, AK 99603	235-3160 235-3152	port@cityofhomer-ak.gov www.cityofhomer-ak.gov/port
Public Works 3575 Heath St. Homer, AK 99603	235-3170 235-3145	publicworks@cityofhomer-ak.gov www.cityofhomer-ak.gov/publicworks
Volunteer Fire Dept. 604 E. Pioneer Ave. Homer, AK 99603	235-3155 235-3157	fire@cityofhomer-ak.gov www.cityofhomer-ak.gov/fire

Appendix C: Telephone Directory

City of Kenai

Local Agency/Department Contact Information		
Agency/Office Name and Address	Phone Fax (907- unless otherwise indicated)	E-mail website
Airport 305 N. Willow, Suite 200 Kenai, AK 99611	283-7951 283-3737	mbondurant@kenai.city www.ci.kenai.ak.us/visiting/airport
City Clerk 210 Fidalgo Ave. Kenai, AK 99611	283-8231 283-5068	smodigh@kenai.city www.ci.kenai.ak.us/government/departments/cityclerk
City Manager 210 Fidalgo Ave. Kenai, AK 99611	283-8223 283-3014	rkoch@kenai.city www.ci.kenai.ak.us/government/citymanager
Fire Dept. 105 S. Willow St. Kenai, AK 99611	283-7666 283-8171	jtucker@kenai.city www.ci.kenai.ak.us/government/departments/fire
Parks & Recreation 410 N. Willow St. Kenai, AK 99611	283-3692 283-3693	bfrates@kenai.city www.ci.kenai.ak.us/Array_1258
Police Dept. 107 S. Willow St. Kenai, AK 99611	283-7879 283-2267	gsandahl@kenai.city www.ci.kenai.ak.us/government/departments/police
Public Works 210 Fidalgo Ave. Kenai, AK 99611	283-8240 283-3014	swedemeyer@kenai.city www.ci.kenai.ak.us/government/departments/publicworks

Appendix C: Telephone Directory

City of Seldovia

Local Agency/Department Contact Information		
Agency/Office Name and Address	Phone Fax (907- unless otherwise indicated)	E-mail website
City Clerk 148 Dock St. Seldovia, AK 99663	234-7643 234-7430	cityclerk@cityofseldovia.com www.cityofseldovia.com/Administrationfinal.html
City Manager 148 Dock St. Seldovia, AK 99663	234-7643 234-7430	citymanager@cityofseldovia.com www.cityofseldovia.com/Administrationfinal.html
Fire & EMS 148 Dock St. Seldovia, AK 99663	234-7812 234-7430	deputyclerk@cityofseldovia.com www.cityofseldovia.com/Administrationfinal.html
Harbormaster 148 Dock St. Seldovia, AK 99663	234-7886 234-7430	harbormaster@cityofseldovia.com www.cityofseldovia.com/Administrationfinal.html
Police Department 148 Dock St. Seldovia, AK 99663	234-7640 234-7430	hhenning@cityofseldovia.com www.cityofseldovia.com/Administrationfinal.html

Appendix C: Telephone Directory

City of Seward

Local Agency/Department Contact Information		
Agency/Office Name and Address	Phone Fax (907- unless otherwise indicated)	E-mail website
City Clerk 410 Adams St. Seward, AK 99664	224-4046 224-4038	clerk@cityofseward.net www.cityofseward.us/index.aspx?nid=157
City Manager 410 Adams St. Seward, AK 99664	224-4047 224-4038	jhunt@cityofseward.net www.cityofseward.us/index.aspx?nid=125
Harbor 1300 4th Ave. Seward, AK 99664	224-4077 224-7187	harbormaster@cityofseward.net www.cityofseward.us/index.aspx?nid=860
Parks & Recreation 519 Fourth Ave. Seward, AK 99664	224-4011 224.2468	ksturdy@cityofseward.net www.cityofseward.us/index.aspx?nid=253
Police Dept. 410 Adams St. Seward, AK 99664	224-3338 224-8480	tclemons@cityofseward.net www.cityofseward.us/index.aspx?nid=187
Public Works Dept. 434 6th Ave. Seward, AK 99664	224-4005	wcasey@cityofseward.net www.cityofseward.us/index.aspx?nid=180
Volunteer Fire Dept. 316 4th Ave. Seward, AK 99664	224-3445 224-8633	eathey@cityofseward.net www.cityofseward.us/index.aspx?nid=196

Appendix C: Telephone Directory

City of Soldotna

Local Agency/Department Contact Information		
Agency/Office Name and Address	Phone Fax (907- unless otherwise indicated)	E-mail website
Airport 606 Funny River Rd. Soldotna, AK 99669	262-4672 866-596-0273	kkornelis@ci.soldotna.ak.us soldotna.org/departments/airport
City Clerk 177 N. Birch St. Soldotna, AK 99669	262-9107 262-4389	ssaner@ci.soldotna.ak.us soldotna.org/departments/city-clerk
City Manager 177 N. Birch St. Soldotna, AK 99669	262-9107 262-4389	mdixson@soldotna.org soldotna.org/departments/city-manager-administration
Parks & Recreation 538 Arena Dr. Soldotna, AK 99669	262-3151 866-596-2997	acarmichael@ci.soldotna.ak.us soldotna.org/departments/parks-and-recreation
Police Department 44510 Sterling Hwy. Soldotna, AK 99669	262-4455 262-4421	pmlynarik@soldotna.org soldotna.org/departments/police
Public Works 177 N. Birch St. Soldotna, AK 99669	262-9107 262-1245	kkornelis@ci.soldotna.ak.us soldotna.org/departments/public-works

Appendix C: Telephone Directory

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Appendix E: Community Information

Community Profiles

The State of Alaska maintains a Community Information Database with information about all Alaska Communities. The database is available online at <https://www.commerce.alaska.gov/dcra/DCRAExternal/community/>

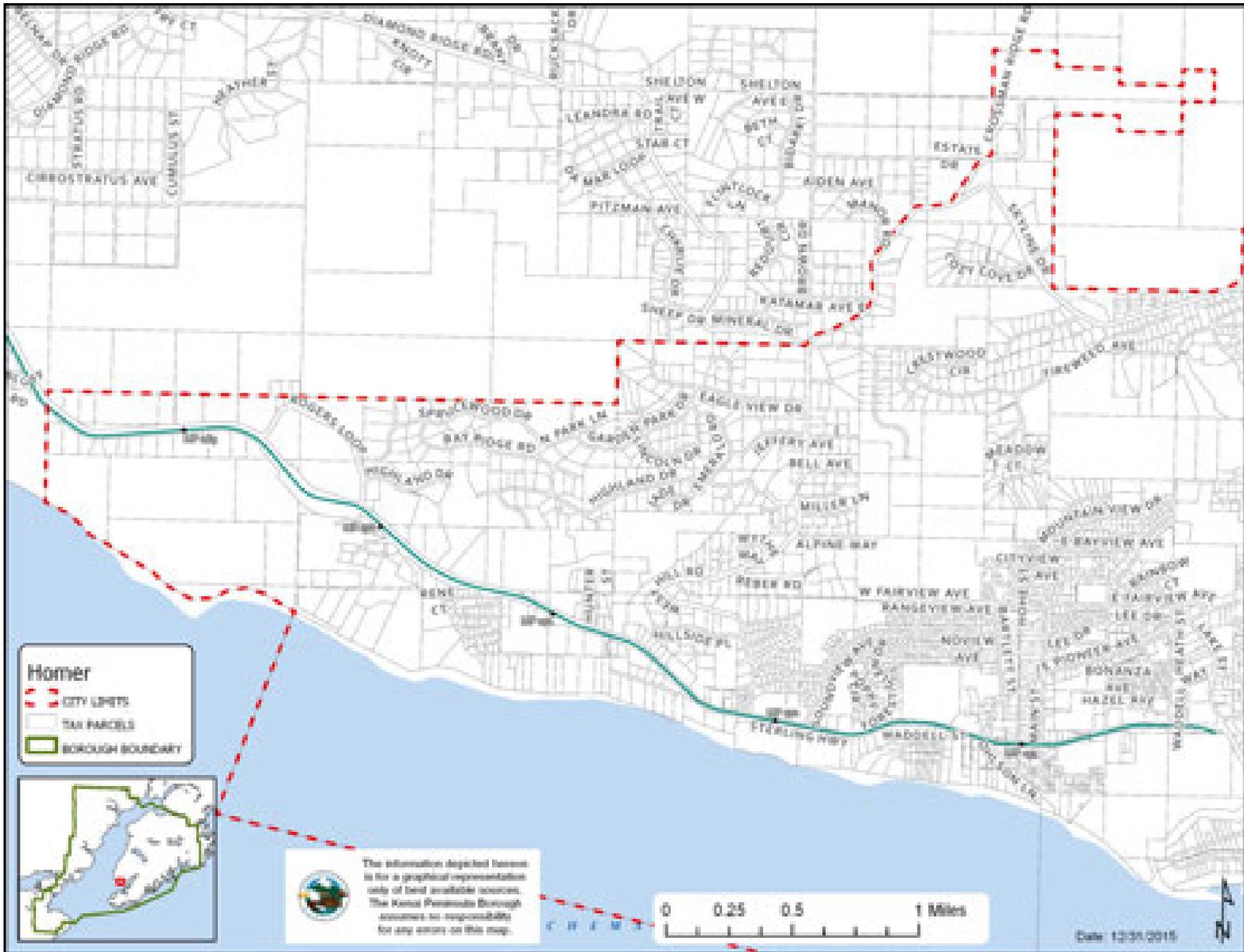
Maps

This section contains maps of KPB cities and communities. Larger-sized or higher resolution versions may be obtained from the KPB GIS department.

Appendix E: Community Information



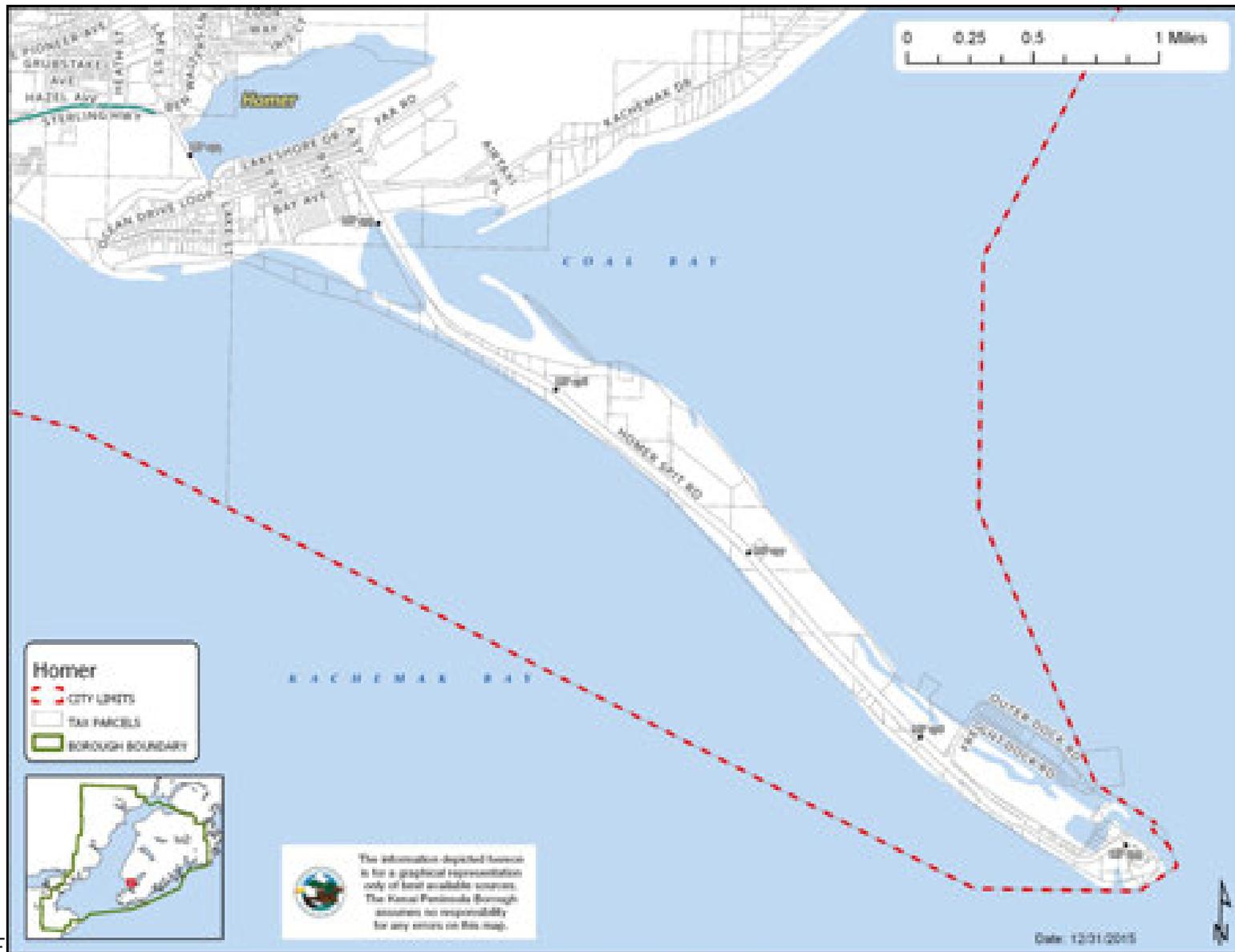
Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

Appendix E: Community Information



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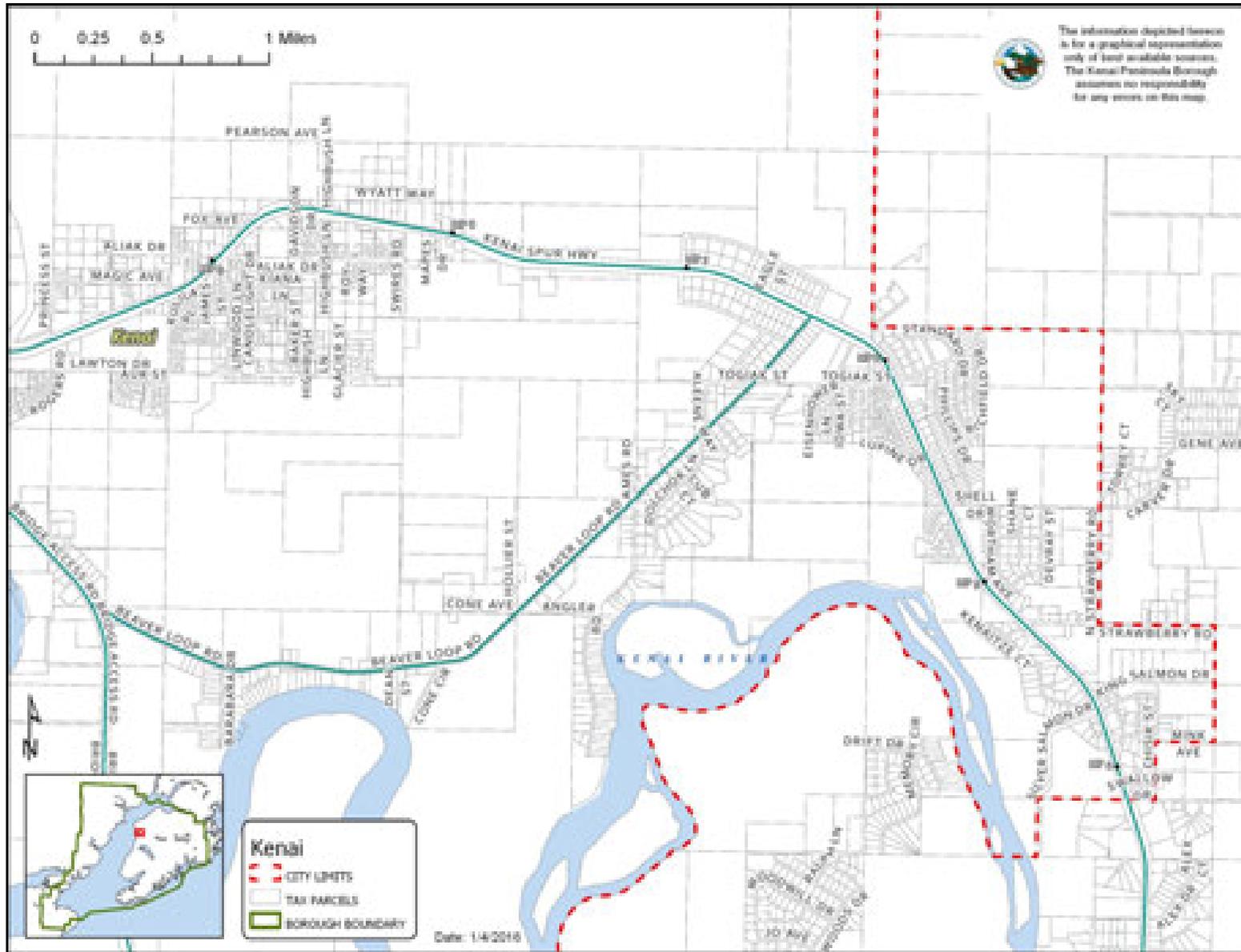
Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

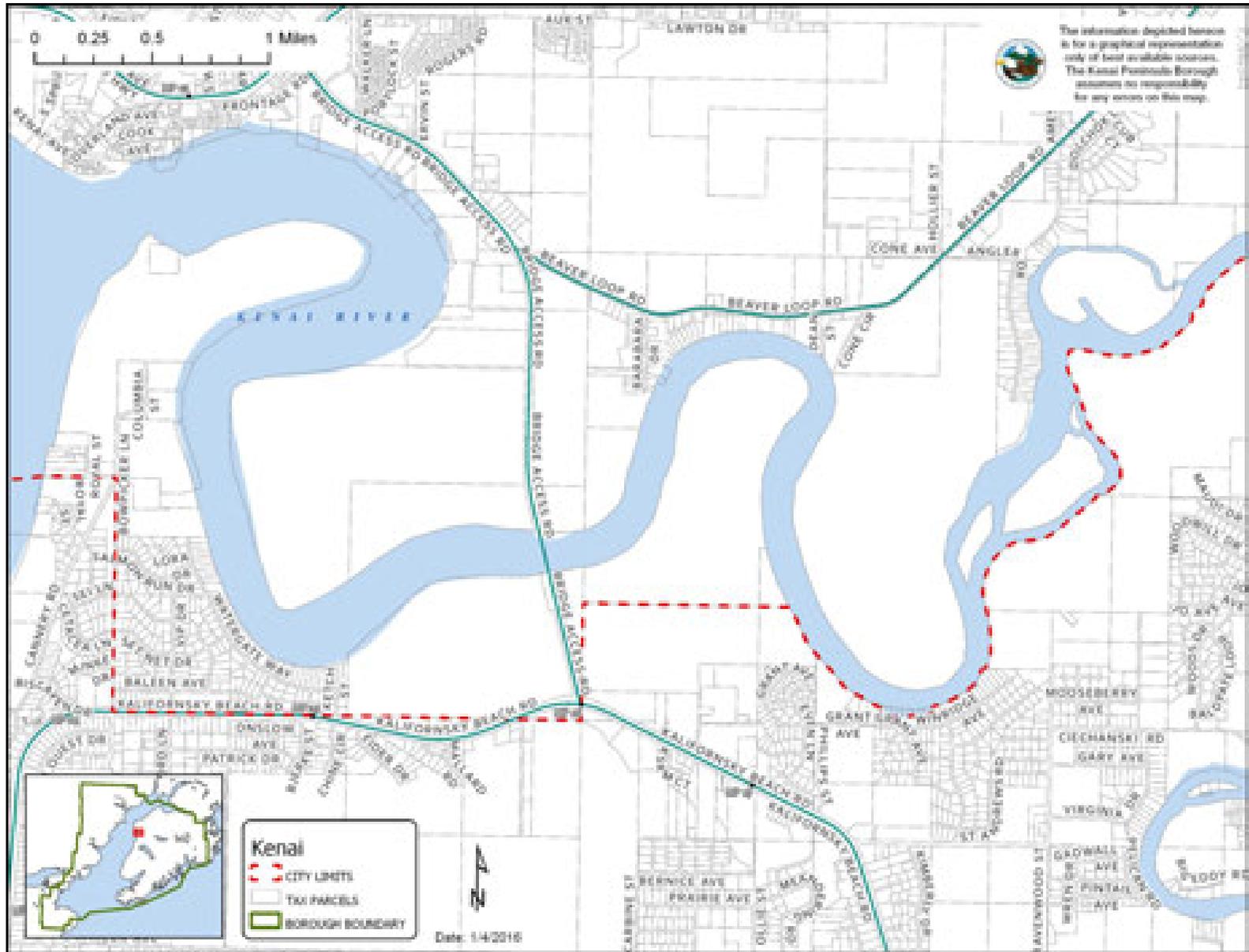
Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

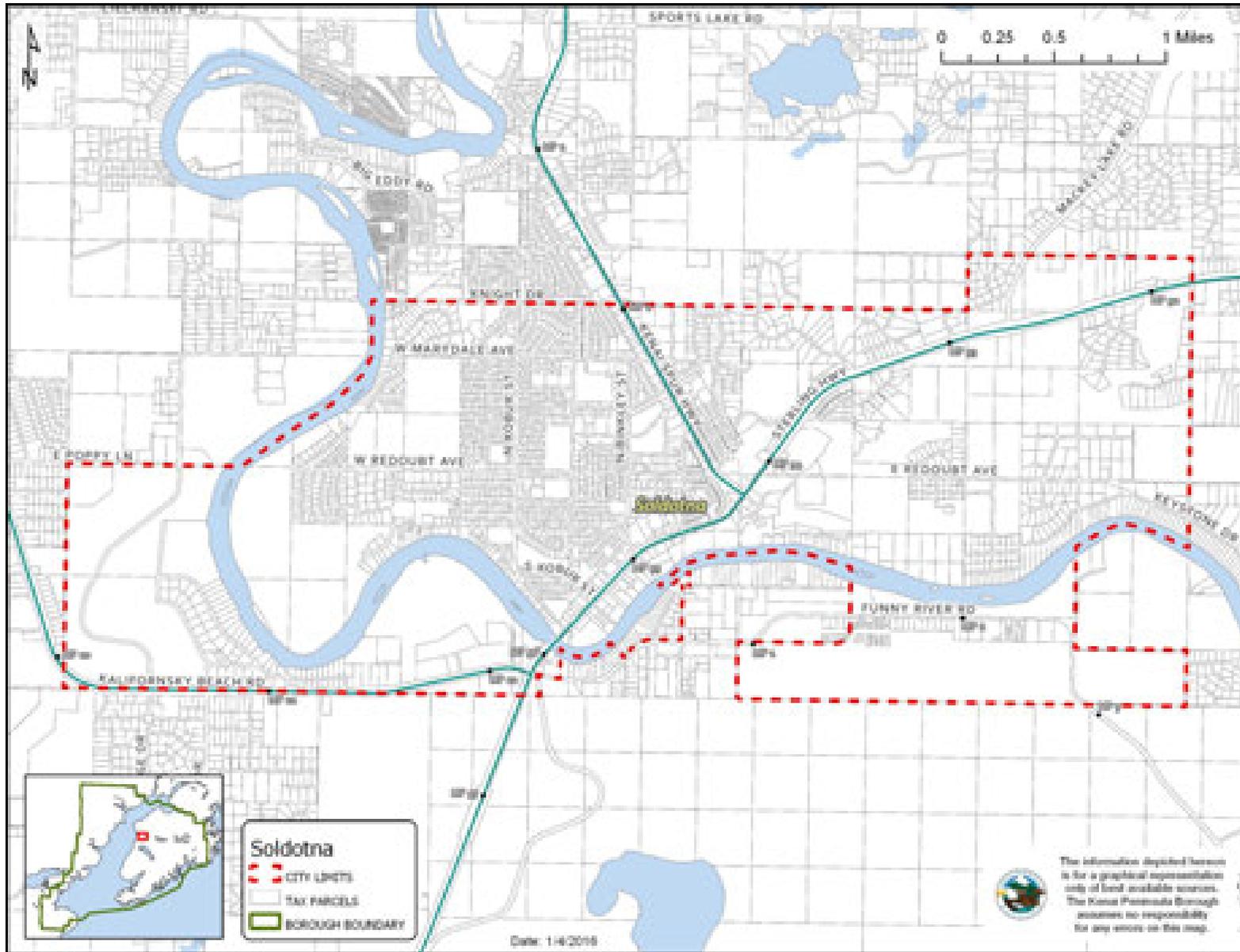
Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

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Kenai Peninsula Borough Emergency Operations Plan

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Appendix E: Community Information



Appendix E: Community Information



Kenai Peninsula Borough Emergency Operations Plan

October 2015

Appendix E: Community Information

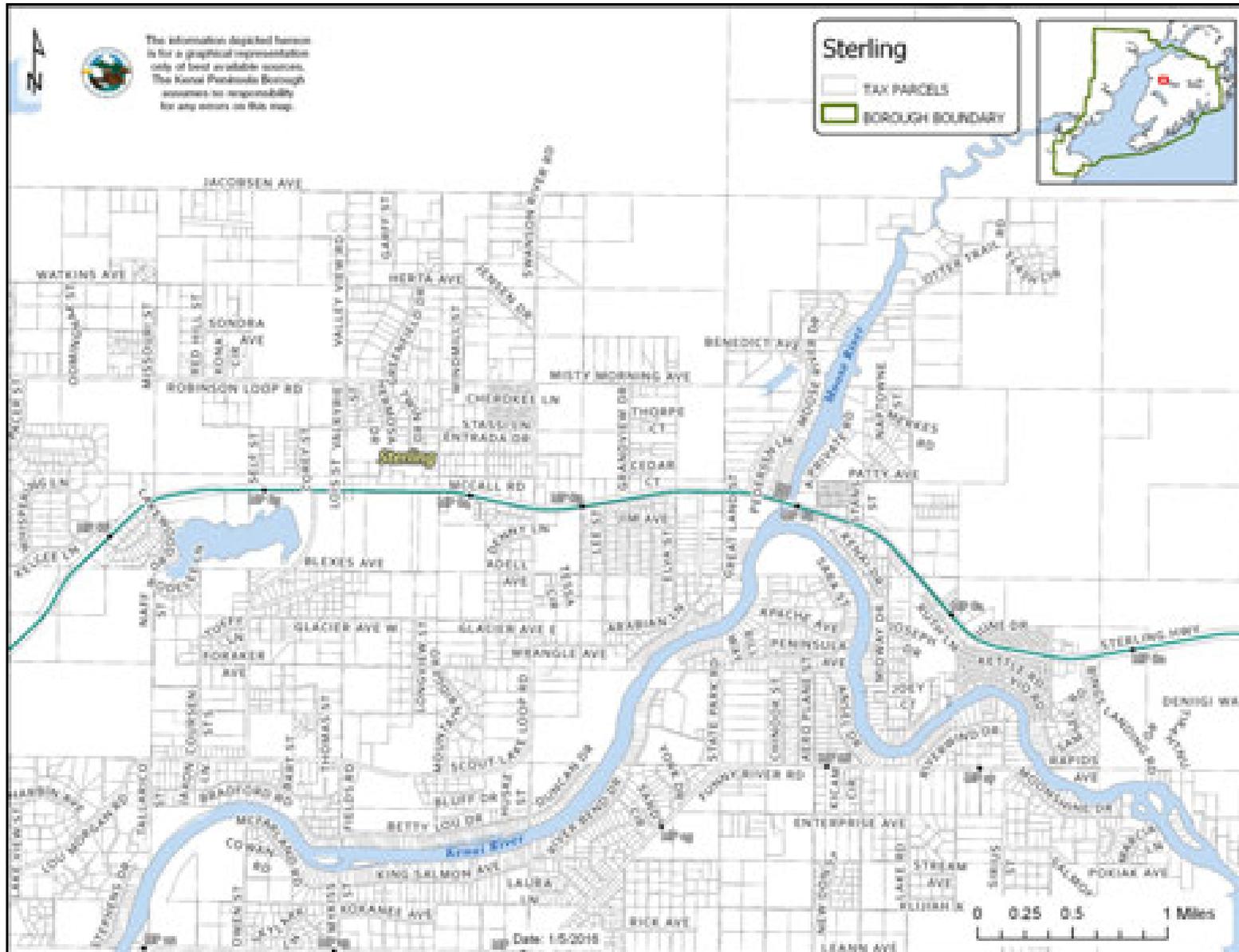
Appendix E: Community Information



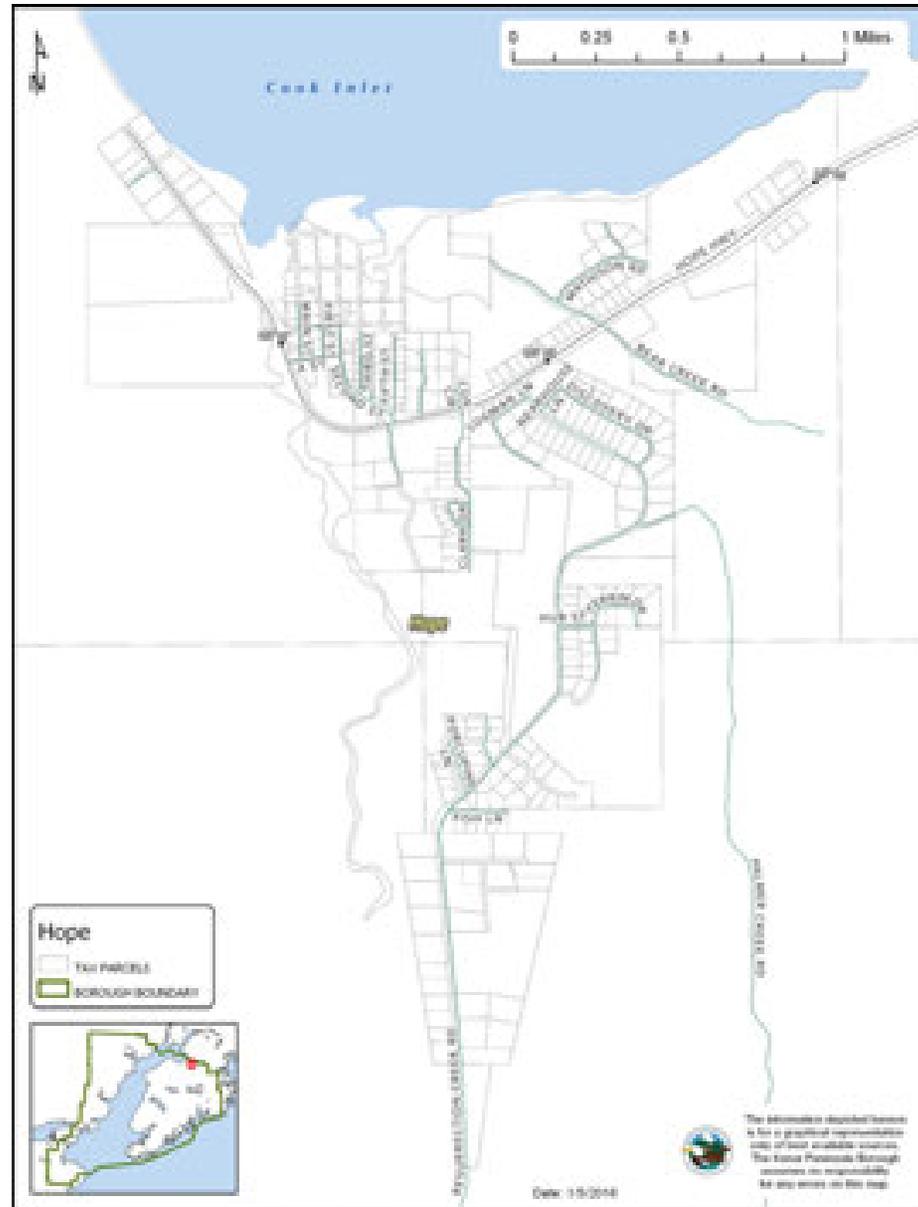
Kenai Peninsula Borough Emergency Operations Plan

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Appendix E: Community Information



Appendix E: Community Information



Appendix E: Community Information



Appendix E: Community Information

Creek Entry



Appendix E: Community Information

