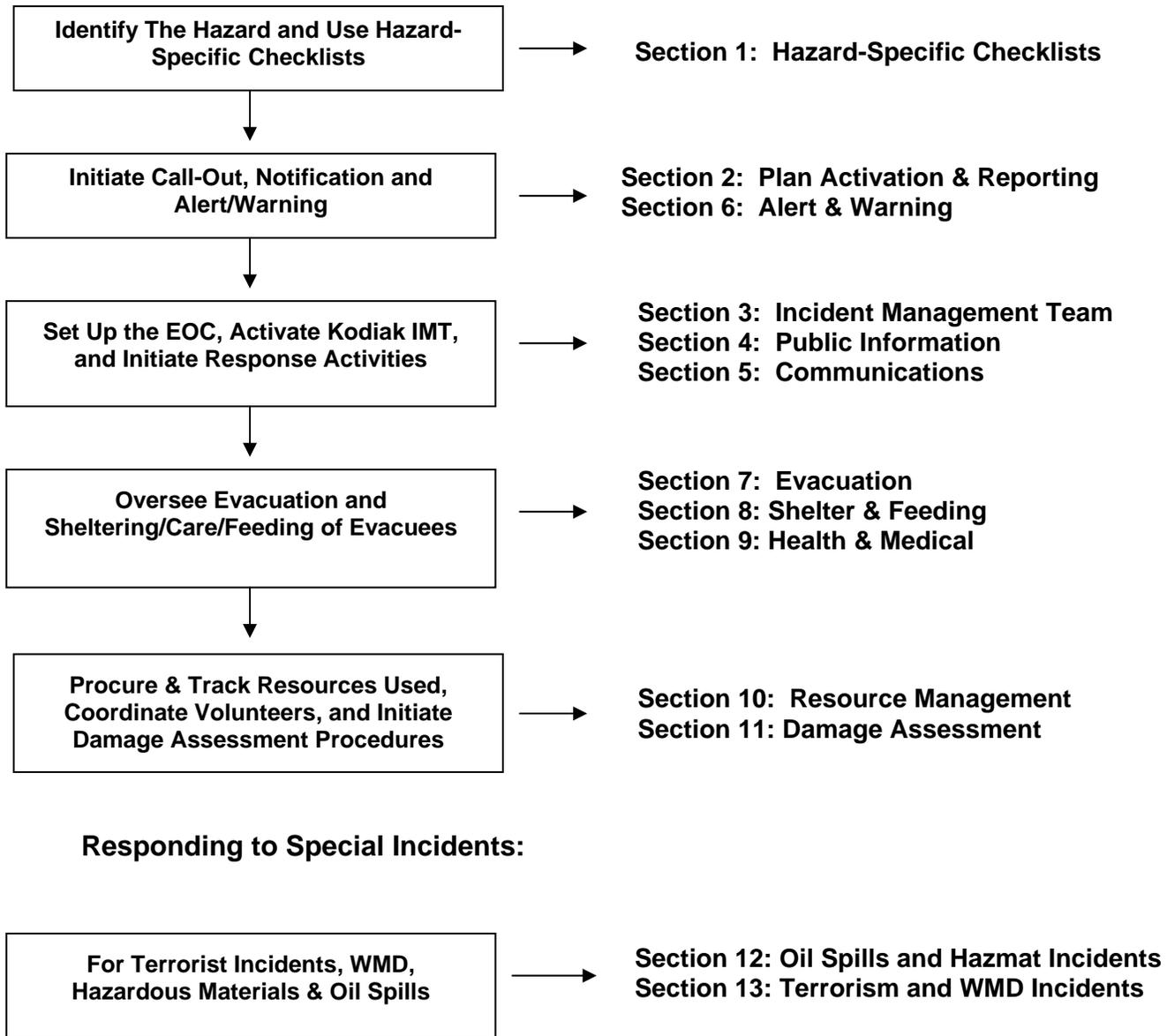


## How To Use Volume 2: Operations Guide

### Responding to the Emergency:



In case of oil or hazardous substance spills, refer to the Kodiak Subarea Contingency Plan for external notifications, response guidance, and resource information.

## Section Contents

### **Section 1: Hazard Specific Checklists**

This section contains fifteen hazard specific checklists that encompass the warning, response, and recovery phases of the specific hazard incidents that threaten Kodiak.

### **Section 2: Plan Activation and Disaster Reporting**

This section gives legal definitions of emergencies and disasters, and explains how to declare a disaster emergency and report one to the Borough and the Alaska Division of Homeland Security and Emergency Management. This section also contains call out and notification procedures to activate the Kodiak Incident Management Team.

### **Section 3: Incident Management Team**

This section explains the Incident Command System as used for emergency response in Kodiak. It incorporates command levels, Incident Management Team organization chart and Incident Management Team qualified personnel roster.

### **Section 4: Public Information**

This section explains how to manage information flow from the Incident Management Team to the public.

### **Section 5: Communications**

This section explains the communication planning required for incidents, emergency operation centers, amateur radio operators, and radio caches. This section also contains frequency lists for local agencies/operators and sample communications plans.

### **Section 6: Alert and Warning**

This section explains the different methods and procedures to use in alerting and informing the public in the event of an emergency. It includes the emergency broadcast system, siren system, door to door, and mobile public address systems.

### **Section 7: Evacuation**

This section explains the methods and procedures to follow in the event an evacuation is required.

### **Section 8: Shelter and Feeding**

This section explains the procedures, facilities, and organizations required to provide mass care to the public.

### **Section 9: Health and Medical Services and Multicasualty Incidents**

This section describes the procedures for providing for the mental health and physical well-being of individuals affected by the disaster emergency, and includes information on organizing for mass casualty events, including transportation accidents.

### **Section 10: Resource Management and Volunteer Coordination**

This section describes how resources needed during a disaster emergency will be managed. This section also explains the procedures for organizing, establishing, and staffing a volunteer coordination center during a local emergency.

### **Section 11: Damage Assessment**

This section describes preliminary damage assessment procedures to support damage claims in local disaster declarations and outside aid requests.

### **Section 12: Oil Spills and Hazardous Materials Incidents**

This section explains the Incident Command System as used for oil spills and hazardous materials. It incorporates unified command, multi-agency coordination, and special incident organizations for oil spills and hazardous materials releases.

### **Section 13: Responding to Terrorism and WMD Incidents**

This section includes a discussion of special response considerations for terrorism and WMD incidents, adapted from the Kodiak Terrorism Information Annex developed in 2002.

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## SECTION 1: HAZARD CHECKLISTS

### Introduction

This section contains hazard-specific response checklists. Hazard-specific checklists offer a means to address special and unique response procedures, notifications, protective actions, emergency public information, and other response needs generated by a particular hazard.

These hazard checklists provide general guidance to the Incident Commander and Incident Management Team during the warning, response, and recovery phases of a disaster. The checklists focus on the special planning needs and regulatory issues generated by the hazard and do not duplicate information in subsequent functional sections of the plan.

When a disaster threatens or occurs in Kodiak, the hazard-specific checklist may be used in conjunction with the ICS position-specific checklists to ensure that all necessary preparatory and response actions occur. These checklists, adapted from the Alaska State Model Disaster Response Plan, have been tailored to suit Kodiak specifically. Even so, many of the actions identified in the checklists may not be relevant to an actual event, due to incident specifics. All responders and IMT members should use their own discretion when carrying out the actions prescribed.

The checklists are intended to be removed from the plan, reproduced as necessary, and used as functional worksheets during a response. By “checking off” actions as they occur, and making notations on the checklists as appropriate, it becomes easier to track the actions taken by the Incident Management Team, especially during the emergent or “crisis” period of a response.

To the extent practicable, the checklists have been prioritized, and they are separated out into warning, response, and recovery for each hazard. However, it is recommended that the Incident Commander and Incident Management Team review the hazard-specific checklists in their entirety before using them. Certain activities may be prioritized due to incident specifics (i.e. sheltering may have a higher priority during the winter than the summer due to colder weather).

Most importantly, these checklists should be considered as works-in-progress. Once tested, either in actual emergencies or during drills, the checklists should be modified to reflect any lessons learned during an actual or simulated event.

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

**Avalanche**

**Overall Avalanche Risk to Kodiak Region = LOW**

<b>AVALANCHE RESPONSE CHECKLIST</b>		
<b>Situation</b>	<b>Notifications and Contacts (907-)</b>	<b>Actions</b>
<p><b>Warning Phase:</b> Threat of an Avalanche Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> Kodiak Island Search and Rescue (through AST)</li> <li><input type="checkbox"/> National Weather Service (for snow forecasts: 800-472-0391</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> Local Radio Stations (for public warnings)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify areas at risk.</li> <li><input type="checkbox"/> Issue public safety announcements regarding avalanche-prone areas.</li> <li><input type="checkbox"/> Arrange for public alert and warning.</li> <li><input type="checkbox"/> Ensure evacuation routes are passable.</li> <li><input type="checkbox"/> Evaluate need for sheltering.</li> <li><input type="checkbox"/> Notify local responders of potential need for search &amp; rescue.</li> <li><input type="checkbox"/> Inventory heavy equipment for use in response &amp; recovery.</li> <li><input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after avalanche.</li> <li><input type="checkbox"/> Arrange for safe delivery of incoming response personnel and supplies.</li> </ul>

AVALANCHE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Avalanche is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Establish EOC, if necessary.</li> <li><input type="checkbox"/> Establish a watch/ observation system for future avalanches.</li> <li><input type="checkbox"/> Launch search &amp; rescue efforts as needed.</li> <li><input type="checkbox"/> Disseminate public information.</li> <li><input type="checkbox"/> Limit travel/recreation in affected areas.</li> <li><input type="checkbox"/> Establish shelters.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Establish safe location for emergency medical care.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

AVALANCHE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Avalanche has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with local, state, and federal agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Arrange for snow and debris clearance.</li> <li><input type="checkbox"/> Restore damaged utilities and transportation systems (air, road, port)</li> <li><input type="checkbox"/> Arrange emergency housing as needed.</li> <li><input type="checkbox"/> Perform damage assessments, post-incident cleanup, and utilities restoration.</li> <li><input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Civil Disorder**

Overall Civil Disorder Risk to Kodiak Region = LOW to MODERATE

CIVIL DISORDER RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Civil Disorder Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> ADHS&amp;EM: 800-478-2337</li> <li><input type="checkbox"/> Other state/federal law enforcement agencies, as needed.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop the following estimates:                             <ul style="list-style-type: none"> <li>• When a problem is anticipated and its duration;</li> <li>• What areas will be impacted and to what extent;</li> <li>• How much warning time will elapse;</li> <li>• What are possible consequences; and</li> <li>• What measures can be taken to mitigate the possible effects.</li> </ul> </li> <li><input type="checkbox"/> Estimate the nature and scope of outside assistance that may be required.</li> <li><input type="checkbox"/> Initiate incident communications plan.</li> <li><input type="checkbox"/> Publicize emergency public information to include:                             <ul style="list-style-type: none"> <li>• Description of the situation and identification of areas at risk;</li> <li>• Guidelines on the protection of real and personal property;</li> <li>• Closures of schools, offices, and other facilities; and</li> <li>• Evacuation routes and reception areas and how future warning and evacuation instructions will be disseminated.</li> </ul> </li> <li><input type="checkbox"/> Maintain an alert or standby of personnel as necessary.</li> </ul>

CIVIL DISORDER RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Civil Disorder is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Guard: 486-3433</li> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> <li><input type="checkbox"/> Mental health support services (See Volume 4 of this plan)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Maintain order – control crowds, protect property, establish curfews and meeting size limitations as necessary.</li> <li><input type="checkbox"/> Continue to disseminate public information, such as:               <ul style="list-style-type: none"> <li>• Description of the situation and location of damaged areas.</li> <li>• Evacuation routes and reception areas.</li> <li>• How to get information concerning victims.</li> <li>• Other information and instructions concerning the public welfare.</li> </ul> </li> <li><input type="checkbox"/> Issue evacuation orders as appropriate.</li> <li><input type="checkbox"/> Establish crowd control, reconnaissance, rescue, and medical strike teams/task forces with EOC communications.</li> <li><input type="checkbox"/> Control fires and the escapement and/or spread of hazardous or toxic substances.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Establish shelters as needed.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Assess and document damage to public and private property.</li> <li><input type="checkbox"/> Attempt to resolve the causes of the riots or disturbances.</li> <li><input type="checkbox"/> Establish emergency morgues, as necessary.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

CIVIL DISORDER RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Civil Disorder has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.</li> <li><input type="checkbox"/> Arrange for initial debris clearance and restoration of essential public utilities and facilities.</li> <li><input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services.</li> <li><input type="checkbox"/> Initiate immediate and long range rehabilitation measures and programs.</li> <li><input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Coastal Erosion**

**Overall Coastal Erosion Risk to Kodiak Region = MODERATE**

<b>COASTAL EROSION RESPONSE CHECKLIST</b>		
<b>Situation</b>	<b>Notifications and Contacts (907-)</b>	<b>Actions</b>
<p><b>Warning Phase:</b> Threat of Coastal Erosion Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Weather Service (for weather forecasts) 800-472 -0391</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> KIB Community Development Department (mitigation planning): 486-9360</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify areas at risk.</li> <li><input type="checkbox"/> Evaluate need for evacuation.</li> <li><input type="checkbox"/> Identify safe areas suitable for relocating evacuees.</li> <li><input type="checkbox"/> Determine whether roadways or transportation facilities are at risk.</li> <li><input type="checkbox"/> Estimate number of evacuees and arrange for relocation.</li> <li><input type="checkbox"/> Arrange for public alert and warning if necessary.</li> <li><input type="checkbox"/> Inventory heavy equipment for use in response &amp; recovery.</li> <li><input type="checkbox"/> Remove emergency equipment, fuel, and medical supplies from threatened areas.</li> <li><input type="checkbox"/> Keep records of actions taken &amp; resources used.</li> </ul>

COASTAL EROSION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Coastal Erosion is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> KIBSD (sheltering): 486-9222/9223</li> <li><input type="checkbox"/> AST (relocation assistance): 486-4121</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 (relocation assistance)</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Establish a watch/ observation system for erosion progression.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Limit travel/recreation in affected areas.</li> <li><input type="checkbox"/> Facilitate relocation of displaced resident.</li> <li><input type="checkbox"/> Establish shelters, if necessary. Coordinate with KIBSD, Red Cross, Salvation Army.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Estimate extent of damage.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

COASTAL EROSION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Coastal Erosion has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Reevaluate zoning ordinances and setback policies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Arrange for debris clearance.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

Drought

Overall Drought Risk to Kodiak Region = MODERATE

DROUGHT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Drought Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 (if fire risk)</li> <li><input type="checkbox"/> Kodiak Wastewater Treatment Plant: 486-8076</li> <li><input type="checkbox"/> National Weather Service (for rain forecasts): 800-472-0391</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Monitor low rainfall situations.</li> <li><input type="checkbox"/> Review local water use and develop curtailment plan.</li> <li>• Prioritize water use.</li> <li>• Consider curtailing activities including vehicle washing, fire training, lawn and garden watering, etc.</li> <li>• Develop direction to other departments and agencies.</li> <li>• Coordinate activities with other departments, agencies, and organizations.</li> <li><input type="checkbox"/> Establish and maintain contact with other affected areas.</li> <li><input type="checkbox"/> Identify facilities &amp; industries at risk.</li> <li><input type="checkbox"/> Arrange for public announcements via radio, television, newspaper.</li> <li><input type="checkbox"/> Research alternate sources of potable water.</li> <li><input type="checkbox"/> Assess readiness of firefighting equipment.</li> <li><input type="checkbox"/> Initiate help of volunteer and relief organizations.</li> </ul>

DROUGHT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<b>Response Phase:</b> Drought is occurring	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Fire Department: 486-8040</li> <li><input type="checkbox"/> ADNR Forestry (if fire risk): 262-4124</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> American Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Monitor drought conditions.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Estimate water reserves.</li> <li><input type="checkbox"/> Develop conservation plan and coordinate with other jurisdictions.</li> <li><input type="checkbox"/> Monitor pumps in local reservoirs to prevent damage.</li> <li><input type="checkbox"/> Establish daily consumption reports and water level monitoring.</li> <li><input type="checkbox"/> Monitor fire risk &amp; advise local fire departments of implications to fire suppression.</li> <li><input type="checkbox"/> If necessary, request potable water assistance from other jurisdictions.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

DROUGHT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Drought has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Restore essential public utilities and facilities.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Earthquake**

**Overall Earthquake Risk to Kodiak Region = HIGH**

**WARNING: 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 in Kodiak are considered to have a “local tsunami” hazard. Refer to the Tsunami Response Checklist in this section.**

**Earthquakes occur without sufficient warning to undertake incident-specific preparations.**

EARTHQUAKE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b>  Earthquake is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> PKIMC (hospital): 486-3281</li> <li><input type="checkbox"/> KIBSD (sheltering): 486-9222/9223</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> American Red Cross 486-4040</li> <li><input type="checkbox"/> Salvation Army 486-8740</li> <li><input type="checkbox"/> Mental health support agencies (See Volume 4)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Warn citizens of the dangers of weakened or collapsing buildings.</li> <li><input type="checkbox"/> Issue evacuation orders as appropriate.</li> <li><input type="checkbox"/> Activate IMT &amp; establish EOC.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Restore essential public utilities and facilities.</li> <li><input type="checkbox"/> Control fires and hazmat releases.</li> <li><input type="checkbox"/> Maintain public order and crowd control.</li> <li><input type="checkbox"/> Disseminate public information.</li> <li><input type="checkbox"/> Establish shelters.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Establish safe location for emergency medical care and arrange for medical evacuations as necessary.</li> <li><input type="checkbox"/> Estimate extent of damage.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

EARTHQUAKE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Earthquake has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Response checklist.</li> <li><input type="checkbox"/> Review Earthquake Stabilization &amp; Restoration sequence (this section).</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Arrange for debris clearance.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.</li> <li><input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services.</li> <li><input type="checkbox"/> Initiate immediate and long range rehabilitation measures and programs.</li> <li><input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts.</li> <li><input type="checkbox"/> Continue to restore and maintain essential public utilities and facilities.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

## Earthquake Stabilization and Restoration Sequence

The priorities reflected in this list are general guidelines for returning Kodiak to operational and economic normalcy following an earthquake. Coordinate all stabilization/restoration activities with the USCG ISC Kodiak and tenant commands, and share resources as appropriate. **Assess all buildings and structures for stability before entering, especially multistory buildings.**

Type of Service	Priority 1	Priority 2	Priority 3
<b>Communications</b>	Emergency response EOC KPD Dispatch AST Dispatch	Essential phone circuits EAS radio station services	Data and other commercial Non-EAS radio stations
<b>Facilities</b>	EOC Dispatch Center Fire Stations Hospital Shelters Water Treatment Plant KPD AST	Grocery Stores Public Works Sewer Treatment Plant City/Borough offices Port/Harbor office State/Federal offices	Schools (non-shelters) Library Businesses
<b>Energy</b>	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
<b>Transportation</b>	Primary routes (Rezanof Dr.) Evacuation routes Airport	Secondary routes Port facilities	Harbor facilities
<b>Equipment</b>	Emergency generators Emergency response vehicles	Heavy equipment	Buses
<b>Personnel</b>	ICS staff Emergency response personnel	Workers essential to reconstruction, debris and waste disposal	Personnel necessary for economic recovery
<b>Water</b>	Fire suppression Potable water Sanitation	Industrial processes	

## Enemy Attack

Overall Enemy Attack Risk to Kodiak Region = MODERATE

ENEMY ATTACK RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Enemy Attack Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> ADHS&amp;EM: 800-478-2337</li> <li><input type="checkbox"/> Other state/federal law enforcement agencies, as needed.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Receive, evaluate, and confirm report.</li> <li><input type="checkbox"/> Develop the following estimates:                             <ul style="list-style-type: none"> <li>• What areas are expected to be subject to attack and to what extent;</li> <li>• How much warning time will be available from the time that attack is definitely imminent until the time that it actually occurs;</li> <li>• What are possible consequences; and</li> <li>• What measures can be taken to mitigate the possible effects.</li> </ul> </li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Estimate need for sheltering/evacuation.</li> <li><input type="checkbox"/> Arrange for shelter set-up.</li> <li><input type="checkbox"/> Initiate evacuations. Secure evacuated areas.</li> <li><input type="checkbox"/> Estimate the nature and scope of outside assistance that may be required.</li> <li><input type="checkbox"/> Initiate incident communications plan.</li> <li><input type="checkbox"/> Publicize emergency public information and evacuation instructions, sound alert and warning signals as needed.</li> <li><input type="checkbox"/> Inventory emergency response and public safety equipment availability and establish emergency motor pool.</li> <li><input type="checkbox"/> Arrange for control of incoming air and vessel traffic.</li> <li><input type="checkbox"/> Inventory auxiliary power in case of outages.</li> <li><input type="checkbox"/> Maintain an alert or standby of personnel as necessary.</li> </ul>

ENEMY ATTACK RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Enemy Attack is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Guard: 486-3433</li> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> <li><input type="checkbox"/> Mental health support services (See Volume 4 of this plan)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Continue to disseminate public information, such as:               <ul style="list-style-type: none"> <li>• Description of the situation and location of damaged areas.</li> <li>• Evacuation routes and reception areas.</li> <li>• How to get information concerning victims.</li> <li>• Other information and instructions concerning the public welfare.</li> </ul> </li> <li><input type="checkbox"/> Issue evacuation orders as appropriate.</li> <li><input type="checkbox"/> Establish reconnaissance, rescue, and medical strike teams/task forces with EOC communications.</li> <li><input type="checkbox"/> Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved.</li> <li><input type="checkbox"/> Control fires and the escapement and/or spread of hazardous or toxic substances.</li> <li><input type="checkbox"/> Maintain public order — control crowds and protect property.</li> <li><input type="checkbox"/> Establish traffic control and roadblocks.</li> <li><input type="checkbox"/> Prepare to assist other areas (villages) as appropriate.</li> <li><input type="checkbox"/> Establish emergency shelters and care stations as needed.</li> <li><input type="checkbox"/> Assess and document damage to public and private property.</li> <li><input type="checkbox"/> Establish emergency morgues, as necessary.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

ENEMY ATTACK RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Enemy Attack has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Maintain security in evacuated areas.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.</li> <li><input type="checkbox"/> Arrange for initial debris clearance and restoration of essential public utilities and facilities.</li> <li><input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services.</li> <li><input type="checkbox"/> Initiate immediate and long range rehabilitation measures and programs.</li> <li><input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Energy Shortage/Interruption**

**Overall Energy Shortage Risk to Kodiak Region = MODERATE to HIGH**

<b>ENERGY SHORTAGE/INTERRUPTION RESPONSE CHECKLIST</b>		
<b>Situation</b>	<b>Notifications and Contacts (907-)</b>	<b>Actions</b>
<p><b>Warning Phase:</b> Threat of Energy Shortage Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> Local utilities as appropriate</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify areas at risk.</li> <li><input type="checkbox"/> Estimate possible consequences.</li> <li><input type="checkbox"/> Inform ESC and IMT as appropriate.</li> <li><input type="checkbox"/> Establish and maintain contact with other affected areas.</li> <li><input type="checkbox"/> Coordinate with other state and federal agencies.</li> <li><input type="checkbox"/> Alert public utilities and review emergency shutdown procedures.</li> <li><input type="checkbox"/> Estimate nature &amp; scope of assistance required by community &amp; threatened utilities.</li> <li><input type="checkbox"/> Arrange for public announcements via radio, television, newspaper.</li> </ul>

ENERGY SHORTAGE/INTERRUPTION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Energy Shortage is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> KIBSD (sheltering): 486-9222/9223</li> <li><input type="checkbox"/> American Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation, as needed.</li> <li><input type="checkbox"/> Determine the extent of interruption.</li> <li><input type="checkbox"/> Disseminate public information.</li> <li><input type="checkbox"/> Prepare to activate shelters or locate emergency housing for evacuees.</li> <li><input type="checkbox"/> Keep gas station operators and fuel distributors advised of emergency methods of pumping gasoline and fuel.</li> <li><input type="checkbox"/> Arrange for emergency and backup power for critical services.</li> <li><input type="checkbox"/> Monitor public health &amp; safety and respond to developing hazards.</li> <li><input type="checkbox"/> Develop energy conservation plan and coordinate with other jurisdictions. Review borough and city legal powers to impose restrictions and curtailments, etc.</li> <li><input type="checkbox"/> Identify potential “back-up” fuels, such as cut wood, and plan for allocation.</li> <li><input type="checkbox"/> Establish daily consumption reports.</li> <li><input type="checkbox"/> Be ready for problems such as inactivated traffic signals, street lights, heating problems, low water pressure.</li> <li><input type="checkbox"/> Provide special assistance to low income and homeless as needed.</li> <li><input type="checkbox"/> Gather information to support requests to the Alaska Public Utilities Commission or ADHS&amp;EM for Fuel “set-aside” or “State Reserve” deployment.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

ENERGY SHORTAGE/INTERRUPTION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Energy Shortage has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Establish priorities (with ESC) for utility restoration.</li> <li><input type="checkbox"/> Restore essential public utilities and facilities.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Fire**

**Overall Fire Risk to Kodiak Region = MODERATE**

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<b>Warning Phase:</b> Threat of Fire Exists	<input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> ADNR Forestry (if wild fire risk): 262-4124 <input type="checkbox"/> National Weather Service (for rain forecasts): 800-472-0391 <input type="checkbox"/> KIBSD (sheltering): 486-9222/9223	<input type="checkbox"/> Identify areas at risk. <input type="checkbox"/> Assess staffing – assign additional personnel as needed. <input type="checkbox"/> Determine fire readiness of vehicles & equipment. <input type="checkbox"/> Determine water levels for fire fighting. <input type="checkbox"/> Check auxiliary generators and other power, lighting, and communications, equipment. <input type="checkbox"/> Restrict outdoor burning. <input type="checkbox"/> Establish contact with fire agencies (local, state, federal). <input type="checkbox"/> Survey existing communications. <input type="checkbox"/> Consider activation of EOC <input type="checkbox"/> Provide public information and direction.

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<b>Response Phase:</b>  Fire is occurring	<ul style="list-style-type: none"> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> American Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Assess and identify affected areas.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Issue evacuation orders, as necessary.</li> <li><input type="checkbox"/> Establish shelters. Coordinate with KIBSD, Red Cross, Salvation Army.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Establish facility/safe location for emergency medical care.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Fire has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective actions.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Restore essential public utilities and facilities.</li> <li><input type="checkbox"/> Arrange for emergency housing, as necessary.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Flood**

**Overall Flood Risk to Kodiak Region = MODERATE**

**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.**

FLOOD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Flood Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Weather Service (for weather forecasts) 800-472-0391</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> KIB Community Development Department (mitigation planning): 486-9360</li> <li><input type="checkbox"/> Kodiak Island Search and Rescue (through AST): 486-4121</li> <li><input type="checkbox"/> Army Corps of Engineers: 753-2622/2610</li> <li><input type="checkbox"/> Alaska Department of Fish and Game: 486-1825</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Receive and evaluate forecasts and predictions.</li> <li><input type="checkbox"/> Identify areas, facilities, infrastructure at risk.</li> <li><input type="checkbox"/> Develop the following estimates:                             <ul style="list-style-type: none"> <li>• Anticipated flood levels and timeline;</li> <li>• Areas at risk;</li> <li>• How much warning time will elapse; and</li> <li>• What measures can be taken to eliminate obstructions or otherwise aid the run-off of water in stream channels.</li> </ul> </li> <li><input type="checkbox"/> Evaluate status of existing flood control devices and barriers.</li> <li><input type="checkbox"/> Evaluate need for evacuation, relocation and sheltering.</li> <li><input type="checkbox"/> Issue public alert and warning if needed.</li> <li><input type="checkbox"/> Disseminate public information about areas at risk, evacuation routes, shelters.</li> <li><input type="checkbox"/> Inventory heavy equipment, vehicles, and vessels to support response.</li> <li><input type="checkbox"/> Move emergency equipment, fuel, and medical supplies from threatened areas to higher ground.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> </ul>

FLOOD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Flood is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> KIBSD (sheltering): 486-9222/9223</li> <li><input type="checkbox"/> AST (relocation assistance): 486-4121</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 (relocation assistance)</li> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Establish a watch/ observation system for flood progression/receding.</li> <li><input type="checkbox"/> Conduct reconnaissance and search/rescue in flooded areas/</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Limit travel/recreation in affected areas.</li> <li><input type="checkbox"/> Facilitate relocation of displaced residents.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Establish shelters, if necessary. Coordinate with KIBSD, Red Cross, Salvation Army.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Estimate extent of damage.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> <li><input type="checkbox"/> Notify local EMS/hospitals of any injuries.</li> </ul>

FLOOD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Flood has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.</li> <li><input type="checkbox"/> Arrange for debris clearance, especially in culverts/drainage areas.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

## Hazardous Materials Release/Oil Spill

Overall Hazmat/Oil Spill Risk to Kodiak Region = MODERATE to HIGH

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

HAZARDOUS MATERIALS RELEASE/OIL SPILL RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Hazmat Release/Oil Spill is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Response Center (24-Hr): 800-424-8802</li> <li><input type="checkbox"/> ADEC Spill Report: 800-478-9300</li> <li><input type="checkbox"/> USCG MSD Kodiak: 486-5918</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> Call 800 number listed on shipping papers or labels.</li> <li><input type="checkbox"/> PKIMC - Hospital (24-hour) if injuries/deaths 486-3281</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assess the situation to determine type of release, approximate size, weather factors, etc.</li> <li><input type="checkbox"/> Secure the area where release has occurred.</li> <li><input type="checkbox"/> Identify materials involved. Look for information on labels, shipping papers.</li> <li><input type="checkbox"/> Disseminate public information about evacuation or shelter-in-place.</li> <li><input type="checkbox"/> Initiate evacuation, if necessary.</li> <li><input type="checkbox"/> Prepare to activate shelters or locate emergency housing for evacuees.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation, as needed.</li> <li><input type="checkbox"/> Monitor public health &amp; safety and respond to developing hazards.</li> <li><input type="checkbox"/> Restore and maintain essential services.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> <li><input type="checkbox"/> Request assistance from the Statewide Hazmat Response Team (thru DEC).</li> </ul>

HAZARDOUS MATERIALS RELEASE/OIL SPILL RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Hazmat Release/Oil Spill has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Response checklist.</li> <li><input type="checkbox"/> Ensure that all hazardous materials have been disposed of or neutralized.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Perform post-incident cleanup and restore damaged utilities and transportation systems.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Landslide**

**Overall Landslide Risk to Kodiak Region = MODERATE to HIGH**

LANDSLIDE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of a Landslide Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> Kodiak Island Search and Rescue (through AST)</li> <li><input type="checkbox"/> National Weather Service (for rain forecasts: 800-472-0391</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> Local Radio Stations (for public warnings)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Receive and evaluate forecasts of landslide potential.</li> <li><input type="checkbox"/> Identify areas at risk and potential mitigation measures.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation, as needed.</li> <li><input type="checkbox"/> Issue public safety announcements regarding landslide-prone areas, evacuation areas &amp; routes, safety precautions.</li> <li><input type="checkbox"/> Arrange for public alert and warning.</li> <li><input type="checkbox"/> Ensure evacuation routes are passable.</li> <li><input type="checkbox"/> Evaluate need for sheltering.</li> <li><input type="checkbox"/> Evaluate existing landslide control structures/measures.</li> <li><input type="checkbox"/> Notify local responders of potential need for search &amp; rescue.</li> <li><input type="checkbox"/> Inventory heavy equipment for use in response &amp; recovery.</li> <li><input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after landslide.</li> <li><input type="checkbox"/> Check auxiliary power supplies.</li> </ul>

LANDSLIDE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<b>Response Phase:</b> Landslide is occurring	<ul style="list-style-type: none"> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Establish a watch/ observation system for future landslides.</li> <li><input type="checkbox"/> Launch search &amp; rescue efforts as needed.</li> <li><input type="checkbox"/> Continue to disseminate public information, warnings &amp; instructions.</li> <li><input type="checkbox"/> Limit travel/recreation in affected areas.</li> <li><input type="checkbox"/> Establish shelters and care stations.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Keep the ESC informed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

LANDSLIDE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Landslide has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with local, state, and federal agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Arrange for debris clearance.</li> <li><input type="checkbox"/> Restore damaged utilities and transportation systems (air, road, port)</li> <li><input type="checkbox"/> Arrange emergency housing as needed.</li> <li><input type="checkbox"/> Perform damage assessments, post-incident cleanup, and utilities restoration.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Terrorism/Weapons of Mass Destruction**

**Overall Terrorism/WMD Risk to Kodiak Region = MODERATE**

**Volume 2, Section 13 of this plan (Terrorism and WMD Incidents) contains additional information on emergency decontamination, triage and treatment, and other issues associated with Terrorism/WMD response.**

TERRORISM/WMD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Terrorist Attack Exists</p>	<p><b><i>Terrorism warnings may come directly from the FBI. If the warning is generated locally, the National Terrorism Hotline is the central point of contact for all federal agencies.</i></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> National Terrorism Hotline (NTH): (800) 424-8802</li> <li><input type="checkbox"/> ADHS&amp;EM: 800-478-2337</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> Alaska Division of Homeland Security: 428-7037</li> <li><input type="checkbox"/> Other state/federal law enforcement agencies, as needed.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Investigate threats through local, state, federal law enforcement channels. Identify:                             <ul style="list-style-type: none"> <li>• Type of threat;</li> <li>• What areas will be impacted and to what extent;</li> <li>• How much warning time will elapse;</li> <li>• What are possible consequences; and</li> <li>• What measures can be taken to mitigate the possible effects.</li> </ul> </li> <li><input type="checkbox"/> Estimate the nature and scope of outside assistance that may be required.</li> <li><input type="checkbox"/> Initiate incident communications plan.</li> <li><input type="checkbox"/> Publicize emergency public information to include:                             <ul style="list-style-type: none"> <li>• Description of the situation and identification of areas at risk;</li> <li>• Guidelines on the protection of real and personal property;</li> <li>• Location of emergency shelters or need to shelter in place;</li> <li>• Closures of schools, offices, and other facilities; and</li> <li>• Evacuation routes and reception areas and how future warning and evacuation instructions will be disseminated.</li> </ul> </li> <li><input type="checkbox"/> Maintain an alert or standby of personnel as necessary.</li> <li><input type="checkbox"/> Notify EMS and hospitals of potential injuries and decontamination needs.</li> </ul>

TERRORISM/WMD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Terrorism/WMD attack is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> FEMA Rapid Response Information System (RRIS): Biological/chemical: 800-424-8802 Radiological: 202-586-8100</li> <li><input type="checkbox"/> FBI Bomb Data Center (if explosive device): (202) 324-2696</li> <li><input type="checkbox"/> CDC (if suspected biological materials): 770-488-7100</li> <li><input type="checkbox"/> Alaska National Guard 103<sup>rd</sup> Civil Support Team: (thru ADHS&amp;EM SECC 800-478-2337 or 888-462-7100)AST: 486-4121</li> <li><input type="checkbox"/> National Guard: 486-3433</li> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> Public Health Nurse: 486-3319</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Coordinate response with state and federal agencies.</li> <li><input type="checkbox"/> In case of attack involving hazardous materials, see Hazmat checklist above.</li> <li><input type="checkbox"/> If anthrax suspected, contain substance in double bag and wash hands with soap and water, no decon needed if substance is contained.</li> <li><input type="checkbox"/> Maintain order – control crowds, protect property.</li> <li><input type="checkbox"/> Continue to disseminate public information, including evacuation information, shelter in place, how to get information on victims.</li> <li><input type="checkbox"/> Issue evacuation orders as appropriate. Secure evacuated areas.</li> <li><input type="checkbox"/> Establish crowd control, reconnaissance, rescue, and medical strike teams/task forces with EOC communications.</li> <li><input type="checkbox"/> Control fires and the escapement and/or spread of hazardous or toxic substances.</li> <li><input type="checkbox"/> Search for secondary devices.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries, especially if contaminated victims involved.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Conduct emergency decontamination.</li> <li><input type="checkbox"/> Establish shelters as needed.</li> <li><input type="checkbox"/> Establish emergency morgues, as necessary.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> <li><input type="checkbox"/> Request assistance from the Statewide Hazmat Response Team (thru DEC)</li> </ul>

TERRORISM/WMD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Terrorism/WMD attack has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> <li><input type="checkbox"/> Mental Health Support Services (see Volume 4 of this plan)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances.</li> <li><input type="checkbox"/> Initiate criminal investigations as needed.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures.</li> <li><input type="checkbox"/> Arrange for initial debris clearance and restoration of essential public utilities and facilities.</li> <li><input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services.</li> <li><input type="checkbox"/> Initiate immediate and long range rehabilitation measures and programs.</li> <li><input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Volume 2, Section 13 of this plan (Terrorism and WMD Incidents) contains additional information on emergency decontamination, triage and treatment, and other issues associated with Terrorism/WMD response.**

**Transportation Accident (Marine, Vehicle, Aircraft)**

Overall Transportation Accident Risk to Kodiak Region = LOW

TRANSPORTATION ACCIDENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Transportation Accident has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> <li><input type="checkbox"/> NTSB, OSHA, FAA, State Medical Examiner (via AST)</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> Social support and mental health services (See Volume 4 of this plan)</li> <li><input type="checkbox"/> ADHS&amp;EM SECC 800-478-2337 or 888-462-7100)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Secure the area. Control crowds.</li> <li><input type="checkbox"/> Control fires and hazmat releases as necessary. Refer to the appropriate checklist.</li> <li><input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Evaluate need for evacuations and sheltering.</li> <li><input type="checkbox"/> Arrange for public alert and warning.</li> <li><input type="checkbox"/> Ensure evacuation routes are passable.</li> <li><input type="checkbox"/> Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved.</li> <li><input type="checkbox"/> Establish shelters as necessary.</li> <li><input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary.</li> <li><input type="checkbox"/> Disseminate public information about shelters, how to find out about victims.</li> <li><input type="checkbox"/> Request AST, Red Cross assistance with temporary morgues and burials.</li> <li><input type="checkbox"/> Restore and maintain essential services.</li> <li><input type="checkbox"/> If necessary, request assistance from the Statewide Hazmat Response Team (thru DEC).</li> </ul>

TRANSPORTATION ACCIDENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Transportation Accident has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Response checklist.</li> <li><input type="checkbox"/> Maintain scene security.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Arrange for initial debris clearance and restoration of essential public utilities, facilities, and transportation systems.</li> <li><input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

## Tsunami

**Overall Tsunami Risk to Kodiak Region = HIGH**

**IF WARNING TIME IS EXTREMELY LIMITED, activate the tsunami notification system and immediately evacuate low-lying areas. Use the evacuees to help move out the others as they go along. PROTECT HUMAN LIFE FIRST!!**

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Tsunami Watch or Warning has been issued</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Local radio stations (EAS announcements)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm reports with AK Tsunami Warning Center and gather as much information as possible.</li> <li><input type="checkbox"/> Develop the following estimates:                             <ul style="list-style-type: none"> <li>• Wave size and ETA;</li> <li>• Estimated inundation area;</li> <li>• Amount of warning time.</li> </ul> </li> <li><input type="checkbox"/> Sound alarm/alert system.</li> <li><input type="checkbox"/> Attempt to notify outlying populations via VHF radio or SSB (fish camps, fishing vessels, etc., beyond city siren system).</li> <li><input type="checkbox"/> Initiate evacuation to high ground. Provide additional assistance to special populations as necessary.</li> <li><input type="checkbox"/> Identify safe location for sheltering evacuees. Establish shelters.</li> <li><input type="checkbox"/> Initiate vessel/boat evacuations (to deep water), if safe to do so.</li> <li><input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Notify local responders of potential need for search &amp; rescue.</li> <li><input type="checkbox"/> Inventory heavy equipment for use in response &amp; recovery.</li> <li><input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area.</li> </ul>

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<b>Response Phase:</b> Tsunami is occurring	<ul style="list-style-type: none"> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> Kodiak Island Search and Rescue (through AST): 486-4121</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> <li><input type="checkbox"/> Social support and mental health services (See Volume 4 of this plan)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Continue to monitor situation through Tsunami Warning Center.</li> <li><input type="checkbox"/> Monitor sea conditions (from a safe location).</li> <li><input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary.</li> <li><input type="checkbox"/> Disseminate public information about shelters, how to find out about victims.</li> <li><input type="checkbox"/> Implement emergency utility cutoff as needed.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).</li> <li><input type="checkbox"/> Arrange for emergency housing and sheltering as necessary.</li> </ul>

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Tsunami has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.</li> <li><input type="checkbox"/> Arrange for debris clearance, especially in culverts/drainage areas.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Request AST, Red Cross assistance with temporary morgues and burials.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Volcano**

**Overall Volcano Risk to Kodiak Region = HIGH**

**If WARNING TIME IS EXTREMELY LIMITED, there are two major concerns: earthquakes and tsunamis. The threat of a tsunami is the more emergent. A “local tsunami” can generate large waves with little or no warning. Historically, such waves have reached heights of 100 feet or more and up to one mile inland. Most of the community’s coastal areas are considered to have a “local tsunami” hazard.**

Volcano RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of a Volcanic eruption exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Alaska Volcano Observatory 786-7497</li> <li><input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> National Weather Service: 800-472-0391</li> <li><input type="checkbox"/> Local radio stations (EAS announcements)</li> </ul> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>Note: NOAA Weather Radio will broadcast periodic updates during volcanic eruptions.</b></p> </div>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate forecasts &amp; predictions. Confirm risks with AK Volcano Observatory.</li> <li><input type="checkbox"/> Identify type of risk (mudslide, ash cloud, etc.) and areas at risk.</li> <li><input type="checkbox"/> Identify high-risk populations (respiratory problems, etc.) who may need special attention or early evacuation.</li> <li><input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed.</li> <li><input type="checkbox"/> Identify safe areas suitable for sheltering evacuees. Set up shelters.</li> <li><input type="checkbox"/> Ensure that evacuation routes are passable.</li> <li><input type="checkbox"/> Arrange for public alert and warning.</li> <li><input type="checkbox"/> Notify public of ashfall safety rules, vehicle travel considerations, and other appropriate information.</li> <li><input type="checkbox"/> Contact and warn outlying populations, small aircraft, fishing vessels, or others that may be threatened by ash fall.</li> <li><input type="checkbox"/> Inventory heavy equipment for use in response &amp; recovery.</li> <li><input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after volcano.</li> <li><input type="checkbox"/> Prepare emergency services for possible need for operations in heavy ash and dust environments.</li> </ul>

Volcano RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Response Phase:</b></p> <p>Volcanic eruption is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223</li> <li><input type="checkbox"/> Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> <li><input type="checkbox"/> Social support and mental health services</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Establish a watch/observation system for volcano activity.</li> <li><input type="checkbox"/> Continue to assess eruption situation.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Arrange for emergency housing and sheltering as necessary.</li> <li><input type="checkbox"/> Secure evacuated areas.</li> <li><input type="checkbox"/> Establish facility/safe location for emergency medical care.</li> <li><input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Consider establishing a multicasualty organization.</li> <li><input type="checkbox"/> Disseminate public information about shelters, how to find out about victims.</li> <li><input type="checkbox"/> Implement emergency utility cutoff as needed.</li> <li><input type="checkbox"/> 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</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities).</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

Volcano RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Volcanic eruption has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures.</li> <li><input type="checkbox"/> Arrange for debris clearance, especially in culverts/drainage areas.</li> <li><input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any.</li> <li><input type="checkbox"/> Arrange for emergency housing as necessary.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Work on monetary damage estimates for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

**Weather Extremes/High Winds**

Overall Extreme Weather Risk to Kodiak Region = MODERATE

WEATHER EXTREMES RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Warning Phase:</b></p> <p>Threat of Extreme Weather/ High Winds Exists</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> National Weather Service (for rain forecasts): 800-472-0391</li> <li><input type="checkbox"/> AST: 486-4121</li> <li><input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952</li> <li><input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911</li> <li><input type="checkbox"/> Local radio stations (EAS announcements)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm forecasts with National Weather Service.</li> <li><input type="checkbox"/> Identify areas at risk.</li> <li><input type="checkbox"/> Disseminate public information.</li> <li><input type="checkbox"/> Assess current levels of heavy equipment for snow removal, etc.</li> <li><input type="checkbox"/> Assess fuel levels. Initiate conservation programs as necessary.</li> <li><input type="checkbox"/> Check generators and other backup power.</li> <li><input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after extreme weather is over.</li> </ul>
<p><b>Response Phase:</b></p> <p>Extreme Weather/ High Winds is occurring</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Local fire departments</li> <li><input type="checkbox"/> ADNR Forestry (if fire risk): 262-4124</li> <li><input type="checkbox"/> ADHS&amp;EM (disaster relief): 800-478-2337</li> <li><input type="checkbox"/> American Red Cross: 486-4040</li> <li><input type="checkbox"/> Salvation Army: 486-8740</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning checklist.</li> <li><input type="checkbox"/> Continue to monitor forecasts.</li> <li><input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.</li> <li><input type="checkbox"/> Continue to disseminate public information.</li> <li><input type="checkbox"/> Determine the need to establish shelters for those who may be without heat or essential services.</li> <li><input type="checkbox"/> Keep in communication with state/federal emergency response agencies.</li> <li><input type="checkbox"/> Inform EMS, hospitals of injuries.</li> <li><input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary.</li> <li><input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.</li> </ul>

WEATHER EXTREMES RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p><b>Recovery Phase:</b></p> <p>Extreme Weather/ High Winds has occurred</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Review Warning &amp; Response checklists.</li> <li><input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies.</li> <li><input type="checkbox"/> Provide Storm Damage Report information to ESD, for forwarding to NWS.</li> <li><input type="checkbox"/> Identify safety hazards and undertake corrective action.</li> <li><input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families.</li> <li><input type="checkbox"/> Arrange for snow and debris clearance.</li> <li><input type="checkbox"/> Restore essential public utilities and facilities.</li> <li><input type="checkbox"/> Perform damage assessments.</li> <li><input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration.</li> <li><input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies.</li> <li><input type="checkbox"/> Perform an incident critique.</li> </ul>

# SECTION 2: PLAN ACTIVATION AND DISASTER REPORTING

## Introduction

This section outlines the plan activation, disaster emergency declaration, notification and reporting processes, call out procedures to activate the Incident Management Team, and damage assessment procedures which the Kodiak Emergency Services Director and Incident Management Team personnel will implement in the event of a disaster emergency. Prompt and thorough reporting of the disaster conditions will enhance disaster assistance from mutual aid agencies and state and federal entities.

## Plan Activation

As described in Volume I, Administrative Overview, this Emergency Operations Plan shall be activated or selectively applied in those cases where:

- The emergency cannot be effectively managed using department policies and standard operating procedures (SOPs), or
- The emergency directly impacts more than one department's jurisdiction, and a coordinated response under a unified command structure is desirable or necessary, or
- The resources of the city and borough, including resources available through mutual aid agreements, are overwhelmed and the Emergency Services Council, through the director, declares a local disaster emergency.

**NOTE: Within Alaska only the "principal executive officer" of the involved municipality may declare a disaster emergency. (AS 26.23.140). For the purpose of a regional disaster declaration, the Kodiak Emergency Services Director is considered the principal executive officer for the Kodiak region.**

## Levels of Incidents and Plan Activation

### Level III Incident

- Incident can be managed with department policies and SOP and does not require implementation of the plan.
- Specific plan sections and/or Incident Management Team positions may be activated at the direction of the Incident Commander from the department in charge.

### Level II Incident

- Incident has special or unusual characteristics not readily managed by department policies and SOP, and/or requiring response by more than one department or agency, and/or which is beyond the capabilities of available resources (including mutual aid).
- May require partial or full implementation of this plan.
- Selective activation of “short” Incident Management Team typically including the following ICS positions: (Note: in a Level II Incident, the IC will typically assume the responsibilities of the Operations Section Chief as well)
  - Incident Commander/Deputy IC
  - Public Information Officer
  - Planning Section Chief
  - Logistics/ Finance Section Chief
  - EOC Manager

### Level I Incident

- Incident requires the coordinated response of all levels of city and borough government to save lives of a large portion of the population and to protect property and the environment.
- May require the sheltering or relocation of the affected population.
- Full activation of the EOC and Incident Management Team with fully staffed ICS, including the complete Command Staff and General Staff, with the following ICS functions typically activated:
  - Incident Commander
  - Public Information Officer
  - Safety Officer
  - Liaison Officer
  - Operations Section Chief
  - Planning Section Chief
  - Situation Unit Leader
  - Resource Unit Leader
  - Logistics Section Chief
  - Services Branch Director
  - Support Branch Director
  - EOC Manager
  - Finance Section Chief

### Activation Procedures

Activation of the Kodiak Emergency Operations Plan and Incident Management Team (IMT) begins when the On-scene Incident Commander contacts Kodiak Dispatch and requests IMT Activation. The Initial Incident Commander should provide Dispatch with a brief summary of the type and scale of incident.

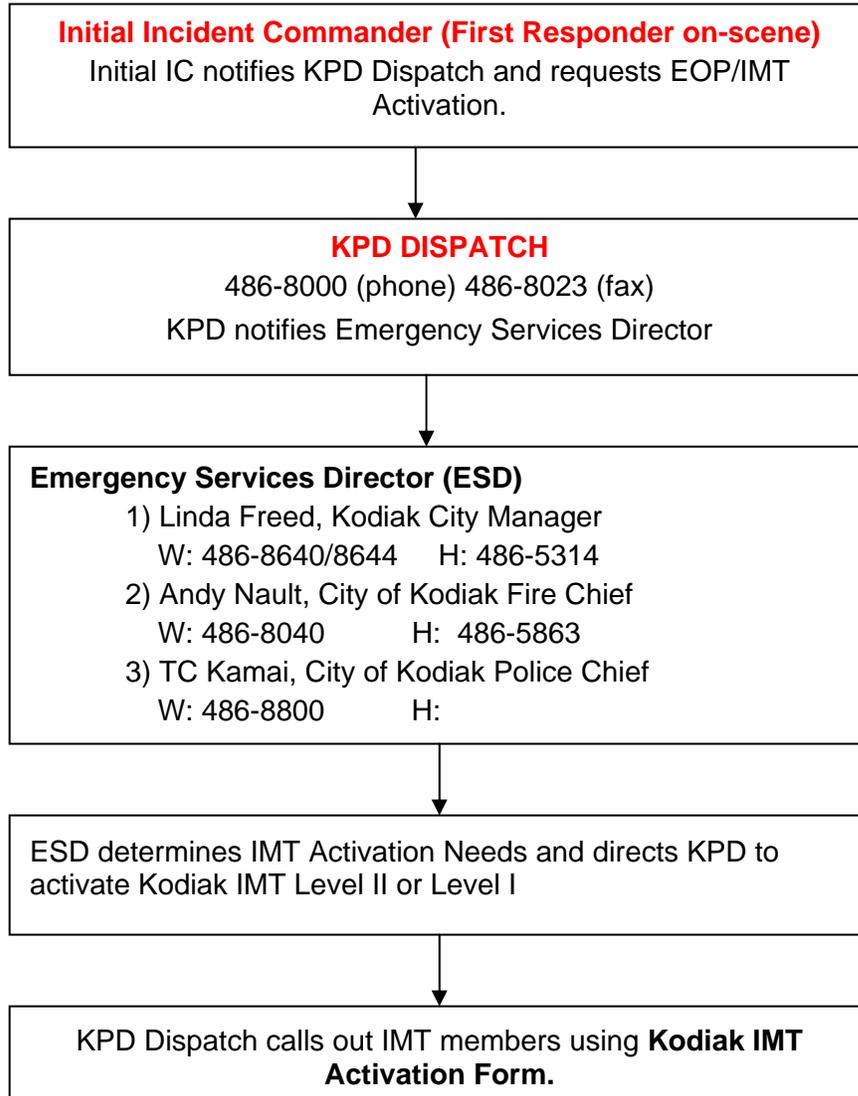
Kodiak Dispatch will immediately contact the Emergency Services Director (ESD) or designated alternate and inform him/her of the situation at hand. The Emergency Services Director will then determine at what level to activate the IMT.

- For a Level III incident, the ESD may determine that no IMT activation is necessary at the time. The ESD may request periodic updates through Dispatch or directly from the On-Scene Incident Commander to determine whether the incident may escalate to Level II or Level I.
- For a Level II incident, the ESD will direct Dispatch to implement a Level II Call-Out. Dispatch will then follow the “Kodiak IMT Activation and Call-out Procedure” and use the “Kodiak IMT Activation Form” to staff a Level II incident. The ESD may determine certain positions to be unnecessary for certain incidents, in those cases may direct Dispatch to selectively activate certain positions within the Level II organization. Likewise, the ESD may determine that additional positions are necessary, and may direct Dispatch to call out additional personnel in addition to those specified in the Level II roster.
- For a Level I incident, the ESD will direct Dispatch to implement a Level I Call-Out. Dispatch will then follow the “Kodiak IMT Activation and Call-out Procedure” and use the “Kodiak IMT Activation Form” to staff a Level I incident. The ESD may determine certain positions to be unnecessary for certain incidents, in those cases may direct Dispatch to selectively activate certain positions within the Level I organization. Likewise, the ESD may determine that additional positions are necessary, and may direct Dispatch to call out additional personnel in addition to those specified in the Level I roster.
- In the event of a Tsunami Watch or Warning, KPD Dispatch will follow the SOP entitled “Tsunami Emergency Procedures.” The ESD (City Manager) will be the first person notified of the Watch/Warning under those procedures. Because KPD Dispatch already faces a significant notification burden during a Tsunami event, the ESD will be responsible for IMT Activation and Call-out. The ESD may delegate this task as appropriate.

**In an emergency where public address/emergency alert systems are used to alert the public, messages may also be broadcast directing Incident Management Team personnel to report to the EOC. However, public address shall not be used as a primary method of activating the EOC.**

### Kodiak IMT Activation and Call-out Procedure

Activation of the Kodiak Emergency Operations Plan and IMT personnel is the first step in mounting an integrated response from the Emergency Operations Center. **Call out and activation of IMT personnel is a separate process from notifying emergency responders (i.e. police, fire) of a given incident.**



**In the event of a Tsunami Watch or Warning, KPD Dispatch will follow the SOP entitled "Tsunami Emergency Procedures." The ESD will be responsible for IMT Activation and Call-out.**

**Be sure to contact HARBORMASTER during Tsunami Watch/Warning!**

**Be sure to contact local RADIO STATIONS if public notification necessary!**

**Figure 2-2-1: Kodiak IMT Activation Form**

Position	Name	Office	Home*	Mobile	Pager	Available?
<b>LEVEL II INCIDENT</b>						
Deputy Incident Commander	Andy Nault	486-8040				
	T.C. Kamai	486-8000				
	Maurice Hughes	486-4121				
Planning Section Chief	Duane Dvorak	486-9362				
	Bob Scholze	486-9351				
	Mary Ogle	486-9360				
Logistics Section Chief	Howard Weston	486-8065				
	Ken Smith	486-9341				
Finance Section Chief	Mary Munk	486-8659				
	Karl Short	486-9323				
Public Information Officer	Joe D'Elia	486-8686				
	Lisa Booch	486-8686				
Safety Officer	Bob Himes	486-4536				
	Rome Kamai	486-8040				
	Dave Conrad	487-4991 x126				
EOC Manager/ Comms	Paul VanDyke	486-9333				
	KIB Facilities/Eng	486-9343				
	Kris Brewster	486-8619				
Multicasualty	Don Rush- PKIMC	486-3281				
Harbormaster (Tsunami! only)	Marty Owen	486-8080				
	Lon White	486-8080				
Operations Chief	Mark Kozak	486-8060				
	Jim Poulos	486-8060				
	T. C. Kamai	486-8000				
<b>LEVEL I INCIDENT – contact all positions listed above, as well as those below</b>						
Liaison Officer (Volunteer coord.)	Ian Fulp	486-8670				
	Debbie Marlar	486-8638				
Shelter Facilities Manager	Betty Walters	486-9210				
	Bob Tucker	486-9238				
Harbor Branch	Marty Owen	486-8080				
	Lon White	486-8080				
Emergency Services Coordinator	Duane Dvorak	486-9363				
	KIB CDD Staff	486-9360				

\*Home telephone numbers have been removed from this page to protect privacy. They are available in Appendix C.

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### Directions for KPD Dispatch (Using Kodiak IMT Activation Form)

You are responsible to contact one of the individuals listed for each activated position. Qualified personnel are listed in order of priority; always start at the top of the list.

Be sure to address the following during each call:

- Verification – Have I contacted the correct person?
- Availability – Is the person available to respond to EOC in the desired timeframe?
- Incident Specifics – Type of incident, location of EOC if other than primary, response time, special EOC access requirements.

### **Sample Script for IMT Activation**

“This is KPD Dispatch calling on behalf of the Kodiak Incident Management Team. I have been directed by the Emergency Services Director to activate the IMT for a \_\_\_\_\_ (Level II or Level I) incident. Is this \_\_\_\_\_ (insert name), the designated \_\_\_\_\_ (insert IMT position)?

Are you available to report to the Emergency Operations Center at \_\_\_\_\_ (specify location) within \_\_\_\_\_ (specify desired time frame as determined by ESD)?

The situation has been described as \_\_\_\_\_ (type of incident). In order to access the EOP, you will need \_\_\_\_\_ (photo ID, etc.).

<p><b>In the event of a Tsunami Watch or Warning, the ESD will be responsible for IMT Activation and Call-out.</b></p>
--

### Declaration of Local Disaster Emergency

The Kodiak Emergency Services Director has the legal authority to declare a local disaster emergency, subject to the approval of the Emergency Services Council (when possible), under Kodiak City Code Chapter 2.32, KIB Code Chapter 2.41, and AS 26.23.140. While a local disaster emergency declaration is not necessarily required to implement this Emergency Operations Plan, a disaster declaration may be necessary to expedite procurement of city and borough response resources and access state and federal disaster assistance.

If the Emergency Services Director (City Manager) is unable to act due to absence or incapacity, the Emergency Services Coordinator or designee will exercise local disaster emergency declaration authority. The declaration of a local disaster emergency must include a description of the situation and existing conditions, must delineate the geographic boundaries, and must outline what special powers are being activated by the city.

In the event that Kodiak is declaring a local disaster emergency for the purposes of expediting procurement of city or borough response resources or requesting disaster assistance directly from the State of Alaska, use the model declaration forms found in this section. The Division of Emergency Services makes recommendations on disaster declarations with requests for State assistance and forwards those recommendations to the Governor's Office. The Governor's Disaster Policy Cabinet will also review most declarations before forwarding them, with DES' recommendations, to the Governor.

Within the Incident Management Team, the Command and General Staffs have the following responsibilities in the declaration process:

- Command: Assist with development of disaster declaration packages.
- Operations: Identify necessary resources, and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
- Planning: Provide situation and resource summaries and initial and preliminary damage assessments.
- Logistics: Compile resource requests.
- Finance: Assist in preliminary damage assessment and coordinate damage survey activities.

**Figures 2-2-2 through 2-2-4 contain sample local disaster declaration forms.**

**Figure 2-2-6 contains a sample Incident Commander's delegation of authority form.**

### 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" (Figure 2-5), 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 on all level II & I activations, and distributed via phone, fax, e-mail, radio, hard copy, etc., to at least the following:

- Emergency Services Director
- Emergency Services Council
- Incident Management Team
- 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 (See Figure 2-2-5) 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 Services Director to advise city staff of a Level I activation.

**Damage Assessment should begin immediately after the onset of a disaster, as preliminary damage assessment information may be crucial to obtaining outside assistance.**

**For damage assessment procedures, refer to Volume 2, Section 11 of this plan.**

**Figure 2-2-2: Sample Local Government Disaster Declaration Without Request for State Assistance**

<b>Comments</b>	<b>Example</b>
A brief description of the disaster or emergency, when it happened and where it struck.	WHEREAS, commencing on (date), the (borough, city, or local government), Alaska sustained severe losses and threats to life and property from (describe the event or situation); and,
A statement describing the political subdivision.	WHEREAS, the (borough, city, or local government) is a political subdivision within the State of Alaska; and,
A statement outlining the disaster or emergency conditions, areas affected, damages.	WHEREAS, the following conditions exist as a result of the disaster emergency (describe the event and the impacts to community, damages, and etc.); and,
A statement that local capability has been exceeded.	WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,
A statement by the appropriate principal executive officer authorized to declare a disaster emergency.	THEREFORE, be it resolved that the Emergency Services Council of does declare a Disaster Emergency per AS 26.23.140 to exist in (describe the area affected or identify a political subdivision).
Signature of principal executive officer authorized by local ordinance.	SIGNED this ____ day of _____ 20 ____  _____  (Emergency Services Director for the Emergency Services Council)

**Figure 2-2-3: Sample Local Government Disaster Declaration With Request For Borough Assistance**

<b>Comments</b>	<b>Example</b>
A brief description of the disaster or emergency, when it happened and where it struck.	WHEREAS, commencing on (date), the (city, or local government), Alaska sustained severe losses and threats to life and property from (describe the event or situation); and,
A statement describing the political subdivision.	WHEREAS, the (city, or local government) is a political subdivision within the Borough of (name of borough); and,
A statement outlining the disaster or emergency conditions, areas affected, damages.	WHEREAS, the following conditions exist as a result of the disaster emergency (describe the event and the impacts to community, damages, and etc.); and,
A statement that local capability has been exceeded.	WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,
A statement by the appropriate principal executive officer authorized to declare a disaster emergency.	THEREFORE, be it resolved that the (city manager, mayor, council president, etc.) of (political subdivision) does declare a Disaster Emergency per AS 26.23.140 to exist in (describe the area affected or identify a political subdivision).
A request that the borough mayor designate the Political Subdivision a disaster area and request State assistance	FURTHERMORE, it is requested that the borough mayor declare a Disaster Emergency to exist as described in AS 26.23 and provide borough assistance to (political subdivision) in its response and recovery from this event.
A brief statement and estimated value of local government commitment to the disaster. This can be "in-kind" use of equipment or personnel.	FURTHER, the undersigned certifies that the (political subdivision) has or will expend local resources in the amount of (insert \$USD amount), as a result of this disaster for which no borough reimbursement will be requested.
Signature of principal executive officer authorized by local ordinance.	SIGNED this _____ day of _____ 20_____  _____  (Emergency Services Director for the Emergency Services Council)

**Figure 2-2-4: Sample Local Government Disaster Declaration  
with Request for State Assistance**

<b>Comments</b>	<b>Example</b>
A brief description of the disaster or emergency, when it happened and where it struck.	WHEREAS, commencing on (date), the (borough, city, or local government), Alaska sustained severe losses and threats to life and property from (describe the event or situation); and,
A statement describing the political subdivision.	WHEREAS, the (borough, city, or local government) is a political subdivision within the State of Alaska; and,
A statement outlining the disaster or emergency conditions, areas affected, damages.	WHEREAS, the following conditions exist as a result of the disaster emergency (describe the event and the impacts to community, damages, and etc.); and,
A statement that local capability has been exceeded.	WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and,
A statement by the appropriate principal executive officer authorized to declare a disaster emergency.	THEREFORE, be it resolved that the Borough manager, mayor, council president, etc.) of (political subdivision) does declare a Disaster Emergency per AS 26.23.140 to exist in (describe the area affected or identify a political subdivision).
A request that the Governor designate the Political Subdivision a disaster area and request State assistance.	FURTHERMORE, it is requested that the Governor declare a Disaster Emergency to exist as described in AS 26.23 and provide State assistance to (political subdivision) in its response and recovery from this event.
A brief statement and estimated value of local government commitment to the disaster. This can be "in-kind" use of equipment or personnel.	FURTHER, the undersigned certifies that the (political subdivision) 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.
Signature of principal executive officer authorized by local ordinance.	SIGNED this _____ day of _____ 20_____  _____
	(Emergency Services Director for the Emergency Services Council)

**Figure 2-2-5: State of Alaska Situation Report**

\_\_\_\_\_ (Incident Name)

<b>Incident #</b>	<b>Date/Time:</b>	<b>Prepared By:</b>
-------------------	-------------------	---------------------

**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:

Figure 2-2-5: 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:

**Figure 2-2-6: Incident Commander’s Delegation of Authority**

Pursuant to Kodiak’s Declaration of a Local Disaster Emergency, the Kodiak Emergency Operations Plan has been activated.

**I hereby** authorize \_\_\_\_\_ to act as Incident Commander for response and recovery operations under the Kodiak Emergency Operations Plan.

**I hereby** delegate the Incident Commander all authority to provide response and recovery operations to the declared disaster emergency under the Kodiak Emergency Operations Plan and to act on behalf of and with the authority of the City of Kodiak and Kodiak Island 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 Services Director or the City of Kodiak Manager.

DATE: \_\_\_\_\_

\_\_\_\_\_

City of Kodiak Manager

Emergency Services Director

## **SECTION 3: INCIDENT MANAGEMENT TEAM**

This section describes the structure and organization of the Kodiak Incident Management Team (IMT), and includes a qualified personnel roster to staff the IMT. This section also discusses in detail the Unified Command system and the MAC group, either or both of which may be used to coordinate interagency response.

### **Kodiak IMT**

Kodiak has an All-Hazard Emergency Operations Plan and an All-Hazard Incident Management Team (IMT), comprised City of Kodiak and Kodiak Island Borough personnel and other local community members with relevant expertise and experience. Kodiak uses an Integrated Emergency Management System (IEMS), which is a broad, all hazard emergency management system encompassing all the various types of emergencies. The IEMS addresses mitigation, preparedness, response, and recovery activities.

The Integrated Emergency Management System actively encourages the development of the common management functions required for response to emergencies of all types, while recognizing the unique preparedness requirements of specific hazards. IEMS enables each level of government to integrate with other levels, public agencies, and with private sector resource providers. Optimum use and integration of existing skilled personnel, emergency facilities, and emergency equipment across all levels of government is encouraged. The incident management organization utilized in Kodiak is the Incident Command System component of the National Interagency Incident Management System (NIIMS).

The Kodiak Emergency Services 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

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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.

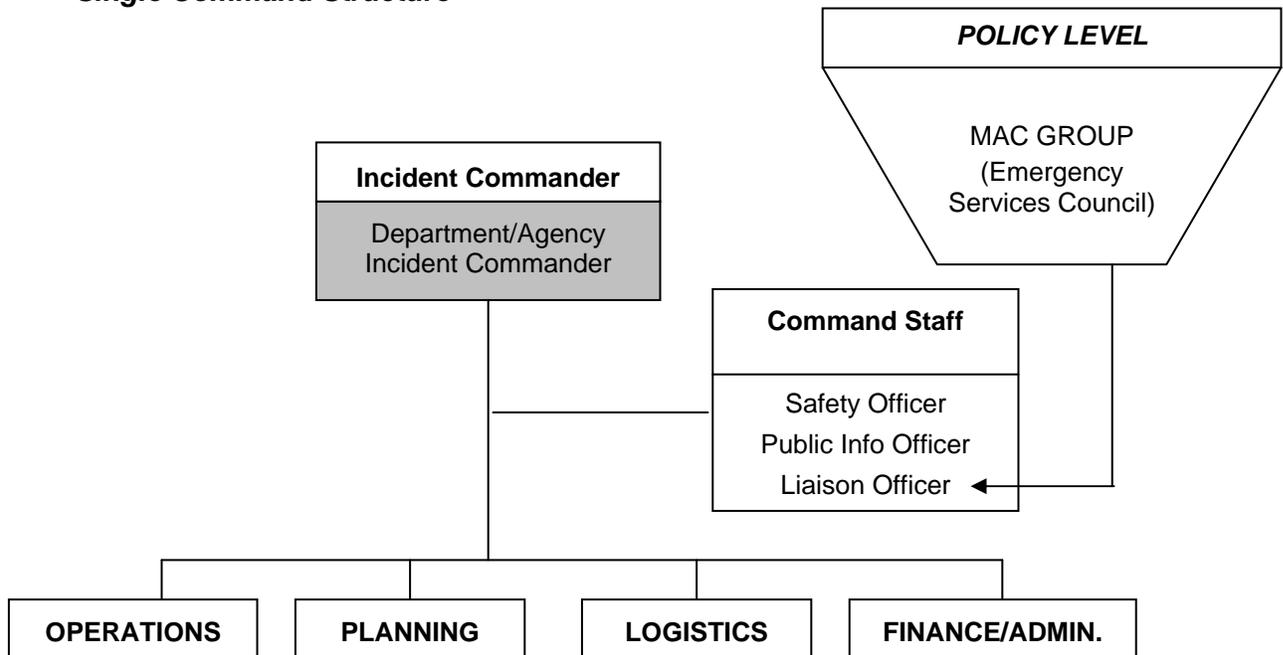
### Command Levels

The incident command is responsible for overall management of the incident. The command also includes certain staff functions required to support the command function. The command function within the ICS may be conducted in two general ways: as a **Single Command** or a **Unified Command**. Regardless of the command structure, in the Kodiak Incident Management Team, a **MAC Group** will exist and operate at the policy level, providing policy guidance and oversight to the incident command. The MAC Group is comprised of the seven-member Emergency Services Council.

#### Single Command

When an incident occurs within an area that has one department/agency with jurisdictional authority, and there is no overlapping of jurisdictional authority, an incident commander (IC) will be designated by that department/agency to have overall management responsibility for that incident. There are several qualified personnel in the Kodiak region to fill the position of incident commander under a single command system. The IC will prepare incident objectives that will be the foundation for incident action planning. The IC may have a deputy who should have the same qualifications as the IC, and may work directly with or be the relief for the IC.

#### Single Command Structure



### Unified Command

When an incident occurs within or threatens an area with one or more departments/agencies with jurisdictional authority, or where the resources and personnel of a single agency are not sufficient to mount an effective response, a Unified Command may be formed. Unified command is a command structure which provides for all agencies who have jurisdictional responsibility for an incident, either geographical or functional, to jointly manage the incident through a common set of incident objectives, strategies, and priorities.

Incident commanders or designated representatives from each of the agencies with jurisdiction work together in a Unified Command to establish a common set of objectives and strategies and a single Incident Action Plan. The Unified Command may select from among themselves a person to serve as Incident Commander. Under a Unified Command, the IC carries out the objectives as set by the Unified Command.

The concept of Unified Command simply means that all agencies that have jurisdictional responsibility at the incident contribute to the process of:

- Determining overall incident objectives and selecting strategies.
- Ensuring that integration of tactical activities will be accomplished through the assignment of a single Operations Section Chief.
- Making maximum use of all assigned resources.
- Agreeing to resource ordering processes including who pays for what.

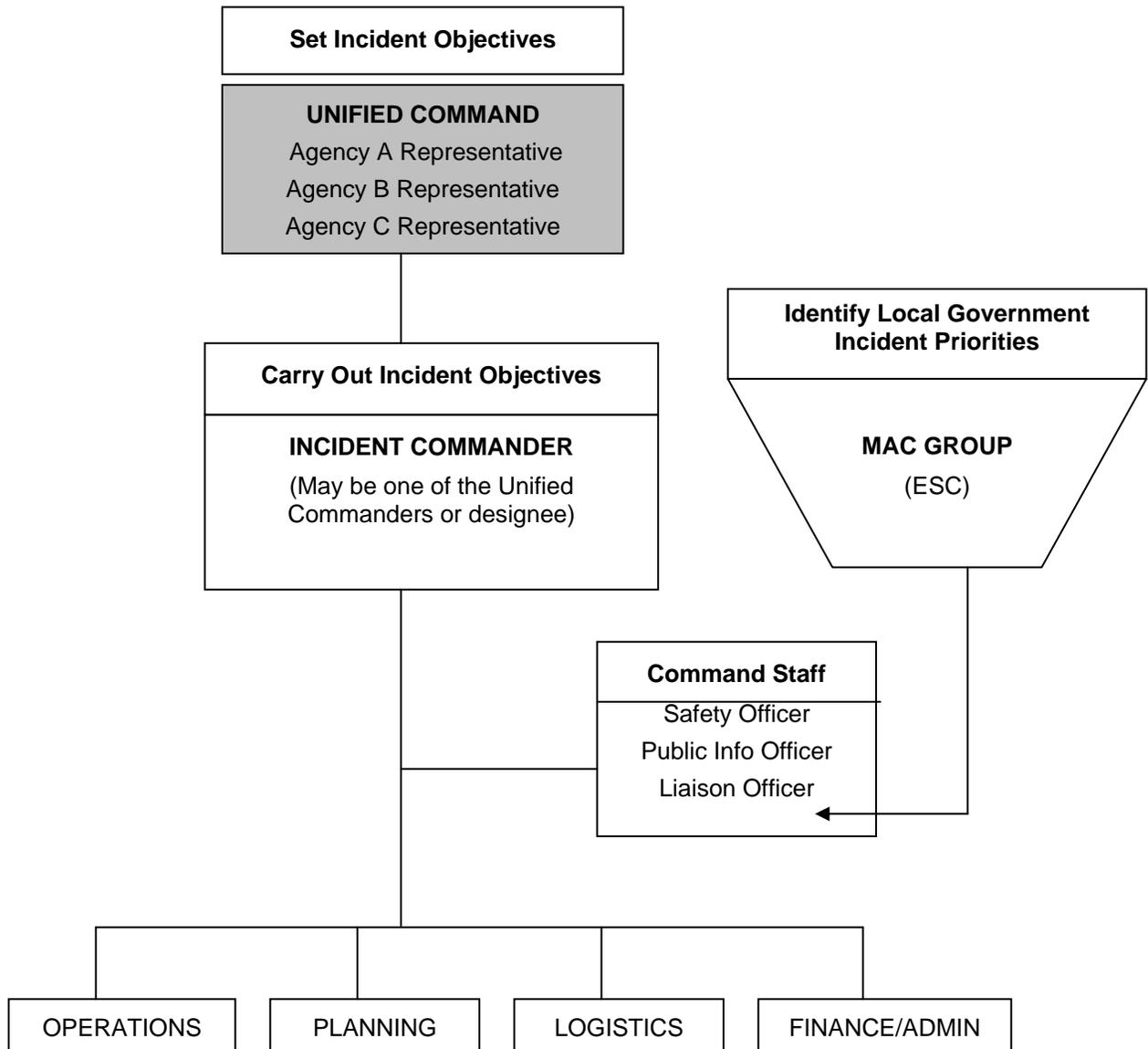
The Unified Command structure may be used to accomplish the following:

- Improve the information flow and interfaces between all agencies.
- Develop a single collective approach to the incident regardless of its functional complexities.
- Optimize the efforts of all agencies as they perform their missions.
- Reduce or eliminate duplicate efforts or omissions.
- Improve each department/agency's awareness of the plans and actions of all others.
- Ensure that all agencies with responsibility for the incident have an understanding of their organization's goals, objectives, and restrictions.
- Ensure that no department/agency's authority will be compromised.
- Develop one set of objectives for the entire incident.

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## Unified Command Organization Chart



### Multi-agency Coordinating Group (MAC Group)

A MAC Group would normally be established when the character, complexity, and intensity of the emergency significantly impacts or involves more than one agency. In Kodiak, the MAC Group is comprised of the Emergency Services Council members, who represent city, borough, state, and federal government agencies, and each of whom have line authority or delegated line authority for decision-making purposes. Activation of the MAC Group is for the intended purpose of improving interagency coordination at the top management level. In Kodiak, the MAC is activated whenever the Kodiak Incident Management Team is activated for a Level I incident, and at the Emergency Services Director's discretion during Level I and II incidents. The duties and responsibilities of the MAC Group are as follows:

- Keeping informed of the overall situation.
- Setting priorities.
- Acquiring or allocating resources.
- Coordinating state and federal disaster declarations.
- Providing a political interface with the incident activity.
- Coordinating the information to other agencies and the publics.

The goal of the MAC Group is to improve the quality and timeliness with which these duties and responsibilities are executed. The MAC Group should make decisions and provide direction; these are not operational functions. MAC Groups provide off-site incident coordination and are not an expansion of the IC system, but rather an expansion of the coordination and management system that support operational IMT members. Appropriate functions of the MAC Group include:

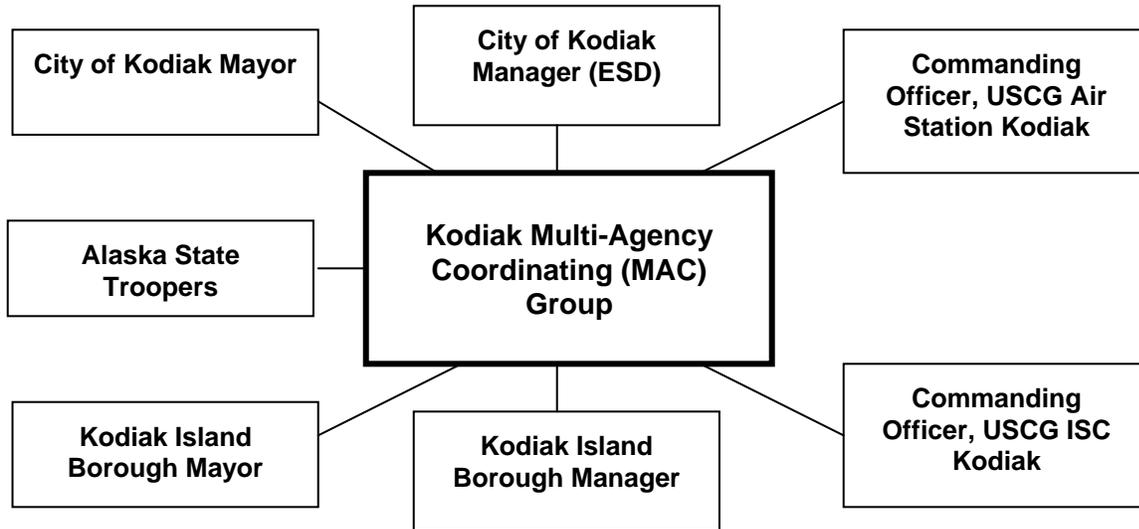
- Policy establishment;
- Policy modification;
- Directions (procedures, standards, methods); and
- Guidelines (soft direction).

The standard criteria to be used by the MAC Group in establishing priorities are:

- Potential to endanger or destroy human life, property (type and amount), and the environment (type and amount).
- Social, political and economic consequences.
- Difficulty of control due to growth potential, difficulty of terrain, etc.

### MAC Group Composition

In the Kodiak IMT, the MAC Group is comprised of the Emergency Services Council Membership, as shown below. In certain types of emergencies, representatives of other local, state, and federal agencies may participate in the MAC.



### Staffing the Kodiak Incident Management Team

The Kodiak Incident Management Team may use either a single or a unified command. Either way, the team will follow an ICS organization using available, qualified local personnel from both city and borough departments and state agencies, as appropriate. The Incident Commander (IC) and Incident Management Team personnel will ideally be selected from the qualified personnel roster on the following pages. However, every incident will be different and IMT personnel may not necessarily fill the ICS positions for which they have been designated. It is most important that the command, whether single or unified, utilize incident management personnel in a manner which best suits the incident objectives.

### Kodiak Incident Management Team Qualified Personnel Roster

The Qualified Personnel Roster identifies local personnel with the training and qualifications to fill various incident management team positions during a Level II or Level I activation of the Kodiak Incident Management Team. This list should be used to staff the ICS during an incident. It is important that ICS staffing remains a flexible, dynamic process. Because Kodiak is a small community with a limited number of trained personnel, individuals listed below may not necessarily serve in the positions indicated, depending on the incident specifics.

**For ICS position descriptions and position checklists, refer to the EOC Guide and the NIIMS Incident Command System, Field Operations Guide (ICS-420).**

### Multi-Agency Coordinating Group (Emergency Services Council)

The Kodiak Emergency Services Council (ESC) will serve as the Multi-Agency Coordinating (MAC) Group for all local emergencies. The ESC membership is as follows:

- City of Kodiak Manager, Chairperson
- Kodiak Island Borough Mayor
- City of Kodiak Mayor
- Kodiak Island Borough Manager
- USCG ISC Commanding Officer
- USCG Air Station Commanding Officer
- Alaska State Troopers Kodiak Detachment Commander (village liaison)

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### Incident Commander and Command Staff

QUALIFIED PERSONNEL			
ICS Position	Title	Name	Training
<b>Incident Commander/ Deputy Incident Commander</b>	City Manager (Emergency Services Director)	Linda Freed	
	Kodiak Fire Department Chief	Andy Nault	
	Kodiak Police Department Chief	T.C. Kamai	
	Alaska State Troopers Detachment Commander	Maurice Hughes	
<b>Public Information Officer</b>	City of Kodiak Librarian	Joe D'Elia	PIO training
	City of Kodiak Assistant Librarian	Lisa Booch	
<b>Liaison Officer</b>	Director of Parks & Recreation	Ian Fulp	
	Kodiak City Clerk	Debbie Marlar	
<b>Safety Officer</b>	Bayside Fire Station Chief	Robert Himes	
	Women's Bay Fire Dept.	Dave Conrad	
	Kodiak Fire Dept. Deputy Chief	Rome Kamai	
	Kodiak Fire Dept. Officer	Varies	
<b>Legal Officer (not always activated)</b>	Kodiak Island Borough Attorney	Jamin, Ebell, Schmitt & Mason	
	City of Kodiak Attorney	Birch, Horton, Bittner & Cherot	

**Operations Section**

<b>QUALIFIED PERSONNEL</b>			
<b>ICS Position</b>	<b>Title</b>	<b>Name</b>	<b>Training</b>
<b>Operations Section Chief</b>	Kodiak Public Works Director	Mark Kozak	
	Public Works Maintenance Supervisor	Jim Poulos	
	Kodiak Police Dept. Chief	T.C. Kamai	
	Alaska State Troopers Detachment Commander	Maurice Hughes	
<b>Fire, Hazmat &amp; EMS Branch Director</b>	Kodiak Fire Dept. Deputy Fire Chief	Rome Kamai	
	Women's Bay Fire Chief	Dave Conrad	
	Bayside Fire Chief	Robert Himes	
<b>Harbor Operations Branch Director</b>	Kodiak Harbormaster	Marty Owen	
	Assistant Harbormaster	Lon White	
<b>Public Works Branch Director</b>	Public Works Maint. Supervisor	Jim Poulos	
	Wastewater Plant Superintendent	Hap Heiberg	
<b>Law Enforcement &amp; Safety Branch Director</b>	Kodiak Police Dept. Chief	T.C. Kamai	
	Alaska State Troopers Post Commander	Maurice Hughes	
	Kodiak Police Dept. Lieutenant	Ray Ellis	
	Kodiak Police Dept. Officer	Varies	
<b>Air Operations Branch Director</b>	Civil Air Patrol Commander	Mike Moore	

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### Planning Section

QUALIFIED PERSONNEL			
ICS Position	Title	Name	Training
<b>Planning Section Chief</b>	KIB Community Development Director	Duane Dvorak	
	KIB Resource Manager	Bob Scholze	
	KIB CDD Staff	Mary Ogle	
<b>Planning Section Unit Leaders</b>	KIB Clerk	Judi Nielsen	
	KIB Community Development Department staff	Varies	
<b>Planning Section Technical Specialists</b>	KIB Mapping Dept.	Lori Demi	

**Logistics Section**

<b>QUALIFIED PERSONNEL</b>			
ICS Position	Title	Name	Training
<b>Logistics Section Chief</b>	KIB Engineering Facilities Director	Bud Cassidy	
	City of Kodiak Engineer	Howard Weston	
<b>Support Branch Director</b>	City of Kodiak Civil Engineer	Chuck Tripp	
	City of Kodiak Wastewater Treatment Plant Supervisor	Hap Heiberg	
	KEA Operations Manager	Lanny Vanmeter	
<b>Facilities Unit Leader</b>	KIB School District Maint. Operations Director	Robert Tucker	
<b>Shelters Manager</b>	Superintendent of Schools	Betty Walters	
<b>Services Branch Director</b>	KANA EMS Specialist	Terry Stone	
<b>EOC Manager</b>	KIB Engineering/Facilities Staff		
	*Communications Unit Leader may fill EOC Manager position, temporarily or permanently, as needed.		
<b>Communications Unit Leader</b>	KARES Radio Operators/Comms Specialist	Paul VanDyke	
	KARES Radio Operators/Comms Specialist	Kris Brewster	
	KPD Dispatcher	Delana Hatfield	
<b>Communications Support Staff (phones/messages)</b>	City/Borough Administrative Personnel	Varies	

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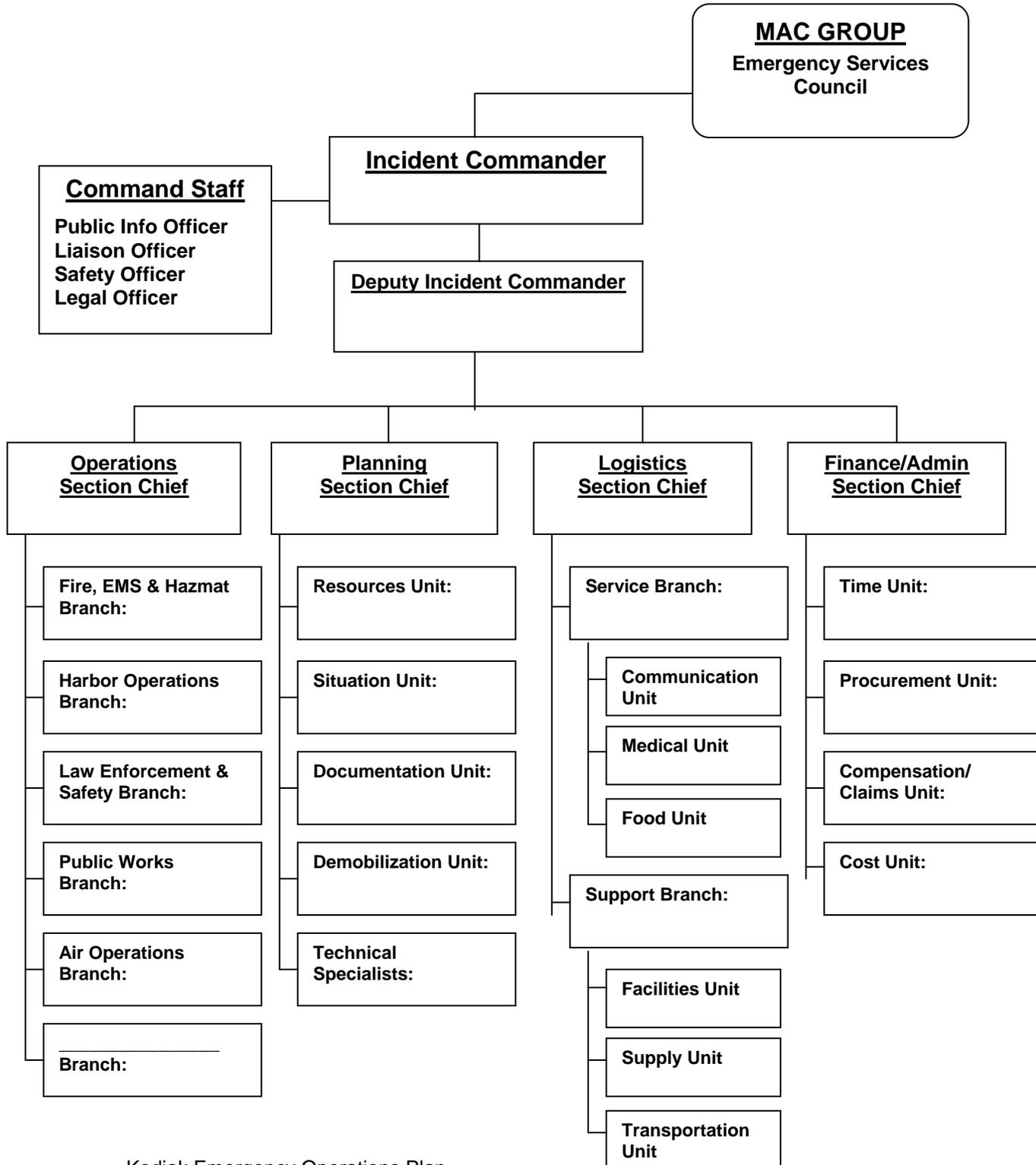
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### Finance/Administration Section

QUALIFIED PERSONNEL			
ICS Position	Title	Name	Training
<b>Finance/ Administration Section Chief</b>	City of Kodiak Finance Director	Mary Monk	
	KIB Finance Director	Karl Short	
<b>Time Unit Leader</b>	City/Borough Finance Dept. Personnel	Varies	
<b>Procurement Unit Leader</b>	City/Borough Finance Dept. Personnel	Varies	
<b>Compensation/ Claims Unit Leader</b>	City/Borough Finance Dept. Personnel	Varies	
<b>Cost Unit Leader</b>	City/Borough Finance Dept. Personnel	Varies	

**Figure 2-3-3: Kodiak Incident Management Team Organizational Chart**

\*For additional staffing below the levels indicated, refer to ICS forms in Volume 3 of this plan.



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## SECTION 4: PUBLIC INFORMATION

### Importance of Public Information Planning

A disaster organization must effectively disseminate information in order to orchestrate an effective, community-wide response. As the Incident Management Team forms and activates the Emergency Operations Center, it is imperative that they establish procedures to provide complete and accurate information before, during, and after an emergency. The timely and effective distribution of public information can enhance respect and understanding of local government, galvanize public support, and aid in response to emergencies.

**Major incidents often result in intense media attention from both local and national news agencies. Quick and effective dissemination of relevant information to the community and to news agencies may expedite government response to emergency situations.**

This public information plan should be implemented whenever the Incident Management Team is activated, or when local officials determine that the best interests of the city, the borough and the public are served by its implementation. At all other times, the guidelines in this section should be reviewed to ensure that public information is properly communicated.

### Public Information Officer

During routine operations, public information for city and borough departments and agencies is an internal function, handled by an agency representative or designated department public information personnel.

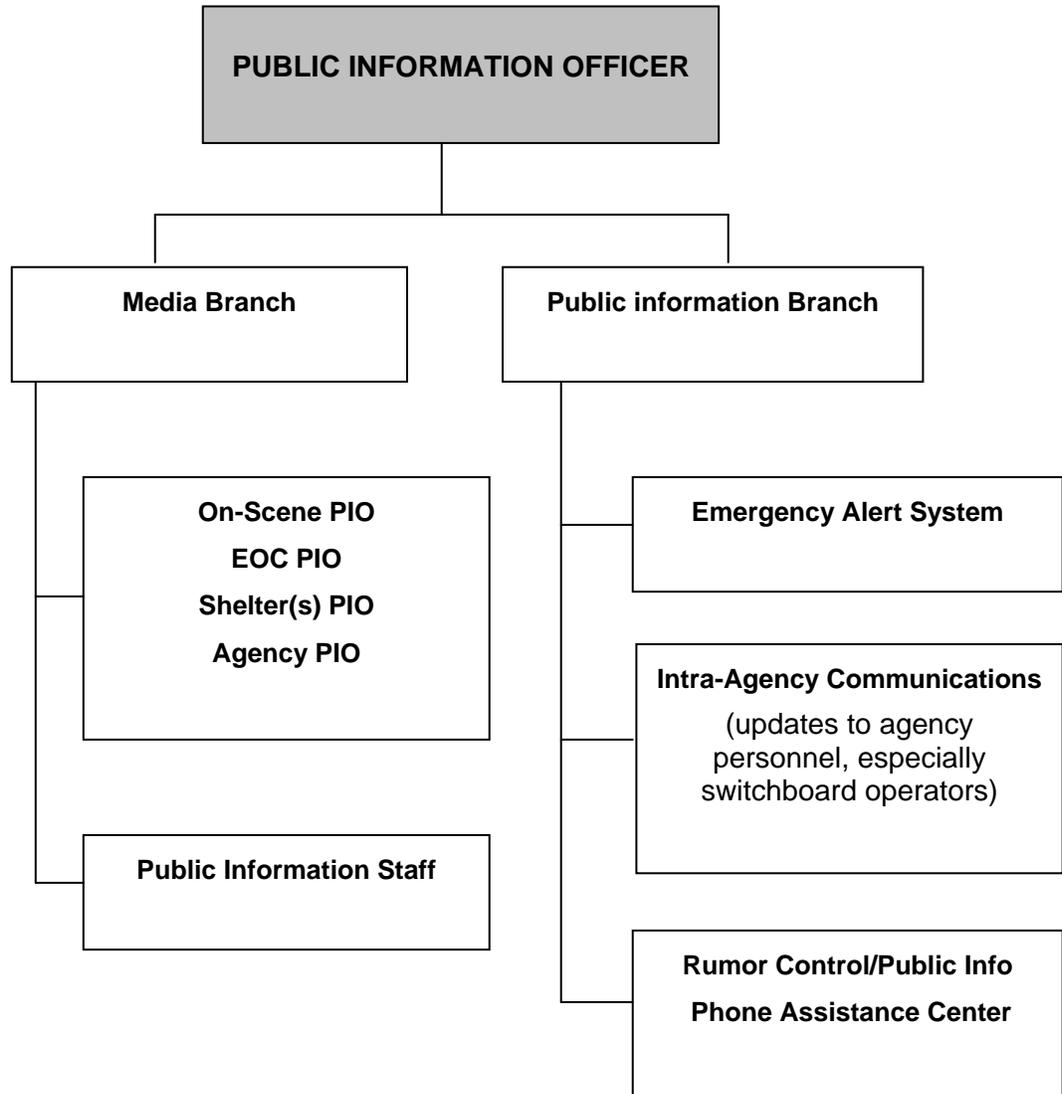
During a regional emergency that involves the activation of the Incident Management Team, a Public Information Officer (PIO) shall be appointed to the EOC to coordinate the dissemination of information about the incident. This person shall assume the duties of the Incident Public Information Officer (see note below) and shall disseminate public information with the approval of the Incident Commander.

Other department and agency public information personnel shall support the Incident PIO as assigned, and shall refer inquiries concerning the incident to the PIO.

**For position description and a position checklist for the Public Information Officer, See the Volume 3, Section 2 of this Plan.**

## **Organization of Public Information Staff**

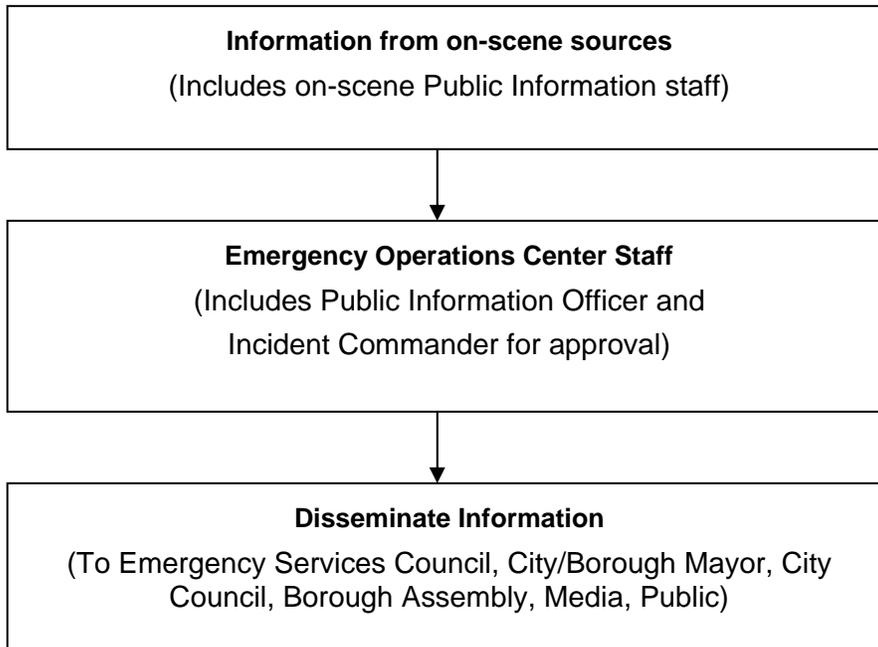
In the event of an extremely complex incident, a staff, as represented in the outline below, may assist the PIO. The PIO function should be filled at field command posts, congregate care shelters, additional EOCs, and the various agencies, all reporting to and coordinating with the incident PIO.



## **Concept of Operations**

### **Information Flow**

Although the public information process is fluid, and must be able to respond to a variety of sources and requests for information, the following flow of incident information should be observed whenever possible.



### **Release of Information Guidelines**

In emergencies, the Public Information Officer shall use the following guidelines in evaluating and releasing information concerning the incident.

- Accurate information will be provided to the media. Those facts that can be confirmed should be released within twenty minutes of confirmation. If little information is available, the following statement should be issued.

“We are aware that an (accident-incident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will notify the press at least 1/2 hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.”
- Emergency information dissemination should be restricted to approved, specific, and verified information concerning the event, and should include:

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- Nature and extent of emergency occurrence.
- Impacted or potentially affected areas of the city/borough.
- Advice on emergency safety procedures, if any.
- Mitigation activities being conducted by responders.
- Procedures for reporting emergency conditions to the EOC.
- Information concerning the event should be consistent for all members of the media.
- Information should be presented in an objective manner.
- Rumor control is vital. Sensitive or critical information must be verified and authorized by the Incident Commander before release. Inaccurate information published by the media should be corrected. Unconfirmed rumors or information from unauthorized or unnamed sources may be addressed in the following manner.

“We will not confirm that until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the media at the same time.”

- Information that media representatives often request includes:
  - Disaster (What is it?)
  - Location (Where is it?)
  - Time (When did it occur? How long will it last?)
  - Deaths (Are there any? How many?)
  - Injuries (Are there any? How many? What are the nature of the injuries? Where are the injured being treated?)
  - Involved Agencies (What other agencies responded? How many? What level of involvement do they have?)
- Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
  - Personal conjecture about the course of the emergency, or the conduct of the response.
  - Opinions about evidence, or a suspect or a defendant’s character, guilt or innocence.
  - Contents of statements used in alibis, admissions, or confessions.
  - References to the results of various tests and examinations.
  - Statements that might jeopardize the testimony of credible witnesses.
  - Extraneous or demeaning information ~ statements which have no bearing on the incident.

- Information that might be otherwise compromising to an individual or to the response.
- In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the medical examiner's office.
- Confidential information is not to be released. This includes the home phone numbers and addresses of city/borough department or agency personnel and volunteer emergency workers.
- The Public Information Officer will not allow media access to the EOC except under limited, controlled circumstances, and only with the prior approval of the Incident Commander. Before being admitted to the EOC, media representatives shall display appropriate identification, and shall be escorted by a member of the public information staff.
- Public information briefings, releases, interviews, and warnings shall be logged and, if possible, tape-recorded. Copies shall become part of the final incident package.
- Whenever possible and appropriate, media briefings shall be scheduled in cooperation with media deadlines. For national media representatives, these times are generally 1100 and 1500 EST. Do not commit to firm briefing times unless it is certain that these times can be kept. It may be more efficient to notify the media one-half hour in advance of a briefing.

### Media Briefing Facilities

The following areas may be available for media briefings during emergencies:

- Borough Assembly Chambers
- Borough or School Department Conference Rooms
- High School Auditorium or Commons room(s)

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, making arrangements for additional phones, etc.

**A list of local media contacts can be found in the Telephone Call List, Volume 4 of this plan. It includes area EAS stations, major television stations, and newspapers. It does not include all area media representatives.**

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### **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. A release of liability should be signed by all media representatives before they visit the scene.

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 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.

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

### **Intra-Agency Communications**

Agency staff (city and borough) not directly involved in the emergency response, especially switchboard operators, must receive updated and accurate information 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.

### **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 may be set up in a central location, and is designed to allow Public Information Officers from involved response and recovery agencies to coordinate information released to the media and the public.

### **Public Information Forms**

The following forms or documents have been developed to assist in overall public information coordination. All of the following forms will become part of the final incident package.

#### **Incident Status Summary (ICS Form 209)**

The Planning Section or the official requesting activation of this plan will complete this form. The information contained is a brief analysis of the type of incident, damage, injuries or deaths, and initial response.

#### **Incident Action Plan**

The Planning Section will complete this document for complex incidents. It contains more detailed information about the incident, responders, and plans for control. With the approval of the Incident Commander, portions of the Incident Action Plan may be used to brief, or be released to the media.

#### **Unit Log (ICS Form 214)**

The unit log is used to document action taken, instructions to unit staff, and occurrences significant to the unit. *All units activated in the EOC will maintain unit logs.*

#### **Warning Message Log**

The Warning Message Log is used to document time, method and nature of warnings to the public, and is maintained by the public information staff. See Appendix D, ICS Forms, for a copy of the Warning Message Log.

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## SECTION 5: COMMUNICATIONS

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 and an incident-based communications center among all participating agencies. This communications plan will tie together the tactical and support units of the various agencies and organizations and maintain communications discipline.

**During past emergencies and drills in the Kodiak region, incident communications have proved problematic. Land-based and cellular telephone circuits can become quickly overwhelmed during a local incident, cutting off primary communications means between the EOC and various agencies/organizations. An effective communications plan is essential to ensure that emergency managers and IMT personnel remain in contact during the initial phases of a disaster response.**

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.

All personnel involved in managing incidents are responsible to promote effective communications using the guidelines in this section, the Alert and Warning Section (Volume 2, Section 6), and the Public Information Section (Volume 2, Section 4).

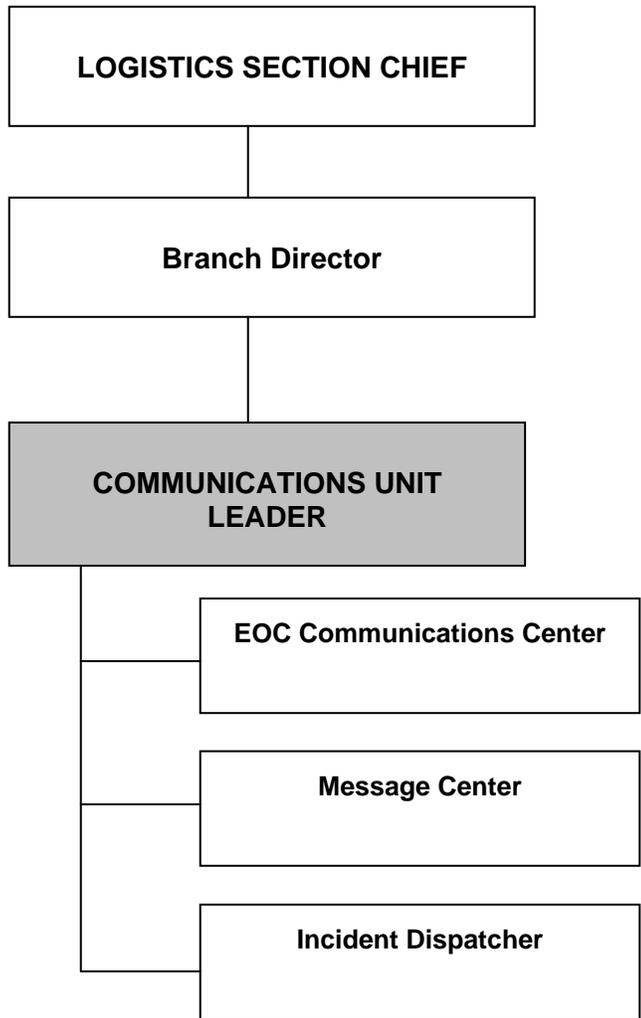
**All incident communications should be English and should be limited to essential information**

## EOC Communications

During activation, communications in the EOC are the responsibility of the Communications Unit within the Logistics Section. 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.

Detailed information on Communications Unit responsibilities, including Unit Leader positions description and checklist, is included in Volume 3, Section 5 of this plan and NIMS ICS Field Operations Guide (ICS-420).

### Communications Organizational Chart



### **Kodiak Amateur Radio Emergency Service (KARES)**

There exists throughout the state an extensive network of amateur radio operators, usually referred to as HAMS. Generally, these radio operators have their own personal radio equipment and are also qualified to operate other radio equipment. HAM operator capabilities may include HF and VHF, with both voice and hard copy transmissions. A number of local amateur radio operators in Kodiak are organized in a service organization known as Kodiak Amateur Radio Emergency Service (KARES) – an affiliate field group of the American Radio Relay League. The KARES membership, in partnership with the Bayside Fire Station, built and maintains a 31-foot communications bus. This communications vehicle (described below) can provide mobile 2-way communication that links to the common public safety channels of the Kodiak area. This resource is available to the community for any type of emergency.

### **Regional Communications Equipment Resources**

There is a moderate amount of communications equipment available in Kodiak, through various state and federal agencies, local organizations, and private vendors. Significant local resources in Kodiak include the mobile communications bus operated by KARES and the Bayside Fire Station, which is available for any local and regional emergencies. Likewise, the Communications Station operated by the U.S. Coast Guard may be able to provide assistance and/or equipment to facilitate communications during an emergency response.

State and federal agencies, including the National Park Service; Alaska Department of Military and Veteran Affairs, division of Homeland Security; U.S. Armed Forces Alaska Command; and other U.S. Coast Guard commands, maintain communications equipment in Kodiak and Anchorage. The Bureau of Land Management, Alaska Fire Service, maintains a fire warehouse in Fairbanks with a number of radio kits, as well as communications support technicians that can be utilized in the event of a declared disaster emergency. All requests for federal radio kits and support must go through the Division of Homeland Security.

**Contact information for the resources and agencies mentioned in this section is listed in Volume 4 of this plan.**

### **“Squad-14” Emergency Communications Vehicle**

The KARES organization, in partnership with the Bayside Fire Station, maintains a 31-foot communications vehicle known as Squad-14. This communications vehicle can provide mobile 2-way communication that links to most of the public safety channels in the Kodiak area. This resource is available to the community for any type of emergency. Squad-14 has added capabilities to communicate with local businesses that own radio systems, interface with State of Alaska on HF or communicate with numerous Federal agencies located on Kodiak. Likewise, the U. S. Coast Guard Communication Station may be able to provide assistance and to facilitate communications during an emergency response.

Squad-14 is outfitted with communications equipment that includes:

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- 2-way Radio ensemble, including capabilities in HF-SSB, Citizen's Band, VHF, UHF, and Satellite communications. This entire spectrum provides for 2-way communications for the common communications channels used in the local area, as well as a selection of regional and state channels.
- Panasonic KX-T7000 Phone Switch, capable of 3 incoming or "outside" lines and 8 internal phone extensions located throughout the vehicle. The switch provides for call forwarding, call transferring, conference calling, and paging.
- Land Mobile Radio/Phone, capable of wireless telephone communications covering most of the Kodiak road system.
- Satellite Telephone, providing single line/ single channel telephone connection external of the Kodiak communications environment.
- Deployable Simplex VHF Repeater. A completely self-contained, portable simplex VHF repeater is available for public safety use. This unit is ideal for Search And Rescue situations or other incidents in areas where established repeater systems do not provide coverage.
- VHF Portable Radio Cache. Squad-14 is also equipped with portable, hand-held radios that support the common public safety channels for the Kodiak area.
- Globalstar FAU-200 Satellite Phone. This is a single line / single channel satellite phone that can be connected through the Panasonic phone switch in Squad-14, or can be used independent. It is transportable, and requires a standard telephone instrument and AC power.
- KARES Deployable Simplex Emergency Repeater Unit. This small weather-tight unit weighs 29 pounds. It is fully self-contained, and is mounted on a pack frame. It operates in the VHF-Hi Band spectrum, and can be easily programmed in the field. It was designed with Search and Rescue situations in mind, but could be used for any incident where there is inadequate repeater communication system coverage.

### **Squad-14 Communications Details**

#### Radio Operator Position 1:

- Icom Series 500 VHF Radio. VHF-Hi Band, 256 channels, 25 watts, wide or narrow band-capable, operating frequencies: 139 – 174mHz.
- Maxon MCB-45W Citizens Band Radio. 40 Channels, AM.
- Icom IC-A110 Airband Transceiver. Capable of aircraft frequencies, 118-137mHz AM

#### Radio Operator Position 2:

- (2) Icom V-8000 VHF Radios. Frequencies: 144-148mHz, 75Watt Power. Used for K.A.R.E.S. Internal Communications Nets.

#### Radio Operator Position 3:

- Icom Series 500 VHF Radio. (same as in position #1)

- Icom IC-402 Marine VHF Radio. Frequencies: all Marine Channels. 25Watt Power.
- Icom IC-M700Pro HF/SSB Radio. Frequencies: 1.6 – 27.5MHz. Modes: AM, USB, LSB, CW, FSK. Complete with remote Icom AT-130 Antenna Tuner.

Radio Operator Position 4:

- Icom F-1020 Series VHF Radio. 32 Channels. Frequencies: 146-174MHz 25Watt Power. Wide or narrow band-capable, with 2-tone paging encoder.

Radio Operator Position 5 [Driver Position]:

- Icom Series 500 VHF Radio. (same as in position #1)

Radio Operator Position 6 [Front Passenger Position]:

- Motorola "MaxTrac" VHF-Lo Band. 16channel, Frequencies: 42-50MHz. 60Watt Output .
- G.E. "Monogram" UHF Radio. 16channel, Frequencies: 450-470MHz. 35Watt Output.

### **Vehicle Power and Interior Heat Description**

Squad-14 is primarily wired for 12volts D.C. operation. One "8-D" heavy-duty battery provides for operation of the bus power plant (engine), as well as for all 12-volt interior lighting. A second "8-D" heavy-duty battery is in place solely to provide a 160-ampere circuit for all radio equipment. Both battery systems are connected to Astron 35ampere power supplies, which act as battery chargers when the bus is plugged in to 110volt AC commercial or generated power. The bus carries a 4KW gas-powered generator in its rear cargo area, which can be used for remote site operations. Squad-14 is equipped with the normal front dash heating system, with (2) two additional heating units operated by the vehicle's heating/cooling system. Each heating unit has its own circulating fan, and there is a heater unit in each of the separate room spaces of the vehicle. *Auxiliary heating* is provided by a portable 110volt AC space heater.

### **Command / Planning Room**

The command and planning room in the back half of Squad-14 is outfitted with adequate 12volt lighting, seating, table surface, and security (both doors lockable from the inside). Vertical marker boards are mounted on the mid-wall and above the rear radio desk position. Area maps and charts are kept on hand, and an "incident command board" is provided for ICS Planning and Operations. The "superset" telephone instrument of the phone switch is located in this room, thereby providing for primary control of incoming telephone activity and distribution.

Squad-14 has a small galley area located just behind the driver's seat, with a microwave oven, a coffee maker, and a small countertop/preparation area.



## **Kodiak Area Radio Frequencies List**

The Kodiak Area Radio Frequencies List is included in Appendix C.

Appendix C is located in a separate binder with other KEOP Appendices. For access to this information, contact the Kodiak Emergency Services Coordinator through the KIB Community Development Department.

## Radio Nets

The following diagrams show how small, medium, and large-sized radio nets may be organized in Kodiak.

Local radio frequencies are listed in Appendix C, and can be assigned to each communications component.

**Figure 2-5-1: Small Size Radio Net**

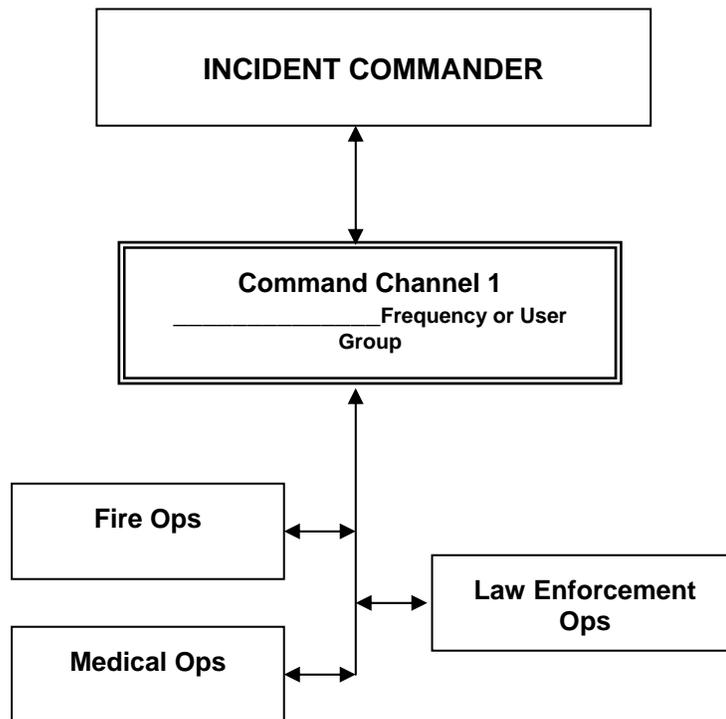


Figure 2-5-2: Medium Size Radio Net

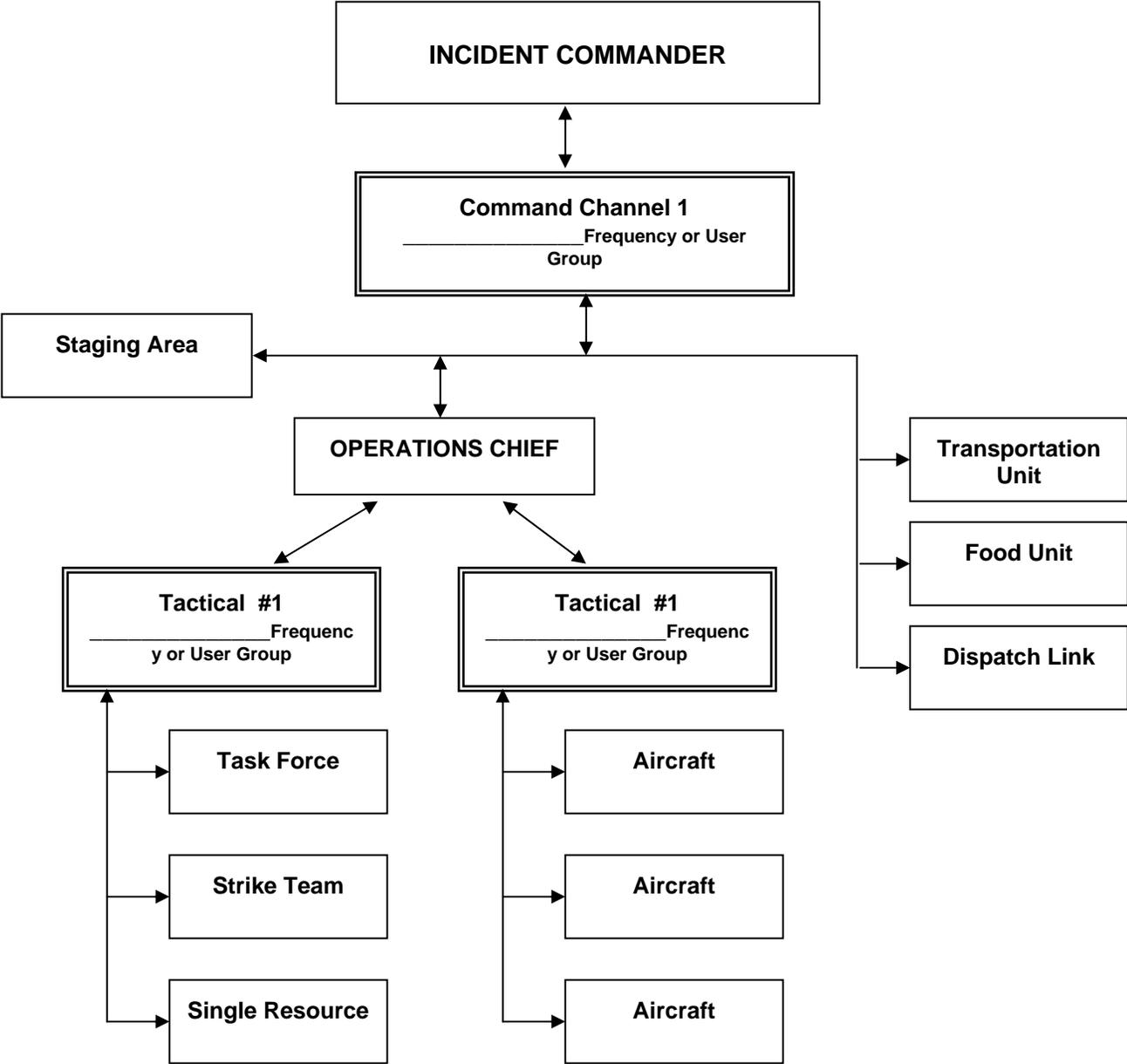
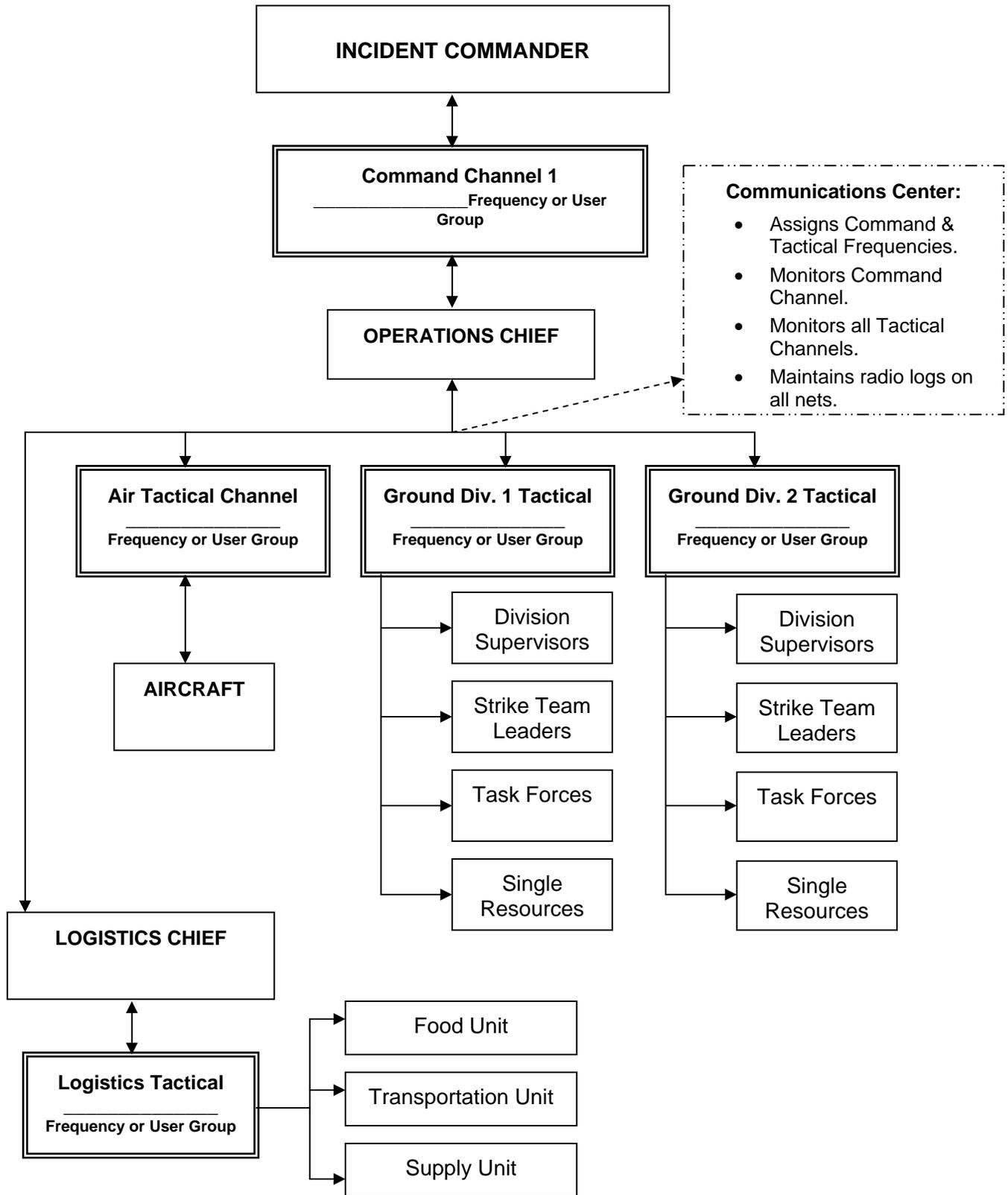


Figure 2-5-3: Large Size Radio Net



## SECTION 6: ALERT AND WARNING

If you have been referred to this section from the TSUNAMI HAZARD CHECKLIST or are referring to this section because a tsunami threatens your location, refer immediately to the “Siren Alert and Warning System Plan,” in this section

### Alert and Warning Systems

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 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 Services Director, and the Emergency Services Council. 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:

- The Siren Alert and Warning System (SAWS);
- The local Emergency Alert System (EAS);
- 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.

### General Guidelines

- Upon detection or notification of an emergency condition, the Incident Commander or the Command staff of the department/agency with authority for response shall determine the need for immediate local or regional alert and warning, devise the message and means of delivery, and direct its implementation. This responsibility may be delegated to the Incident Public Information Officer, if the position has been activated.
- 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.
- Updated information will be given to the public through the methods outlined above, and according to guidance outlined in the Public Information Section.

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- A log of all warnings issued during the incident shall be maintained by the Public Information Officer, or the city or 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 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.

### **Kodiak Emergency Alert and Warning Systems**

#### **Siren Alert and Warning System**

The Siren Alert and Warning System (SAWS) consists of siren stations throughout the Kodiak road system communities, linked together and connected to the Kodiak Fire Department and Kodiak Police Dispatch 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 SAWS can also be used for alert and warning in other emergency situations, including hazardous substance releases.

**Detailed instructions for the activation and use of the Siren Alert and Warning System (SAWS) are outlined in the Siren Alert and Warning System Plan following. Sample alert and warning messages can be found at the end of this section.**

#### **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.

**Detailed instructions for the activation and use of the Emergency Alert System are outlined in the Operational Area EAS Plan following. Sample alert and warning messages can be found at the end of this section.**

#### **Mobile Public Address Systems**

Direction of these assets shall be the responsibility of the Incident Commander through the Operations Section (most commonly through the Law Enforcement Branch Director). All messages should be approved by the Incident Commander, and coordinated with the Public Information Officer to ensure that conflicting information is not issued.

**See Volume 2, Section 7 (Evacuation), for guidelines on use of mobile Public Address systems.**

### **Door to Door Alert**

Door to door alert may be necessary in the event of a rapidly emerging incident which 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.

**See Volume 2, Section 7 (Evacuation), for guidelines for door to door alert protocols.**

### **Special Populations**

Special populations include nursing homes, senior citizen centers, schools, shopping centers, hospitals, day care centers, rehabilitation centers, and other such locations where there may be a large population of persons or populations with special needs. Regardless of the emergency alert and/or warning system used, these special populations may require additional, targeted warnings, especially if evacuation is necessary. The Incident Commander should consider the location and needs of these special populations during the earliest phases of alert and warning.

**See Volume 2, Section 7 (Evacuation), for map depicting locations of special populations on Kodiak.**

### Alert and Warning Systems Operating Procedures

The following personnel are authorized to activate the EAS Plan and the SAWS Plans:

- The Incident Commander (IC) on the Incident Management Team (IMT) during an incident which, in the Incident Commander's judgment, threatens public safety.
- Any member of the Command Staff of the IMT at the direction of the Incident Commander. Delegation of this authority by the IC to another member of the IMT staff must be documented in writing at the time of the order.
- The following personnel have authority in their own right to activate the EAS and SAWS. However, this should not be done without the knowledge and concurrence of the Incident Commander.
  - AK State Troopers Post Commander
  - Kodiak Island Borough Mayor
  - Kodiak Island Borough Manager
  - City of Kodiak Mayor
  - City of Kodiak Manager/Emergency Services Director

In the event of a major disaster that involves the failure or the overloading of the telephone system, the EAS may be used to notify off-duty emergency services personnel to return to work.

When the threat to public safety has passed, the activating official will contact KRXX (designated EAS radio channel) and KMXT (radio and television) and terminate emergency transmissions.

During tsunami warning situations, the NWS-Kodiak formats its local VHF radio broadcast with a 1050kHz tone, which is designed to set off EAS systems locally. However, problems have been reported with this system in the past, and it should not be presumed that the NWS tone will automatically activate the EAS.

**Whenever possible, the Kodiak Emergency Services Council should be notified of the decision to activate the EAS or SAWS systems prior to activating the system.**

## Siren Alert and Warning System (SAWS) Plan

### Tsunami Imminent

Proceed as follows if you believe a local tsunami is IMMEDIATE due to the fact that your location has experienced a strong earthquake that has lasted for 30 seconds or longer and causes difficulty in standing, or other information you have received.

- Proceed with EVACUATION action, initiate the WARNING signal tone (wavering for three (3) minutes) by your local authorized personnel.
- After completing the EVACUATION action using the WARNING tone, initiate the PUBLIC ADDRESS function for each activated location to announce the following: (Note: The public address capability in the Kodiak warning system may not be activated simultaneous with the warning tone. Public addresses may be made during the period of time between siren blasts.)

**“(Location), this is a warning for an Imminent Tsunami. Move to high ground.”**

- Wait ten (10) seconds and then repeat announcement.
- Wait ten (10) seconds once more and repeat announcement for a third time.
- Inform the Emergency Services Director and the Alaska State Troopers of your actions and SAWS activation as soon as possible.

### General Alert and Warning Procedures

If information received through Kodiak Police Dispatch, the Emergency Services Director, or the Alaska State Troopers indicates that a disaster emergency situation threatens and/or exists proceed as follows:

- Determine if you want to initiate an “alert/watch,” an “immediate evacuation/tsunami warning,” or a “hazardous materials release” siren signal tone. Signal will be initiated by one of the following agencies.
  - Kodiak Emergency Services Director
  - Kodiak Police Department
  - Kodiak Fire Department (hazardous materials release)
  - Alaska State Troopers

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- After completing the three minute siren signal tone, use the Public Address (PA) function with each activated location to announce the following:

**“(State location of site), this is (warning or notice of immediate evacuation) due to the fact that (describe the situation). Persons are directed to (give instruction i.e. evacuate to...) location (or other instructions).”**

- Wait ten (10 ) seconds. Repeat announcement.
- Wait ten (10 ) seconds and repeat announcement for a third time.
- Local SAWS activation will be by the designated authorized personnel when an emergency situation threatens and/or exists and where notification will protect the public from serious injury of loss of life and property.
- Inform the Emergency Services Director and the Alaska State Troopers of your actions and SAWS activation as soon as possible.
- The SAWS has the capability to generate the following tones and functions:
  - **Alert/Watch Tone** – Continuous high-low blast for three (3) minutes duration. Signifies tsunami watch in effect (wave possible but unknown whether it will affect Kodiak) or other manmade/natural disaster possible. When this alarm is sounded, the public should stay in place and listen to the radio for further instructions.
  - **Tsunami Warning/Immediate Evacuation** – Continuous wavering blast for repeating three (3) minute duration
  - **Hazardous Chemical Release Signal** – Resembles telephone busy signal for a two (2) minute duration or longer. This signal can be activated on individual sirens to correspond with the location of a hazmat release. When this alarm is sounded, the affected public should go immediately inside and turn on the radio or further instructions on sheltering-in-place.
  - **Public Address** -- Transmits voice messages.

**There is no “All Clear” signal used with the Kodiak siren system. The public should stay tuned to the radio/TV stations for “all clear” announcements.**

- At the U.S. Coast Guard ISC, the evacuation tone is a wavering blast for 1 minute followed by 30 seconds of silence. This series is repeated until the Commanding Officer or Incident Commander has determined that all personnel in the affected area have been adequately notified of the impending danger. There is no “watch” signal at the ISC, only a warning tone that signals the need for immediate evacuation.
- The SAWS has sirens located throughout the Kodiak road system. For the tsunami watch and warning tones, these sirens can only be activated together. However, the chemical alert tone can only be activated individually, and only in those sirens in which the necessary receiving equipment has been installed.

- The Siren Warning system is tested weekly in Kodiak according to the following schedule:
  - Tsunami warning (immediate evacuation) signal is sounded every Wednesday at 2:00 p.m., both in Kodiak and on the U.S. Coast Guard base.
  - Hazardous chemical release signal is tested on single sirens at various locations along with the regular Wednesday test of the tsunami signals, as announced by the Kodiak Fire Department.

### Emergency Alert System (EAS) Operation Plan

When an emergency situation exists, a designated authorized personnel from the list found in General Operating Procedures, may request activation of the EAS plan through KRXX/KVOK, the Common Program Control Station (CPCS-1). If unable to contact KRXX/KVOK, the official will contact KMXT (CPCS-2) by commercial telephone.

Radio stations KRXX/KVOK or KMXT, will immediately activate the Operational Area EAS Plan in accordance with their own operating procedures.

If the telephone and NAWAS radio and HF radio are inoperative, contact the Alaska State Troopers by VHF radio and request they relay the emergency announcement to the Anchorage Alaska State Troopers for further relay to regional radio stations as appropriate.

#### General Emergency Alert System Procedures

To request activation of the EAS Plan, call KRXX/KVOK (primary), or KMXT (secondary) as appropriate, using the call back authentication procedures as outlined.

See Telephone Call list for home phone numbers of broadcast station personnel and EAS authorized personnel.

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.

#### ***Emergency Alert Announcement:***

**“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.

## IMT Staff Action Checklists for Alert and Warning

### Command and Command Staff

Development of warning messages and activation of the SAWS and EAS systems is the responsibility of the Incident Commander or delegated to the Public Information Officer. All messages will be approved by Command before release.

- With input from other IMT Sections and from the Operations Section Chief, determine the proper protective actions, warning mediums, and the need to activate this plan.
- Gather information from Planning and Logistics Sections on affected areas, evacuation routes, and shelter locations.
- Develop public information bulletins. Confirm bulletins with Incident Commander prior to release.
- Request activation of appropriate alerting methods. Coordinate use of field alerting resources with Operations Section Chief.
- Activate the various alert and warning systems if indicated.
- Schedule and hold media briefings.
- Document bulletins, monitor public information flow. Correct misinformation and provide rumor control.
- Publicize the end of emergency conditions.
- Terminate warnings.

### Planning Section

- Monitor progress of field alert and warnings.
- Track resources dedicated to the alert and warning effort.
- Develop alert and warning contingency plans.

### Operations Section

- Supervise, coordinate, and deploy field alert and warning resources.
- Advise field personnel of strategic considerations; provide tactical input.
- Coordinate activities with field personnel, Public Information Officer, and Planning and Logistics Sections.
- Advise Planning Section, Command, and PIO of progress of alert and warning activities.

### Logistics Section and Finance/Administration Section

- Support alert and warning activities as requested.

### Sample Alert And Warning Messages

#### General Information Message

**“At (time) today, (jurisdiction name) 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 (names of areas) should listen to the radio or television for further information.”**

#### Shelter in Place Message

**“At (time) today, (jurisdiction name) 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 (names of areas) 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, (jurisdiction name) 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.”**

### Evacuation Message

**“At (time) today, (jurisdiction name) 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.”**

### Figure 2-6-1: 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
- 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.**

## SECTION 7: 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 city is prudent to minimize loss of life.**

The basic approach to evacuation is the same regardless of the type of threat. It is necessary to determine the area at risk, then to compare the risks associated with evacuation with the risks of leaving the threatened population in place. Next, managers must designate roads leading to appropriate low risk areas, provide bus or other transportation for those without private transportation, open and staff buildings to house and feed the evacuated population, and provide clear and understandable instructions to the public.

Experience has shown that during most emergency conditions for which there is advanced warning,

- 50% or more residents in threatened areas will evacuate their homes before ordered to do so by public officials.
- 80% of evacuees will seek shelter from relatives or friends rather than use designated public emergency housing facilities.

There is a great need to focus on the problem of treating evacuation not simply as the removal of the population from areas in which they are at risk, but rather the lengthy cycle of removing, relocating, and returning the population to the original area.

For the purposes of this plan, an evacuation is the removal of persons from the path of a threat prior to impact. Removal of victims from an area already impacted by a hazard is considered a rescue, and will be conducted according to local Emergency Services responders standard operating guidelines.

In Alaska, the authority for ordering a mandatory evacuation rests with the Governor.

### 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 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 risk 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:

$$\text{TD} + \text{TA} + \text{TM} + \text{TT} = \text{TN}$$

- 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 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):**

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

### Special Populations

Certain populations or concentrations of people require special consideration when evacuation occurs. These special populations include nursing homes, senior centers, shopping centers, schools, hospitals, and other places with special evacuation needs. Whenever evacuation is required to respond to a disaster emergency, the Incident Commander must ensure that these special populations receive ample warning and assistance to safely and successfully carry out an evacuation.

A map indicating the location of special populations is included at the end of this section.

#### *Nursing Homes/Senior Centers*

Because of the nature of the residents, the most pressing danger is the time necessary for safe evacuation. The physical limitations of moving elderly and infirm residents would be far too long for practical rapid evacuation.

- Buses and taxicabs are a practical means of moving residents. The majority can be wheeled to collection points and carried to buses.
- Residents should not be released to relatives until they reach the relocation center.

#### *Schools*

Schools in the danger area present a particularly delicate problem. Early release procedures are not a practical alternative for evacuation, because students might be released directly into the path of the impending hazard.

- Bus evacuation is not practical in most instances, because the time necessary to organize bus drivers during certain times of the day presents difficulties.
- If the evacuation is immediate (i.e. cloud of toxic gas), the students can be instructed to walk away from the hazard. School officials need to develop plans for the walk-away method to include routes, collection points outside the danger area, student accountability, etc.
- Students should not be allowed to use their private vehicles for emergency evacuation due to the problem of adding more vehicles to the existing confusion without traffic control.

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- School officials should maintain direct control over students until they are released at relocation centers prearranged with parents. Parents should not be allowed to pick-up students at the school.

### **Hospitals**

The most critical feature in hospital evacuation would be the substantial commitment of resources and transportation.

- Many patients in hospitals are ambulatory and can be moved with buses or taxicabs. Many bus aisles are wide enough to accommodate wheelchairs. If not, the collect and carry method discussed under nursing homes would apply.
- Some ambulances will be required. In the event that ambulances are tied up with other priorities, utilize station wagons, vans, and buses.
- Check with hospital evacuation plans, especially procedures to discharge patients to relatives and friends outside the danger area.

### **Shopping Centers**

The relatively large concentration of persons can cause a particular problem during an evacuation. Although there are few large shopping centers in Kodiak, they should be considered during an evacuation. Effective communication of information to people in shopping centers is extremely difficult. How will the information be given? If driving away from the area is not possible, what are the alternatives?

### **Non-English Speaking Populations**

Apartment complexes or housing developments with a large concentration of non-English speaking residents may present a special challenge during an evacuation due to the language barrier and potential for miscommunication. It is important that these areas are pre-identified and that sufficient planning is in place to translate evacuation notices and other emergency information as necessary. *Contact Providence/Kodiak Island Medical Center for a list of translators.*

### **Other Evacuation Considerations**

#### **Utilities**

If the hazard impact area threatens certain utilities, especially control centers for electrical power, telephone or water plants, loss of those utilities must be anticipated.

#### **Family Pets**

Household pets within an evacuation area can become a substantial problem. Plans need to be developed to handle pets at the evacuation centers to minimize psychological impact. Provisions need to be made to house and care for pets either at the evacuation shelter or off site. For additional discussion of pets and sheltering, refer to Section 8 of this Volume, SHELTER AND FEEDING.

### ***Livestock***

There are no practical methods for dealing with large numbers of farm animals. When trucks are not available for transport, the alternative is to “herd” them when time permits. Herding may be permitted on certain designated routes. Care must be taken not to impede vehicular traffic. Provisions need to be made for collection points and care of the livestock.

### **Shelter in Place**

Not all emergencies require evacuation. “Shelter in place” may be a viable option to protect the public by instructing local residents to remain indoors at their home, place of business, school, etc. The Incident Commander must weigh the risk of the hazard danger against the risk inherent in evacuation versus protection in place. If “shelter in place” is to be used, it must be implemented using the alert and warning systems. See Volume 2, Section 6, “Alert and Warning.”

- Persons should go indoors and remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. Listen to the radio or television for further information.
- Persons in the affected area should close and lock all doors and windows. 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.
- Go to an interior room, if possible, and seal it by closing all vents and covering cracks with tape.
- 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 they can reach a building.

### Evacuation Standard Operating Procedures

Citizens should be informed of the need to leave a hazardous area, and the possible consequences of not leaving.

These protocols cover door-to-door and mobile public address processes. These methods may be conducted singly, however it is strongly recommended that they be used in combination, or in conjunction with the Siren Alert and Warning System and Emergency Alert System in order to provide to the target audience a means of confirmation in order for the warning system to be effective.

#### Door to Door Evacuation

Door to door contact is an effective, but time and labor intensive method of alerting, warning, and evacuating an area. Information that is more detailed can be shared with the population, and positive confirmation can be made that individuals have received the warning, understood the instructions, and know the consequences of their actions.

Personnel responsible for the evacuation should be provided with a written evacuation order that includes:

- Type of incident, location of incident, expected duration, and available time to evacuate.
- Recommended actions to be taken by the public.
- Implications of not following actions.
- Evacuation route.
- Reception/shelter location.
- Neighborhood congregation point for those needing transportation.

#### ***How to Conduct Door to Door Evacuation***

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

- If no answer, document time, and address, move to next facility.
- If answered, “hand-out” evacuation order (preferred method) or read prepared evacuation order, 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 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 (color coded), 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.

### **Reporting**

After clearing a portion of your assigned area (this may be block by block in a residential area, by store in a shopping center, by floor in an office building or hospital, or by apartment building in a major apartment complex), report information collected to your supervisor. Your supervisor should inform the Incident Commander or Operations Section Chief, and the Planning Section (if activated).

**Because of the extra time needed to arrange transportation, information on people needing evacuation assistance should be transmitted as soon as it is received.**

### **Mobile Public Address**

Mobile public address is more time efficient than door to door contact, but is able to convey only a limited amount of information. It is most effective when used in combination with the SAWS, 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.

#### ***How to Conduct Mobile Public Address Evacuation***

Receive assignment from officer supervising the evacuation. Your supervisor should give you a prepared statement which includes:

- Type of incident, expected duration, and available time to evacuate.
- Recommended actions to be taken by the public.
- Implications of not following actions.
- Evacuation route.
- Neighborhood congregation point for those needing transportation.
- Reception/shelter point.
- TV or radio station with more information.

## Operations Guide

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**Repeat message at each intersection, and at least once mid-block, depending upon length of block.**

**Do not stop to give information, etc.**

### ***Reporting***

When an assigned area has been covered, note date and time, and report completion to your supervisor. Your supervisor should advise the Incident Commander or the Operations Section Chief, and the Planning Section (if activated).

## Evacuation Implementation Guidelines

### City or Borough Manager

- At the request of the Incident Commander, sign the evacuation order.

### Command Staff

- The Incident Commander, regardless of agency or whether on-scene or in the EOC, shall determine the need to evacuate an area, the extent of the area to be evacuated, develop an evacuation plan, activate the alert and warning system, and direct the implementation of the evacuation plan.
- In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency, unified command between that agency and Law Enforcement agencies should be established to facilitate coordination of evacuation operations. In addition, a Law Enforcement Officer may be assigned to the Planning Section to assist in development of evacuation contingency plans.
- The Command Staff will utilize the alert and warning guidelines described in Alert and Warning Section, to warn the public of the emergency condition, and provide the public with evacuation and shelter information.
- The Incident Commander will ensure that extra measures are taken to evacuate special populations, including schools, hospitals, and nursing homes, as necessary. (See Special Populations map).
- The Incident Commander will establish an inside and outside security perimeter, and shall provide criteria for access to them. Security of the inner perimeter shall be the responsibility of the lead emergency response agency; security of the outer perimeter shall be maintained by the Law Enforcement agency. The outer perimeter will allow for the potential escalation of the hazard, thus ensuring an ample margin of safety for emergency personnel. The Field Command Post will be established within the outer perimeter (unless Command is in the EOC), and only personnel meeting Command criteria for access will be allowed to enter this area.
- The Incident Commander will identify appropriate reception areas for evacuees, and shall assign personnel to provide liaison to those persons in the reception area, and security to the facility. If reception or sheltering is needed, the Logistics Section should be activated and the Kodiak Island Borough School District notified to begin arranging shelter and transportation and to contact relief agencies such as the Red Cross, if necessary.
- As the emergency response progresses and more information becomes available, the Public Information staff will utilize the procedures described in Public Information Section of this plan to provide the media and the public with information on:
  - Modes of transportation for evacuees unable to provide their own.
  - The reason for the evacuation.
  - The location of reception areas or shelters. See SHELTER AND FEEDING SECTION.

## Operations Guide

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- Possible results of failure to evacuate.
- Ensure that an official evacuation order is signed by the City/Borough Manager or their designate(s), the Law Enforcement Officer in Charge, and the Incident Commander.
- Notify Emergency Services Council of the evacuation.
- If it is anticipated that shelters will be needed, coordinate with KIBSD and contact the American Red Cross/The Salvation Army.
- After the emergency event has ended:
  - IMT personnel will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
  - Incident Command will direct a general return to the evacuated area as soon as possible.
  - The Public Information Officer will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

### Operations Section

- Supervise personnel necessary to support evacuation, including mutual aid.
- Relay strategic considerations, and develop tactics for evacuation operations, including any procedures for evacuating special populations.
- Implement evacuation plan.
- Establish and maintain control of outer perimeter, restrict access to those persons properly authorized and protected.
- Supervise and conduct mobile public address system and door to door alert and warning.
- Establish and maintain crowd and traffic control, providing for security in areas evacuated.
- Request resources through Logistics Section(if activated).
- Designate neighborhood congregation points for evacuees who need transportation to reception areas or shelters. Notify Command of persons who need assistance in leaving their homes.
- Keep Command, Planning Section, and Public Information Officer apprised of activities.

### *Law Enforcement Agencies Operations*

- Direct overall evacuation operations.
- Establish and maintain outer perimeter.
- Provide traffic and crowd control.
- Sign the evacuation order.

- Provide security for emergency housing facilities as requested.
- Law Enforcement agencies do not have the capability to conduct evacuations in areas contaminated by hazardous materials.

### ***Public Works Operations***

- Provide resources such as vehicles, personnel to assist with traffic movement and crowd control.
- Keep routes open and free of debris, and to provide highway signs and barricades.

### ***Fire Department Operations***

- Establish and maintain inner perimeter on hazardous materials incidents.
- Rescue trapped victims, and victims in hazardous atmospheres.
- Assist in the evacuation process as requested.
- Provide fire stations for use as reception points, as appropriate.

### ***American Red Cross/The Salvation Army***

- The American Red Cross, Salvation Army and other aid organizations will assist with all emergency housing activities, including:

Meeting evacuees at reception areas and assigning evacuees to emergency housing facilities.

Providing information to IMT concerning numbers of evacuees being sheltered, etc. **Note that evacuees at American Red Cross shelters are protected by confidentiality provisions.**

### **Logistics Section**

- Arrange transportation for groups or individuals requiring assistance or special considerations to evacuate, such as the elderly, disabled, hospital patients, residents of nursing homes, and prisoners.
- Advise Command of the activation of appropriate shelter or reception facilities.
- As requested, assist the American Red Cross/The Salvation Army in movement of volunteers to reception areas and shelters. A Shelters Unit Leader may be assigned to provide liaison and coordination between the EOC and Red Cross shelters.
- Procure additional personnel needed to support shelter operations. Personnel may include shelter security, Facilities Unit Leader, Transportation Unit Leader, etc.
- Facilitate procurement of additional barricades, signs, etc.

### **Planning Section**

- With input from on-scene personnel, determine and mark evacuation routes, safety perimeters, transportation pick-up points, reception areas, and shelters on EOC maps. Long evacuation routes, such as might be experienced during a national security crisis, should also designate rest areas, facilities for vehicle fuel and maintenance, and information centers.

## Operations Guide

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- Provide the above information to Public Information Officer, Operations Section, and assisting agencies, such as mutual aid cooperators and the American Red Cross/The Salvation Army.
- Document and track resources assigned to the evacuation effort, including personnel, vehicles, and facilities.
- Track and document progress of evacuation operations, provide contingency planning.

### Finance/Administration Section

- Support other Sections as requested.
- Document fiscal resources dedicated to the evacuation effort.
- Provide information on the financial impact of the evacuation to the planning process.

**For further information on the duties and responsibilities of the Incident Command staff, see Volume 3, Section 2 and reference the publication titled "NIIMS"- Incident Command System - Field Operations Guide (ICS-420).**

**See Volume 2, Section 8 (Shelter and Feeding) for information on feeding and sheltering evacuees.**

**Sample Evacuation Order**

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

The IMT and/or Emergency Services Director has determined that there is the need to evacuate portions of the Kodiak area. Such evacuation is needed to ensure the safety of the public.

Therefore:

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

The Incident Commander and /or Emergency Services Director 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 Services Director 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 \_\_\_\_\_

City Manger/Emergency Services Director

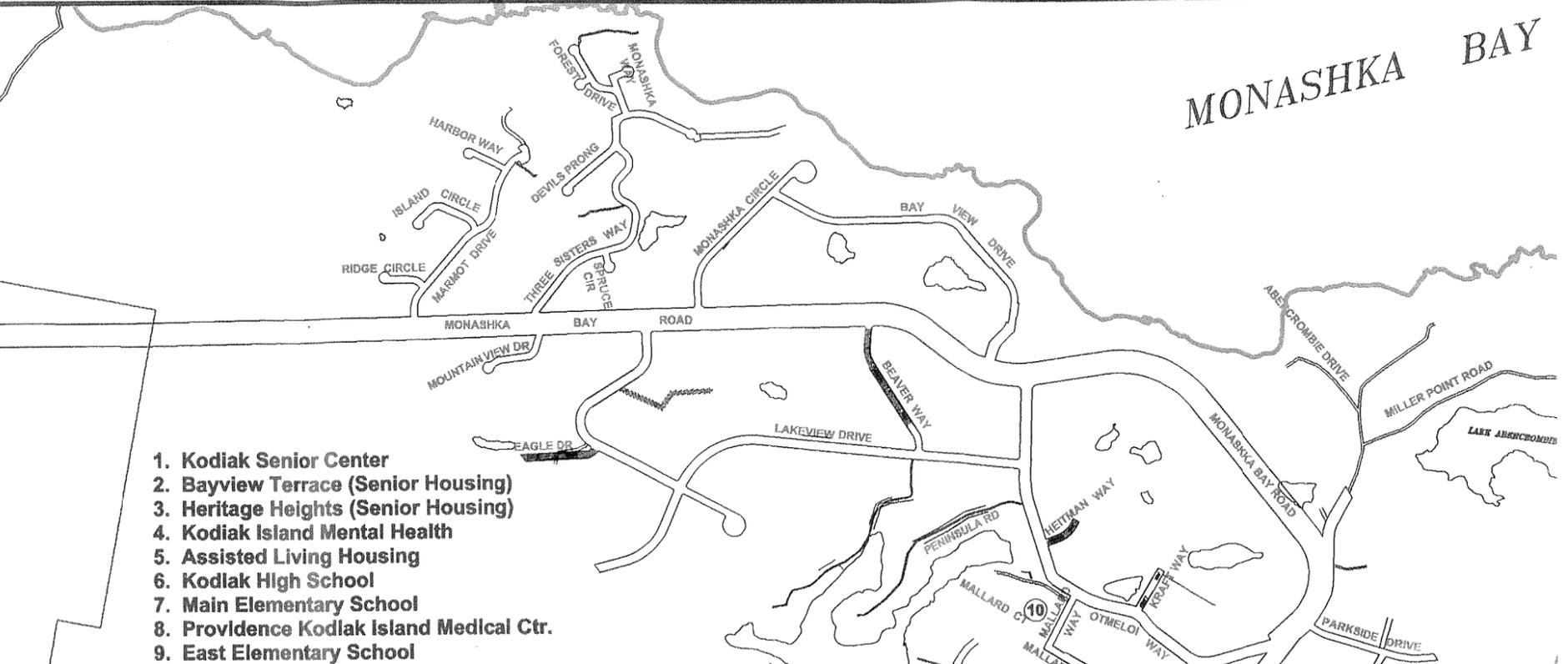
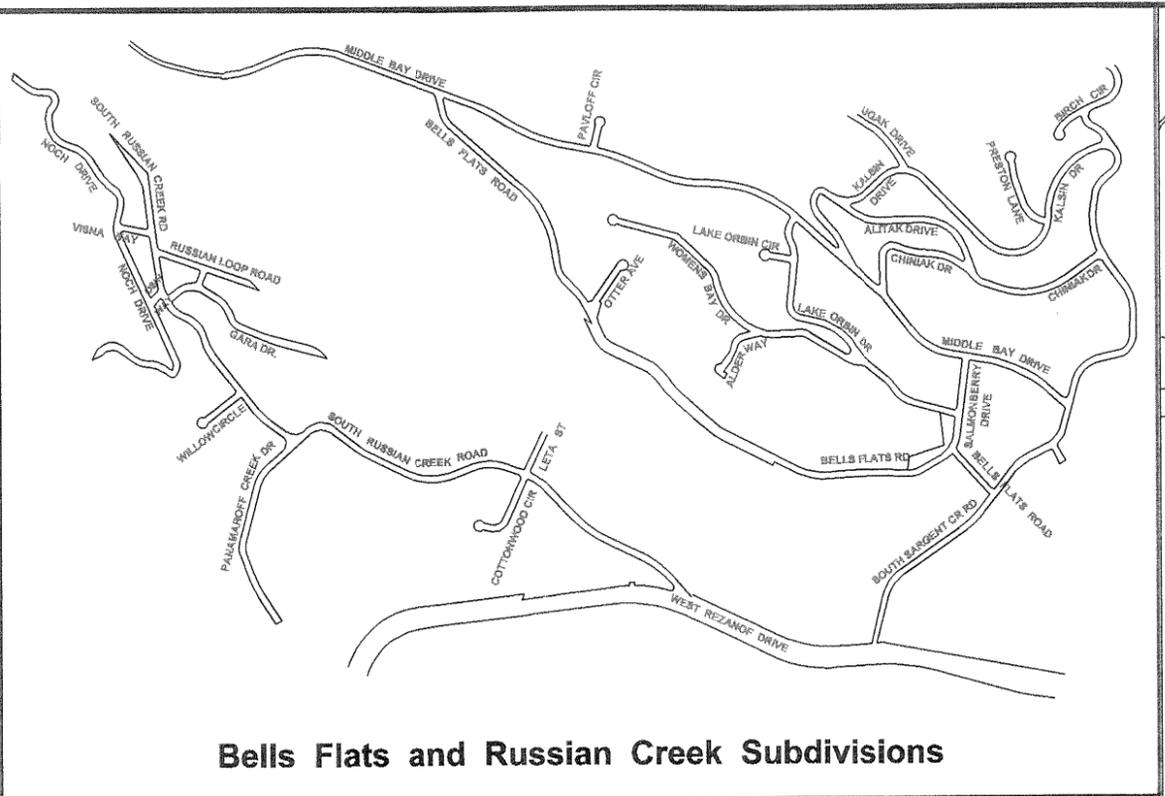
Signed \_\_\_\_\_ Date \_\_\_\_\_

Incident Commander

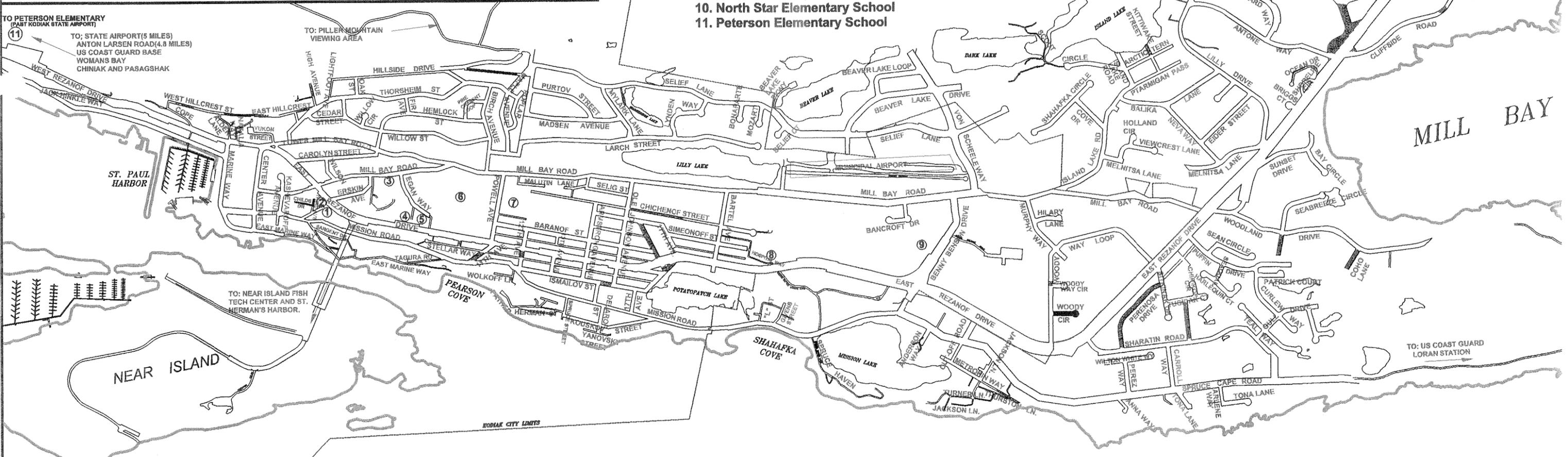
Signed \_\_\_\_\_ Date \_\_\_\_\_

Law Enforcement (Officer In Charge)

**Kodiak Special Populations Map**



1. Kodiak Senior Center
2. Bayview Terrace (Senior Housing)
3. Heritage Heights (Senior Housing)
4. Kodiak Island Mental Health
5. Assisted Living Housing
6. Kodiak High School
7. Main Elementary School
8. Providence Kodiak Island Medical Ctr.
9. East Elementary School
10. North Star Elementary School
11. Peterson Elementary School



**KODIAK URBAN AREA**  
PREPARED BY THE KODIAK ISLAND BOROUGH COMMUNITY DEVELOPMENT DEPARTMENT  
REVISED: 7-7-2000 THRU PLAT NO. 2000-11

**KODIAK SPECIAL POPULATIONS**

## SECTION 8: SHELTER AND FEEDING

Access to disaster emergency shelter services shall not be denied on the basis of race, color, national origin, religion, sex, age, or disability. The needs of special populations shall be identified and planned for. Special populations may include, but are not limited to: physically or mentally handicapped; non-English speakers; the institutionalized; the aged or infirm; the incarcerated; the hospitalized; children in school; children in day care centers; nursing home residents; transient populations; and people without transportation.

### Kodiak Shelter Operations

The Kodiak Island Borough and City of Kodiak have assumed joint responsibility to provide mass care services for local citizens in the event of a disaster emergency, and through the planning described in this section are prepared to receive and care for people evacuated from an area directly impacted by a disaster emergency.

The requirements for mass care services vary depending upon the nature and phase of the disaster emergency. In Kodiak, 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 the local community, but must also plan to shelter individuals who are not from the local community but have been displaced by a disaster emergency and transported to Kodiak.

Prior to the onset of a disaster emergency (warning phase), facilities (e.g., schools, churches, nonessential government buildings, etc.) must be established for use to register, shelter, feed, protect, and provide for other human needs of an evacuated population. During the response phase of the disaster emergency, these facilities may be used to provide evacuees physical protection from the effects of the disaster emergency (e.g., water and wind associated with storms, earthquake aftershocks, etc.). During the recovery phase, these facilities may be used on a long-term basis to feed, care for, and provide temporary housing to the disaster emergency victims whose homes have been severely damaged or destroyed or cannot return to their homes because of damage to or destruction of roads.

Other long-term recovery phase mass care needs may include: kitchens to feed people; water supply stations; first aid stations; temporary housing in rental units, tents, hotels/motels, and mobile homes; hygiene facilities (portable toilets and showers); mail service; etc. Citizens requiring emergency medical services would receive those services from designated health care providers and not at mass care shelters.

Mass care services may be provided by community government or by non-governmental entities (e.g., public, nonprofit, or private-sector organizations) to manage shelters the community government does not run itself. These non-governmental organizations may work in conjunction with community government efforts or independently of them.

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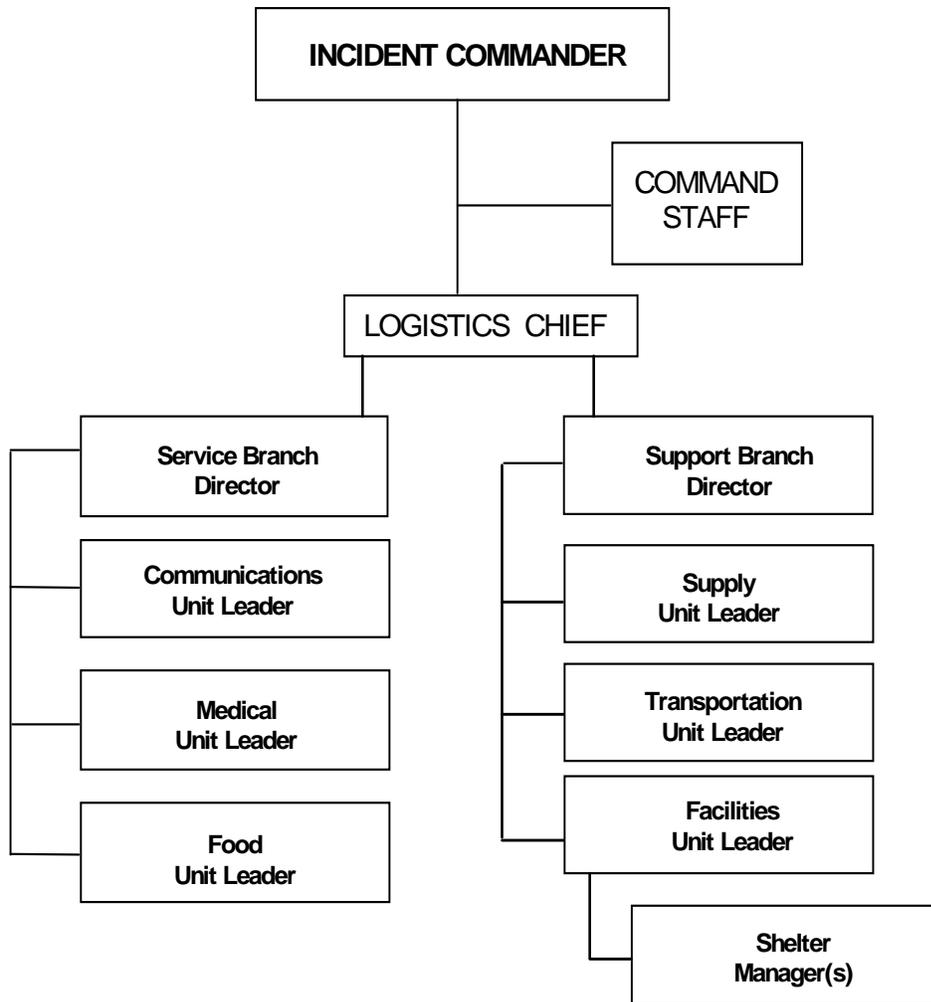
During disaster emergency incidents, one or more mass care facilities (shelters), may be established to provide for the needs of displaced members of the public. Shelters may be in place for several hours or several days, and may need to be moved depending on the nature of the incident.

Shelters managed by Kodiak city and borough emergency services (as opposed to those managed by non-governmental organizations such as relief organizations or church groups) will be part of the Kodiak Incident Management Team and function under the Incident Command System. Certain Incident Command System functional unit activities may be performed at the shelter(s). These could include: supply, medical, transportation, food, communications, public information, and finance as well as the shelter unit functions of facility maintenance and security.

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 are responsible to 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.

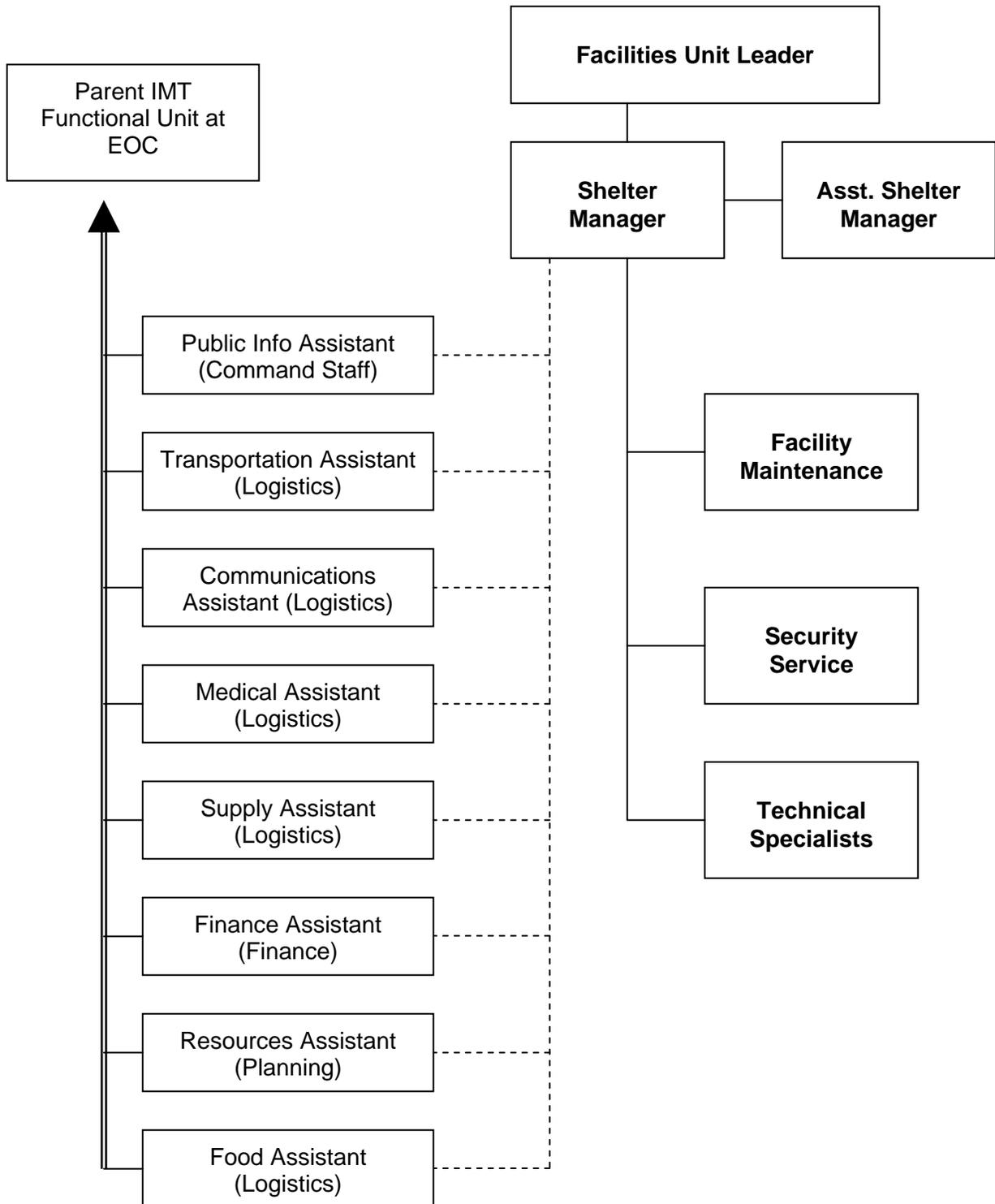
**For shelter manager position description and responsibilities under the Incident Command System, See Volume 3, Section 5 of this plan.**

**Shelter Organization within the Kodiak Incident Management Team**



# Operations Guide

## Kodiak IMT Shelter Manager Organization and Reporting Relationships



### Shelter Management and Integration with Volunteer Relief Organizations

The Shelter Manager will provide direct supervision for all facility maintenance and security services at the shelter. Several of the functional unit activities which are performed at the EOC may also be performed at the shelter(s). These functional units assigned to the shelter(s) will receive their direct supervision from their unit leaders at the EOC. During the time that a shelter is established, the Shelter Manager will be responsible to 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 assigned to the shelter.

The American Red Cross and The Salvation Army will often provide sheltering services and food support for local residents during a disaster response. 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. The Salvation Army can mobilize personnel and resources from out of the region/state to provide immediate aid during the period of critical disruption following a disaster, which may include food, clothing, shelter, and other needs as indicated. Continuing care, in response to request for assistance is also provided. For more information on the services of the American Red Cross and the Salvation Army, call the local Kodiak chapters of these organizations (see Volume 4, Resources).

#### American Red Cross Contracted Shelters

The Kodiak Island Borough School District maintains primary responsibility for operating shelters in local public schools. The school district has worked cooperatively with the Alaska Chapter of the American Red Cross to coordinate sheltering and mass care resources in Kodiak, and the School District relies on Red Cross resources, such as cots and blankets, to operate the shelters. It is very important that the Shelters Manager coordinates all efforts with the Red Cross and National Guard. 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. As data are gathered, analyzed, and confirmed, it will be shared on a timely basis with the local community Emergency Operations Center.

**The Incident Commander 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.**

Prior to the opening of a shelter, it may be necessary to provide temporary accommodations for evacuees. For information on temporary reception areas, see Volume 2, Section 7 (Evacuation).

It is important to note that a few suitable shelter facilities other than the public schools have been identified for use in case the KIB school facilities cannot be used as shelters

## Operations Guide

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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 this section, 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. Shelter resources are also identified in Volume 4, section 6.

### Fallout Shelters

Although there are no fully equipped or maintained public fallout shelters within Kodiak, the facilities listed in Appendix C, this section may offer limited, short term protection against radiation. No agreements exist with the listed facilities to allow use during a radiological event. 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 public must be aware that *pets will not be accepted at the shelter facilities*. Evacuated residents should be informed that their pets will not be accepted at the local shelters.

There is no formal pet shelter plan in the Kodiak region. However, the Kodiak Animal Shelter has procedures in place to assist with pet sheltering during a local emergency. Animal Shelter personnel have received Humane Society training regarding the mass sheltering of household pets, and the Kodiak Animal Shelter will use the Humane Society guidelines to establish a pet shelter if needed. The Shelter has limited supplies for emergency sheltering of pets, and has also identified local veterinary clinics and “foster homes” that may supplement the Animal Shelter as needed, as well as potential locations for sheltering exotic pets as well as livestock.

It is essential that the Shelter Manager contact the Animal Shelter during the process of establishing human shelters, to obtain accurate information about pet sheltering. Directions for pet sheltering should be distributed to all evacuees during the check-in process.

### Emergency Response Personnel

Arrangements for the feeding and sheltering of Incident Management Team 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 Incident Management Team 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.

### Mass Care Shelter Standard Operating Procedures

A mass care shelter is a large facility used to provide temporary shelter for groups of disaster victims. Before setting up a mass care shelter, attempts should be made to house families with relatives, friends, or other persons offering space. Since a shelter provides only a temporary means of caring for people, plans should be made to close the shelter as quickly as possible. Families are best able to recover from the effects of a disaster when they are in their own living quarters.

#### Shelter Requirements

To be effective as a shelter, a facility should:

- Be usable following a disaster.
- Be located near to, but outside of, the risk area.
- Be located reasonably near victim's homes.
- Be an appropriate size. (If one shelter is sufficient, only one should be established.)
- Be safe and healthful.
- Have an adequate supply of drinking water.
- Have adequate toilet and bathing facilities.
- Have facilities for cooking, serving, and storing food.
- Have a storage area that can be secured.
- Have separate rooms that can be used for the elderly, for families with small children, and for nursing and office space.
- Have space that can be used as a recreation area.
- Have a parking area.
- Be accessible to public transportation.
- Have adequate fire and police protection.

**Every shelter must have shelter management coverage on a 24-hour basis.**

#### Services Provided at the Shelter

##### *Food*

In general, feeding for a shelter operation falls into one of two categories:

- Feeding within the shelter, either prepared in the shelter or brought in from outside sources, and
- The arrangement to feed persons in a nearby commercial establishment. The Shelter Manager is responsible for feeding people housed under their management, and for maintaining a daily count of people fed within the shelter.

Shelter occupants can assist as cook's helpers and servers, and can serve on the cleanup crew.

Hot meals should be provided twice a day. Additionally, a midday lunch should be provided for children, the aged, expectant and nursing mothers, laborers, disaster workers, and disaster victims doing heavy work. Afternoon snacks can also be provided. Special diet problems will be handled as recommended by medical and nursing staff on duty at the shelter.

Menus will be planned in terms of foods available, with perishable foods and USDA foods being used first. Sufficient food should be prepared to provide second servings. USDA surplus foods are normally available at the schools and may be available in increased quantities to shelters subject to approval by the school district and/or the Red Cross.

### ***Individual Assistance and Counseling***

Provide help in solving disaster related problems such as the need for transportation and permanent housing.

### ***Emergency Medical Services***

Adequate medical services provided to shelter occupants to care for those who become ill or injured, protect the health of residents, and supervise the sanitation of the shelter. In the absence of qualified medical staff, all medical problems should be referred to a local emergency department, health care facility, or physician.

<p><b>All medical treatment records for shelter residents are subject to federal HIPAA confidentiality provisions. Medical records are not releasable to non-medical personnel without an explicit release of confidentiality.</b></p>
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### ***Sleeping***

Occupants are provided with cots, blankets, and a specified area for sleeping. Cots are in short supply in Kodiak, but athletic mats may be used to improvise sleeping areas until additional cots can be brought in.

### ***Child Care***

If a shelter remains open for more than a few days, a child care facility should be considered.

### ***Recreation Services***

If shelter operations are prolonged and involve large numbers of people, shelters may provide recreation services to relieve tensions and improve morale. Appropriate recreation activities include movies, television, reading material, games, and crafts.

### ***Shelter Maintenance***

Provide for building maintenance and upkeep. The staff normally responsible for the facility may be available for this purpose. Shelter residents should be asked to assist. Necessary activities include the following:

Kodiak Emergency Operations Plan  
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- Acquire additional supplies and equipment such as furniture, safety and cleaning equipment, and tools.
- Arrange for janitorial services.
- Arrange for the installation of additional temporary facilities such as showers and toilets.
- Move furniture as necessary.
- Prepare and supervise the use of the grounds and yard for parking and recreation, if necessary.
- Maintain a system of record keeping to facilitate returning the building to its original condition upon closing, and document any damages and related expenses.

### ***Allocation of Space***

The Shelter Manager is responsible for allocating space in the facility for the following purposes:

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

### ***Shelter Reception and Registration***

The Shelter Manager is responsible for ensuring that a simple record is kept of every person who is housed in the shelter. At the reception desk, the family or individual should be assigned to an appropriate lodging area. They should proceed to the registration desk before going on to their lodging area. A Disaster Shelter Registration form (such as ARC Form 5972) should be completed for each family registering at the shelter. If copies of these forms are not immediately available, the following information on each family should be recorded on an index card:

- The last, first, and middle names of the head of household and spouse, and the wife's maiden name.
- Name and ages of all family members.
- Any health problems of family members.

- The family's pre-disaster address.
- The family's pre-disaster telephone number.
- The date the family arrived at the shelter.

**Any information collected on form ARC-5972 is protected by American Red Cross confidentiality provisions and may not be released to third parties, including IMT members. At an American Red Cross shelter, only raw data regarding shelter occupancy and logistical needs (e.g. number of shelterees, number of staff, number of meals, need for resources, etc.) may be released to the Planning Section of the IMT.**

When a family moves from a shelter, it should be so indicated on the registration cards, the EOC should be notified about the change in shelter occupancy numbers (while respecting confidentiality), and the following information should be recorded:

- The date the family departs.
- Their post-disaster address.
- Their post-disaster telephone number.

It is important that people be registered as soon as they arrive in the shelter, or as soon as practicable. (This is not to be confused with registering families for individual assistance, e.g. Family Services.)

## Facility Planning Guidelines

### Essential Shelter Needs

Equipment needed in a shelter includes cots and blankets, chairs, tables, drinking cups, hot plates for warming baby formula, brooms, trash cans, loudspeakers, emergency equipment such as candles, lanterns, flashlights, and generators, and a telephone.

Necessary shelter supplies include soap, towels, toilet tissue, disposable diapers, and cleaning items such as detergent and soap.

Office supplies needed include a telephone, carbon paper, disaster forms, cards, file folders, paper, paper clips, and pencils.

Service Required	National Standard	For 125 People
Sleeping space	40 to 60 square feet per person	5,000 to 7,000 sq. ft.
Food	2,500 calories, or 3 ½ pounds of food, per person per day	437.5 pounds of food per day
Potable water	5 gallons per person per day	625 gallons per day
Toilets and showers	1 per 40 persons	4
Comfort kits	1 per person	125
Blankets	2 per person	250
Cots	1 per person	125
Medical supplies	As needed	As needed
Battery-operated radios and flashlights	As needed	As needed

### Staffing the Shelter

Shelter staff in addition to the Shelter Manager may include:

- Assistant manager
- Nurse
- Registration workers
- Food preparation workers
- Feeding staff
- Family Service workers
- Public Information Officer
- Building maintenance and sanitation

## Shelter and Feeding

The following are suggested staffing requirements for shelters operating on a 24-hour basis. Circumstances will dictate actual needs.

Position	Shelter Occupants		
	200	500	1000
Manager and assistants	3	3	3
Clerks and recorders *	1	1	2
Messengers *	2	2	5
Security and safety*	2	2	4
Transportation coordinator*	1	1	1
Nurses	3	4	5
Doctor (on call)	1	1	2
Ancillary Medical (first aid)*	4	8	15
Clerical (nursing assistance)*	1	3	4
Cook	1	3	4
Cook assistants*	3	4	8
Kitchen helpers*	4	12	24
Servers*	3	3	6
Building maintenance supervisor	1	1	1
Janitor*	2	2	2
Reception/registrar*	3	4	6
Dormitory supervisor	1	2	3
Interviewers (assistance)	5	11	21
Records and reports*	1	2	4
Supply/storekeeper	1	1	2
Recreation (baby-sitters)*	3	4	9
<b>TOTAL</b>	<b>46</b>	<b>73</b>	<b>131</b>

\* In most instances, 85 percent of the work should be done by shelter residents

**If the shelter is a school, the principal or a designated member of the administration should be part of the shelter staff. In addition, the regular staff working in the building that is being used as a shelter (e.g. Faculty, as well as office, cafeteria, and especially maintenance staff), should be the primary resource for personnel to operate the shelter, as they have the most complete knowledge of the facility.**

### Mass Care Facility Shelter Checklist

- Select appropriate facility for use as a shelter.
- Notify the shelter and request that the regular working staff of the facility help to
- Staff the shelter (e.g., school principal, maintenance staff, office staff, and cafeteria staff.)
- Provide shelter staff coverage on a 24-hour basis.
- Set up reception and registration areas.
- Inventory supplies already in shelter before and after shelter use.
- Provide food and drinks as soon as possible.
- Secure needed supplies such as blankets, cots, chairs, drinking cups, hot plates, trash cans, loudspeakers, tables, soap, towels, toilet paper, sanitary napkins and tampons, disposable diapers, lanterns, flashlights, radios, batteries & generators.
- Provide restrooms.
- Provide sleeping areas.
- Provide cooking and feeding areas.
- Provide for shelter security and for fire and police protection.
- Arrange for parking areas.
- Arrange for transportation needs.
- Arrange for communications between the shelter, EOC, transportation unit and others.
- Provide for emergency medical services.
- Provide play areas for children.
- Prohibit the following: money donations, alcohol and non-medicinal drugs, weapons, animals, and clothing donations.
- Provide office space for shelter manager and administrative staff.
- Provide for recreational service.
- Keep receipts of all borrowed and purchased equipment.
- Provide for public information.
- Inform evacuees of location of Pet Shelters and procedural requirements.

## Shelter Requirements and Resources

<p style="text-align: center;"><b>Temporary Shelter Facilities</b></p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• Churches</li> <li>• Public buildings</li> <li>• Motels</li> <li>• Hotels</li> <li>• U.S. Coast Guard ISC buildings</li> </ul>	<p style="text-align: center;"><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• School district buses</li> <li>• Fleets of other government agencies</li> <li>• Church buses</li> <li>• Local trucking companies</li> <li>• Local rental agencies</li> <li>• Vehicles of the national disaster fleet</li> </ul>
<p style="text-align: center;"><b>Cots and Blankets</b></p> <ul style="list-style-type: none"> <li>• Government emergency management office</li> <li>• Local National Guard &amp; reserve units</li> <li>• Fire departments</li> <li>• Red Cross chapter</li> <li>• Disaster field supply centers</li> </ul>	<p style="text-align: center;"><b>Mass Feeding</b></p> <ul style="list-style-type: none"> <li>• School cafeterias</li> <li>• Church groups</li> <li>• Fire department auxiliaries</li> <li>• Fast food restaurants</li> <li>• Caterers</li> </ul>
<p style="text-align: center;"><b>Mobile Feeding</b></p> <ul style="list-style-type: none"> <li>• Four-wheel-drive clubs</li> <li>• Meals-on-wheels programs</li> <li>• Rental vehicles</li> <li>• Vehicles of the national disaster fleet</li> </ul>	<p style="text-align: center;"><b>Assistance with Pets</b></p> <ul style="list-style-type: none"> <li>• Local SPCA or Humane Society</li> <li>• Government animal control unit</li> <li>• Local kennels</li> <li>• Veterinarians</li> <li>• Local residents</li> </ul>
<p style="text-align: center;"><b>Communications</b></p> <ul style="list-style-type: none"> <li>• KARES communications van</li> <li>• Ham Radio Club</li> <li>• State/federal agency resources</li> </ul>	<p style="text-align: center;"><b>Office Supplies</b></p> <ul style="list-style-type: none"> <li>• Schools and other facilities used for mass care</li> <li>• Local office supply stores</li> <li>• Local department stores</li> </ul>
<p style="text-align: center;"><b>Recreation and Child Care</b></p> <ul style="list-style-type: none"> <li>• State, borough and city parks &amp; recreation departments</li> <li>• Physical education teachers</li> <li>• Church groups</li> </ul>	<p style="text-align: center;"><b>Food Supplies</b></p> <ul style="list-style-type: none"> <li>• USDA</li> <li>• Grocery wholesalers</li> <li>• Retail grocery stores</li> <li>• Food Bank</li> </ul>
<p style="text-align: center;"><b>Mental Health</b></p> <ul style="list-style-type: none"> <li>• State and city mental health agencies</li> <li>• Church counseling groups</li> <li>• Private counseling agencies</li> </ul>	<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> <p><b>See Volume 4, Section 5 for more information about Shelter Resources in Kodiak.</b></p> </div>

### Basic Kodiak Shelter Plan

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

- **Contact the KIB School District to open shelters.**
  - Bob Tucker, Maintenance & Operations: 486-9222/486-6549
  - Ross Ables, Central Administration: 486-9228
  - Dave Jones, Finance Department: 486-9201/486-6360
  - Betty Walters, Superintendent: 486-9210/486-6485
- **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). Follow these general guidelines in selecting a shelter, recognizing that no buildings should be used as shelters if they have suffered structural damage. See **Mass Care Facilities List**, this section, for additional information on each potential shelter. **Before designating a shelter facility, ensure that the structure has been inspected and designated as safe by qualified engineers or building inspectors.**

#### City of Kodiak & Service Area:

- 1<sup>st</sup> → KODIAK HIGH SCHOOL (fixed generator w/fuel supply. Need separate generator for kitchen/commons area.)
- 2<sup>nd</sup> → NORTH STAR ELEMENTARY (plug-in for generator)

#### Alternate/Supplementary Facilities:

- EAST ELEMENTARY (no generator plug-in; can rig up alternate power within a day)
- NATIONAL GUARD ARMORY
- MAIN ELEMENTARY (may be used by hospital – plug-in for generator)
- KODIAK MIDDLE SCHOOL (no generator or plug-in; difficult to heat.)
- ST. MARY’S SCHOOL (no backup power)
- KODIAK BAPTIST MISSION (potential site for hospital isolation ward if needed)
- Kodiak Middle School (Near high school but not best alternate because no emergency power/heat.)

#### Other possible shelters:

- KODIAK CHRISTIAN SCHOOL (486-4905)
- KODIAK BIBLE CHAPEL (486-5219)
- ST. PAUL’S LUTHERAN CHURCH (486-3632)
- ELKS LODGE (486-1772)

- MISC. BUILDINGS ON USCG BASE (487-5760/5555)
- State Ferries, USCG Vessels
- Local hotels/motels (Kodiak Inn, Shelikof Lodge, Russian Heritage Inn, Buskin River Inn)

**Women's Bay/USCG ISC Kodiak/Bells Flats:**

- 1<sup>st</sup> → PETERSON ELEMENTARY SCHOOL (no power, need to rig generator hook-up)
  - 2<sup>nd</sup> → USCG ISC BARRACKS
  - 3<sup>rd</sup> → USCG ISC BUILDINGS/WAREHOUSES
- **Assign a shelter manager(s) for each shelter.** Both the KIB 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.
- **Locate shelter kit** (stored in High School Maintenance Dept.). The shelter kit contains the following items necessary to establish/start up one shelter:
- 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
- Use **Mass Care Shelter Checklist** (this section) and shelter resource profiles and floorplans (Volume 4, Section 5) to set up and operate each shelter. **Be sure to consider both short and long-term staff and supply needs.**

**NOTE: There are several personnel in the KIBSD Maintenance Department with training in post-incident building evaluation. It is uncertain whether any of the above facilities have been engineered to withstand a major seismic event; therefore, it is EXTREMELY IMPORTANT that potential shelter facilities be inspected for stability before they are opened as shelters. Multistory buildings are particularly at risk.**

## Mass Care Facilities List

Facility Name and Phone	Maximum Occupancy	Comments
Kodiak High School 486-9211	1500-2000	<ul style="list-style-type: none"> <li>Fixed generator, will provide power to 2/3 building</li> <li>Need additional plug-in generator for kitchen/commons area.</li> <li>Kitchen feeds 350 at a time</li> <li>Toilets &amp; showers</li> <li>Major food stores, limited potable water</li> <li>Primary shelter for city &amp; service district</li> </ul>
North Star Elementary School 486-9000	600	<ul style="list-style-type: none"> <li>Plug-in for portable genset</li> <li>Kitchen feeds 150 at a time</li> <li>Toilets, no showers</li> <li>Some food storage. Limited potable water.</li> <li>Secondary shelter for city &amp; service district</li> </ul>
Peterson Elementary School 487-2125	600	<ul style="list-style-type: none"> <li>Designated shelter for U.S.C.G. ISC &amp; Bells Flats</li> <li>No generator or plug-in</li> <li>Toilets, no showers.</li> <li>Some food. Limited potable water.</li> </ul>
National Guard Armory 486-3433	100 plus tents	<ul style="list-style-type: none"> <li>Alternate or supplement to schools.</li> <li>Blankets, cots, and tents onsite.</li> </ul>
East Elementary School 486-9260	600	<ul style="list-style-type: none"> <li>Alternate or supplement to high school.</li> <li>No generator or plug-in.</li> <li>Toilets, no showers.</li> <li>Some food. Limited potable water</li> </ul>
Kodiak Middle School 486-9213	450-600	<ul style="list-style-type: none"> <li>Alternate to high school.</li> <li>No emergency power/heat.</li> <li>Near high school but not best alternate.</li> </ul>
Main Elementary School 486-9239	450-600	<ul style="list-style-type: none"> <li>Designated alternate site for hospital.</li> <li>Plug-in for generator.</li> <li>Use as shelter only if no other options.</li> </ul>
St. Mary's Catholic school 486-5214/ 486-3513	150-250	<ul style="list-style-type: none"> <li>No backup power.</li> <li>Commercial kitchen, can serve 290 at a time. No food stored.</li> </ul>
Kodiak Baptist Mission 486-4126	50	<ul style="list-style-type: none"> <li>Several facilities, some are residences.</li> <li>Gym area w/mats.</li> <li>Not suitable tsunami shelter</li> <li>May be used as isolation ward for hospital if needed</li> <li>Kitchen facilities (residential)</li> <li>No back-up power</li> </ul>

**Nuclear Fall-Out Shelter Facilities List**

<b>Facility Name</b>	<b>Location/Phone</b>	<b>Shelter Occupancy</b>
Ft. Abercrombie Command Post	Ft. Abercrombie State Park 486-6339	325
Ft. Abercrombie Shop/Storage	Ft. Abercrombie State Park 486-6339	142
Kodiak High School	Rezanof Drive East 486-9211	1500-2000

**All of the shelters listed above are considered “non-operational” and “expedient”, meaning they lack some capability necessary to serve as a fallout shelter, but the missing capability can be remedied or constructed during the warning phase. Contact the Alaska Division of Homeland Security and Emergency Management for assistance and guidance regarding fallout shelter maintenance.**

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### **SECTION 9: HEALTH AND MEDICAL SERVICES AND MULTICASUALTY INCIDENTS**

Health and Medical 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. It focuses on health and medical problems under emergency conditions of varying scopes.

This section describes policies and procedures for mobilizing medical resources and approaches for addressing public health problems under disaster emergency conditions and for dealing with mass casualty and mass fatality situations.

#### **Emergency Medical Services**

Kodiak Fire Department and the U.S. Coast Guard both provide emergency medical services (EMS) to Kodiak road system communities, but ambulance transport services are provided by the Kodiak Fire Department alone. While the Coast Guard Fire & Rescue Department can provide EMS services under mutual assistance agreements, City of Kodiak Fire Department provides all transport services. The two volunteer fire departments (Bayside and Women's Bay) both have personnel with some EMS training, however neither department offers official Emergency Medical Services. During a disaster emergency, one or more of the fire departments would provide emergency medical services as needed. Mutual aid agreements exist among the fire departments to ensure adequate resources are available for a major or multi-jurisdictional disaster. Additional state and federal government emergency medical resources can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

The City of Kodiak Fire Department will be the agency responsible for establishing the on-scene Incident Command Post utilizing the NIIMS Incident Command System, special ICS structure for a multicasualty incident, using either single or unified command as appropriate (See Volume 2, Section 3 of this plan.)

A triage system will be initiated with initial care provided in the field and secondary care provided at the Providence/Kodiak Island Medical Center (hospital). The Providence/Kodiak Island Medical Center (PKIMC) has an emergency response plan, which should be integrated with IMT health and medical service activities to the maximum extent possible. The PKIMC Emergency Preparedness Plan indicates that the Specialty Clinic area (1<sup>st</sup> Floor) will be used for Class III Triage/Treatment. A possible alternate Class III site would be the Rockmore-King Clinic, on the USCG base. However, all designations for triage/treatment will be incident-specific depending upon the type and scope of local emergency.

In the event that the Medical Center is overwhelmed with patients, provisions for the transfer of patients to the appropriate medical facility would be the responsibility of the hospital in "coordination" with the Incident Management Team commanding the incident.

Refer to Volume 4, Section 2 of this plan for additional information about Emergency Medical Resources in Kodiak.

### Fatality Management

At present, Providence Kodiak Island Medical Center has no morgue facilities. There is one private facility in Kodiak, Kodiak Mortuary (486-3422) with capacity to hold up to four (4) deceased patients. In the event of a multicasualty emergency, these services could be temporarily expanded to accommodate as many as 15 to 20 deceased patients. However, for most multi fatality incidents, it will be necessary to set up a temporary morgue. The Providence Medical Center has a cooled oxygen storage room which may be used for a morgue in an emergency. The room could accommodate 150 to 200 stacked body bags, however the 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 multicasualty incident. In addition, FEMA has the capability to provide Disaster Mortuary Assistance Teams (DMORT) to respond to the scene of a multicasualty 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.

It is important that temporary morgues are set up at a reasonable distance from human shelters, in order to avoid any negative psychological impacts associated with viewing deceased patients. See Temporary Morgue Services Checklist, this section.

### Public Health

The Alaska Department of Health and Social Services/Public Health Service has a local office in Kodiak. DHSS/Public Health's purpose is to assist local agencies in responding to and mitigating any type of public health event. 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 Kodiak, as the PKIMC hospital facility is not properly outfitted to handle patient isolation without putting the entire hospital population at risk. The Kodiak Baptist Mission has been identified as one potential isolation area. However, all decisions regarding patient routing and isolation should be made by the Incident Commander/Unified Command based on incident-specific concerns.

## Health and Medical Services and Multicasualty Incidents

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**Kodiak Public Health officials and Hospital representatives are in the process of identifying suitable locations for mass immunization sites and alternate public health clinics. Main Elementary School is the designated alternate hospital site.**

### Mental Health

Mental health services in Kodiak are provided by the Providence Kodiak Island Mental Health Center and several private practitioners. To access those services, the Mental Health Center's Community Support Program can be contacted directly during normal business hours (486-9140 or 486-9100) or through KPD dispatch after hours. There is a clinician on-call for after hours contact. 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. In addition, state mental health services can be 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.

### Multicasualty Incident Management

**Because medical resources are limited in Kodiak, a local emergency that involves more than six (6) critically injured patients is considered a multicasualty event.**

### Response Operations Guidelines

#### *Emergency Medical Services*

- Implement the Multicasualty Incident Command System, which will establish an emergency medical organization within the Incident Command System. See Multicasualty Incident Organization chart, this section.
- Respond to the disaster scene with emergency medical units.
- Provide personnel and equipment to administer emergency medical assistance at the disaster scene.
- Coordinate with hospitals and other public health services organizations to ensure all medical operations are thoroughly integrated.
- Assist in the triage of the injured, as appropriate.
- Coordinate with local hospitals and clinics to ensure casualties are transported to the appropriate medical facility.
- Provide appropriate emergency medical supplies for disaster use.
- Maintain updated inventories of emergency medical supplies and equipment.
- Maintain a casualty/patient tracking system.

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- Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.) and radio or telephone communications with hospitals, as appropriate.
- Maintain liaison with the American Red Cross/The Salvation Army and volunteer service agencies within the jurisdiction.
- Coordinate with business and industry emergency medical units.
- Coordinate procurement, screening, and allocation of critical public and private resources required to support disaster related health and medical care operations.
- If appropriate, provide information through the PIO to the news media on the number of injuries, deaths, etc.

**Medical and rescue crews shall not attempt to question bus drivers, vessel crews or aircraft flight crews as to the cause of the accident. Such questions are the responsibility of the investigating agency. Additional security may be needed to protect such personnel from the media.**

### **Hospitals**

- Implement hospital disaster plan.
- Establish and maintain field and inter-hospital medical communications.
- Provide medical guidance, as needed, to EMS units, field collection and/or treatment locations, etc.
- Coordinate with medical response personnel at the disaster scene to ensure that casualties are transported to the appropriate medical facility.
- Distribute existing patients to and among hospitals/clinics based on capability to treat and bed capacity, including transfers out of the area and/or rerouting to alternative facilities.
- Make available upon request qualified medical personnel, supplies and equipment.
- Coordinate with other area hospitals involved in caring for the injured.
- Maintain liaison with the coordinators of other emergency services such as fire and rescue departments, law enforcement, public works, emergency, etc.
- If appropriate, provide information through the PIO to the news media on the number of injuries, deaths, etc.
- Assist in the reunification of the injured with their families.

### **Mental Health Agencies**

- Ensure professional psychological support is available for victims and involved personnel (on an as needed basis) during all phases of the disaster.
- At inpatient facilities:
  - Care for patients who reside in mental health facilities during disaster and emergency conditions.
  - Implement the mental health facility disaster plan.

## **Health and Medical Services and Multicasualty Incidents**

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- Coordinate the evacuation of patients from damaged or threatened mental health facilities.
- Protect and provide security for those people committed to inpatient mental health facilities.
- Prepare for and coordinate the reception of mental patients evacuated from other such facilities.

### ***Medical Examiner***

- Coordinate local resources used for the collection, identification, and disposition of deceased persons and human tissues.
- Select an adequate number of qualified personnel to start temporary morgue sites.
- Establish collection points to facilitate recovery operations.
- Coordinate with search and rescue teams.
- Determine cause of death.
- Designate an adequate number of persons to perform the duties of Deputy Coroners.
- Protect the property and personal effects of the deceased.
- Notify next of kin of the deceased.
- Establish and maintain a comprehensive record keeping systems for continuous updating and recording of fatality numbers.
- Submit requests for mutual aid assistance if required.
- Provide information through the PIO to the news media on the number of deaths, morgue operations, etc., as appropriate.
- Coordinate services of:
  - Funeral directors and morticians.
  - Other pathologists
  - Local law enforcement for location and notification of relatives.
  - The American Red Cross for grief counseling assistance with decedent notification.
  - Dentist and x-ray technicians for purposes of identification.
  - Law enforcement agencies for security, property protection and evidence collection.

### ***Law Enforcement***

- Assist Medical Examiner in the identification of fatalities.
- Provide personnel for scene security, property protection and evidence collection.

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### ***Military Agencies***

- Provide personnel and equipment to support medical operations during disaster situations (at the direction of the Governor).

### ***American Red Cross***

- Provide food for emergency medical workers and patients if requested.
- Maintain a medical evacuee tracking system.
- Assist with grief counseling for the next of kin of the injured and deceased.
- Assist with the reunification of the injured with their families.
- Provide blood, blood substitutes and blood byproducts and/or implement reciprocal agreements for replacement of blood items (through Blood Bank of Alaska).
- Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.
- Provide supplementary medical, nursing aid, and other health services upon request and within capability.
- Provide assistance for the special needs of the handicapped, elderly, orphaned children, and those children separated from their parents.

**Note that American Red Cross shelters no longer accept unaccompanied minors. For unaccompanied minors needing sheltering, the Red Cross may require that the Department of Family and Youth Services and/or local law enforcement officials act as a proxy for all unaccompanied minors assigned to emergency shelters.**

**The KIBSD may be able to assist officials in locating custodial parents for unaccompanied minors that are registered with the School Department.**

## **Accident Investigation**

The National Transportation Safety Board (NTSB) is responsible for accident investigations on all aircraft, and selected accidents involving surface transportation. The FAA may assist the NTSB in accident investigation. Investigations of accidents involving public use aircraft (public use aircraft are those aircraft used by government entities) are normally conducted by the agency operating the aircraft. Coordination of the incident with these agencies is vital. None of the investigative agencies have the authority to direct emergency services during the rescue phase, but they may direct the removal of bodies and debris. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor accidents, the FAA, instead of the NTSB, may respond to the scene.

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.

## Debris Removal and Scene Security

Mass Casualty scenes involving public transportation (e.g. airlines, cruise ships, ferries, buses, trains, etc.) should be treated as a crime scene. Emergency response personnel should NOT remove accident-related debris from the impact area except as necessary to facilitate rescue or as directed by the appropriate authority. Accident investigation is highly dependent upon the preservation of the accident scene; the scene should be maintained in as close to impact condition as possible. Removal of debris will ordinarily be accomplished by, or under the direction of, investigative agencies such as the NTSB or FAA. Scene security is of extreme importance, and shall take place under the direction of local law enforcement.

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

### Removal of Bodies

- If bodies must be removed prior to the arrival of investigators, attempt to identify the victim, and mark the position in which the body was found. The location and position of bodies may be valuable clues to the cause of the accident. Assign a photographer to document accident scene, and the location of bodies prior to their removal. The following procedure shall be used prior to, and during removal:
  - Use spray paint to number the location of each body, making sure the number is easily visible on the ground, or on debris next to the body.
  - Photograph the scene, making sure the number will appear in the photograph.
  - Mark the body bag with the same number.
  - Place body in body bag.
  - Bags for personal effects should be marked with the same number as the body.
  - Subsequent paperwork should reference the same number.

### Removing/Altering Debris

- Mark cuts or tears in metal or other materials made in order to rescue victims to differentiate them from those which were the result of the accident.

### Scene Security

- Protect the scene from unauthorized persons. This may require lighting the scene at night to ensure a secure perimeter.

## Logistical Support

The following is a partial listing of possible sources of additional medical services providers during a multicasualty incident coordinated through the Alaska Division of Homeland Security and Emergency Management:

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- Medical Response Teams. Identify pre-organized disaster teams available within the jurisdiction. Mutual aid from neighboring jurisdictions, State sources such as National Guard or militia units, Federal sources such as military, Centers for Disease Control, and National Disaster Medical Systems sources.
- Addition Personnel. There are additional sources of health and medical personnel that can be used to augment disaster medical teams. These include:
  - Local government EMS personnel from medical and public health agencies and fire, police, public work and other emergency services departments. Among these would be general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
  - State employed general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
  - Volunteer/bystander health professionals including general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
  - U. S. Public Health Service Teams to include Disaster Medical Assistance Teams (DMAT) and Veterinary Medical Assistance Teams.
  - Other volunteer medical personnel from throughout the State.
  - U. S. Armed Forces including the U.S. Coast Guard
  - Native Alaskan Health Services (Kodiak Area Native Association)
  - Department of Veterans Affairs personnel.
  - Volunteer medical personnel from other states.
  - Business and industry medical departments.

### Support Needs of Health and Medical Services Personnel

The organizations performing health and medical functions in cooperation with the Incident Management Team during a multicasualty incident will have certain support needs. These may include:

- Sources of medical supplies and equipment. Potential sources include:
  - Local stores (hospitals, clinics, pharmacies, emergency vehicles, local government resources, etc.).
  - Mutual aid from jurisdictions not affected by the disaster.
  - Private sector suppliers in the State.
  - Private sector health care organizations that maintain a supply system for medical supplies and equipment.
  - National Disaster Medical System ( includes U.S. Dept. of Defense, AK Dept. of Health and Social Services, AK Dept. of Veterans Affairs, American Veterinary Medical Assoc., & FEMA).
- Acquisition of medical/health equipment and supplies, including:
  - Initial supply and re-supply for field medical operations.

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- Initial supply and re-supply for health and mortuary services.
- Re-supply of hospitals in the affected area.
- Re-supply of hospitals and other facilities outside the disaster area receiving casualties.
- Transportation of medical/health supplies, personnel and equipment. Potential modes of transportation include:
  - Local government-owned and commercial fixed-wing aircraft, rotor-wing aircraft, trucks and buses.
  - U.S. Armed Forces fixed and rotor winged aircraft, trucks, and buses.
  - Private and public ambulance and van companies.
  - Water transport.
  - Limousine and taxi companies.
  - Four-wheel drive and high clearance vehicles for medical evacuations under bad weather or terrain conditions.
- Shelter and feeding of field, health and medical personnel and patients.
- Identification and selection of suitable facilities to serve as temporary morgue.
- Acquisition of embalming supplies, body bags, and necessary heavy equipment suitable for dealing with a mass fatality situation.

**Local jurisdictions should work through the Alaska Division of Homeland Security and Emergency Management to obtain resources controlled by the state and federal government.**

### **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.

### **Mass Fatalities**

Under normal circumstances, determination of the cause of death, investigation of the scene of the fatality, disposal of human remains, and notification of next of kin is the responsibility of the Medical Examiner. However, in the event of a catastrophic disaster, the local jurisdiction may become responsible for those functions. If an event causes multiple fatalities, the following process shall be followed:

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- Contact the Office of the State Medical Examiner, and determine their ability to respond to the incident. If the Office will be unable to provide appropriate personnel, dispatch local law enforcement with instructions to:
  - Determine and document the cause of death to the best of their ability.
  - Photograph scene.
  - Obtain body bags, and place personal effects with body.
  - Confirm identification if possible.
  - Transport remains to funeral home or temporary morgue.
  - Relay identification of deceased (if possible) to the Planning Section.
- With the approval of Command, the Planning Section will contact police and police chaplains to notify the next of kin.
- The Planning Section will provide copies of documentation to the Office of the Medical Examiner.

### Temporary Morgue Services

Temporary morgues may be necessary in the event of an incident that results in either damage to existing mortuary facilities, or numbers of fatalities that exceed their capabilities. Identification of victims may be a long and complicated process. Facilities that might be used as temporary morgues include school gymnasiums (not being used as shelters), armories, or other secure, air conditioned buildings. Facilities should provide:

- A receiving entrance protected from public view.
- A plainly marked general information area, easily accessible, and where it will not interfere with free passage to the operational area.
- A waiting room and public restrooms.
- Separate rooms for interviews with individuals seeking missing persons.
- Private viewing rooms for identification purposes.
- Telephone area and personnel adequate to handle incoming and outgoing calls.
- Working area for the press.
- Working area for the clergy.

In addition to the above, the facility should provide work spaces with the following provisions:

- Storage space for bodies. Should be divided to provide segregated areas for each of the following: male adults, female adults, male children, female children, and those whose sex cannot be determined.
- 220 volt, AC current for X-ray equipment.
- Tables for examination.
- Running water.

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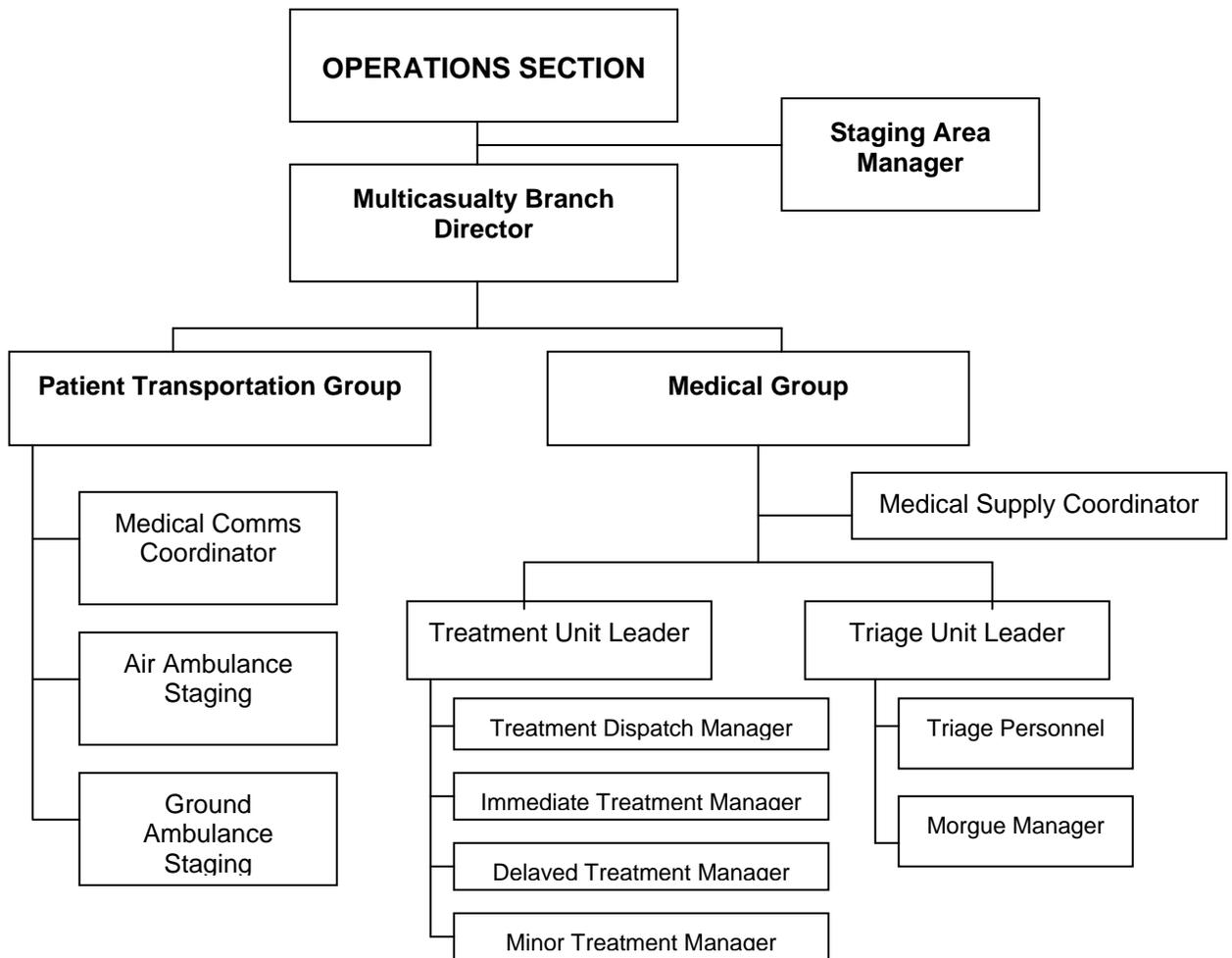
- Good ventilation.
- Good lighting.

## Multicasualty Incident Organization

This ICS organizational structure is designed to provide an organized response to multicasualty emergency medical incidents, establishing the systematic sharing of emergency medical resources in order to provide appropriate emergency medical service. For most multicasualty incidents in Kodiak, a Multicasualty Branch will be established in the Operations Sections, to provide for additional emergency medical organization within the Incident Command System. The Multicasualty Branch structure is designed to provide the Incident Commander with a basic expandable system for handling any number of patients in a multicasualty incident. One or more additional Medical Group/Divisions may be established under the Multicasualty Branch Director, if geographical or incident conditions warrant. The degree of implementation will depend upon the complexity of the incident.

**For Multicasualty Incident ICS organization charts and Medical Group and Patient Transportation Group position descriptions and position checklists, See Volume 3, Section 8.**

### Multicasualty Incident Organizational Chart



# SECTION 10: RESOURCE MANAGEMENT AND VOLUNTEER COORDINATION

## Resource Management During Emergency Incidents

During emergency incidents, the Kodiak Incident Management Team staff has the authority to establish priorities for the assignment and use of all city and borough resources and personnel. Both Kodiak Island Borough and the City of Kodiak will commit all necessary resources to protect lives, property and the environment.

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. To assure that the status of resource requests and commitments can be maintained throughout the emergency, the Logistics and Planning Sections of the IMT will track resources assigned to the emergency. The Operations Section will assist in identifying resource needs and resources that can be released from the incident. The Incident Commander has the overall responsibility for establishing resource priorities and has the final allocation authority in a situation where resource allocations are in dispute.

In the event of a disaster impacting the entire Kodiak Island Borough (including other municipalities and villages), additional coordination entities may be established to assist in resource management and allocation. IMT staff will cooperate with such entities according to established agreements, guidelines, and procedures.

Resource lists appear in the Resource Manual, Volume 4 of this plan. In addition, each city/borough department is responsible for developing and maintaining mutual aid agreements to augment resources, and department-specific inventories of resources that might be available to them in an emergency. Shelter and feeding considerations are discussed in the Shelter and Feeding Section of this plan.

### Incident Command Functions

Kodiak's emergency response to a major event may involve a variety of city, borough, state, federal, and private sector resources. No single agency or department will have the necessary resources to carry out all response activities. Coordination, direction, and control of all response resources will be provided by the Incident Management Team organization managing the incident.

In a major emergency, or if an incident is one part of an area-wide disaster, the Emergency Operations Center (EOC) will be activated, and the Incident Command System and structure described in the Incident Management Team Section of this volume and the EOC Guide will be implemented. When the EOC is activated, overall incident management, direction and control will come from the Incident Commander and staff of the IMT. On-scene tactical direction and control will remain the responsibility of the Operations Section Chief.

Responsibility for coordinating resource management tasks will be divided as follows:

Kodiak Emergency Operations Plan  
VOLUME 2 – OPERATIONS GUIDE

## **Operations Guide**

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### ***Operations Section***

- Provides the Incident Management Team staff with additional resource needs.
- Identifies resources which are excess and can be released or reassigned.

### ***Planning Section***

- Provides the Incident Management Team staff with a timely inventory of needs and commitments.
- Identifies those public facilities essential to the community, provides a recommended priority list to the Command and General Staff, and assists in the coordination of facility repair and restoration of services.

### ***Logistics Section***

- Serves as the primary point of contact for resource requests from the Incident Management Team staff, cooperating jurisdictions, and resource management organizations.

## **Managing Volunteers**

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. One way accomplish this is to create a separate volunteer coordination function in and to appoint a Volunteer Manager as part of the Command Staff.

The Volunteer Manager (VM) is responsible for the overall management of the volunteer program, including communications, recruitment, training, and referral. The VM will identify tasks and situations where volunteers can be utilized to provide assistance. The Volunteer Manager is part of the Incident Management Team, and in Kodiak the VM will work under the Liaison Officer in the Command Staff. In many cases, the Liaison Officer him/herself may assume the Volunteer Manager position. The VM must effectively communicate and share information with the Public Information Officer and other members of the Incident Management Team in order to ensure the success of this program.

Volunteer Coordination is discussed in greater detail at the end of this section.

## Resource Allocation Guidelines

Under emergency conditions, members of the Kodiak Incident Management Team will allocate resources according to the following guidelines:

- Deploy resources according to the following priorities:
  - 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.
- Distribute resources in a manner that provides the most benefit for the amount of resources expended.
- Coordinate citizen appeals for assistance through the Public Information Officer at the EOC. Citizens will be given information through local media about where to make these requests.
- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, the Emergency Services Director will request assistance from regional, state, and/or federal sources.
- Activation of regional, state, and/or federal resources will be accomplished in a timely manner through a request for declaration of a local disaster emergency. See Disaster Declaration and Reporting, Volume 2, Section 2 of this plan.

### Emergency Fiscal Management

During a disaster emergency, both the city and borough may need to redirect funds in order to coordinate an effective response. Although the authority to adjust department budgets and funding priorities rests with the city council and borough assembly, emergency procurement authority is delegated to each department director. Tracking the expenditures related to an incident is the responsibility of the Finance Section in the Incident Management Team. Members of the city and borough Finance Departments will staff this section. See Volume 3, EOC Guide, for description of the tasks of the Finance Section.

If a disaster in Kodiak requires redirection of city and/or borough fiscal resources beyond the procurement authority of department directors, the following general procedures will be followed:

- The City Council and/or Borough Assembly will meet in emergency session to decide how to respond to the emergency funding needs.
- If a quorum of Councilors/Assembly members cannot be reached, and if a prompt decision will protect lives, city resources and facilities, the environment, or private property, the City/Borough Manager, Department Directors, or their designates may act on emergency funding requests.
- In order to facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation should a disaster declaration be necessary, a separate charge code for all incident-related personnel time, losses and purchases will be established by the Finance Section or Department.

### Mutual Aid

City and borough departments maintain several mutual aid agreements, both formal and informal, which facilitate bringing additional resources to the scene of an emergency. Each department is responsible for developing those agreements necessary to augment available resources. These agreements include:

- Agreement among local law enforcement agencies to provide back-up law enforcement services.
- Mutual aid agreements among local fire organizations. These agreements are on file in the Fire Departments.
- Informal mutual aid arrangements between local medical centers, hospitals, and clinics to work cooperatively during mass casualty incidents.

### Donations Management

During a major disaster emergency, donations will usually become an issue. Donations may either be solicited or unsolicited. Solicited donations occur when high priority needs cannot be satisfied quickly through procurement and hiring, or when cost becomes the limiting factor in a response and an appeal is made through the Logistics Section (coordination with the Public Information Officer) for donations of the goods and/or services required. Unsolicited donations occur when goods and services pour into the area impacted by the disaster emergency due to the generosity of people who perceive that the goods and services are needed or due to the poorly communicated resources needs of the Incident Management Team. Sometimes these donations are totally inappropriate and/or far in excess of local needs. Recipient communities must be prepared to handle this influx of goods and services.

The management of donations can be handled either by appointing of a Donations Manager within the Logistics Section of the IMT, or by delegating donations management work to voluntary agencies such as the American Red Cross, The Salvation Army, or various church groups coordinating with the Incident Management Team. The exact method of coordinating donations is not as important as ensuring that the Donations Management process is well coordinated.

If volunteer agencies are used to manage donations, their efforts must be well coordinated and linked with the Logistics Section. Donations management personnel will rely on IMT transportation, distribution and traffic flow systems. It is important that Donations Management Personnel work closely with the Logistics Section to identify resources needs and availability. Donations Management can supplement the Logistics Section's efforts to obtain certain items and should relay useful offers and bids from the contractors and vendors that inevitably contact the EOC.

If a jurisdiction is anticipating an extensive donation of goods and services, the following facilities to handle donations may be appropriate:

- Donations Coordination Center/Phone Bank - At a Donations Coordination Center, representatives of the local government and volunteer agencies or assigned staff of the Incident Management Team screen unsolicited donation offers and match them with possible recipient organizations. The IMT may choose to set up a toll-free phone number at this facility.
- Checkpoints: Checkpoints permit inspection, scheduling, and routing/rerouting of inbound vehicles bearing donations.
- Reception Centers: A Reception Center serves as a collection point and sorting area for unsolicited donations of goods. It should be located as close to air, water, and road transport facilities as are feasible outside the disaster area. Other considerations include parking, covered storage space, and ample room for trucks to maneuver.
- Warehouses: Where possible, the donations effort should rely on volunteer agencies' own warehousing capacity. However, should additional space be necessary, particularly when disposal of donations becomes difficult, the IMT should locate suitable warehousing space as quickly as possible.

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- Distribution Centers: Goods are distributed directly to victims at Distribution Centers. Churches and volunteer agencies' own facilities may be good locations. In state or federally declared disasters, Distribution Centers and Disaster Recovery Centers (DRCs) can be collocated or fairly near one another to allow "one-stop" service delivery to the affected public.

**See Volume 3, Section 5, for Donations Manager position description and checklist.**

## Volunteer Coordination

In the event of an incident where volunteer coordination becomes necessary, a Volunteer Manager may be appointed by the Incident Commander to manage all aspects of the volunteer program, including communications, recruitment, training and referral. The Volunteer Manager (VM) will report directly to the Liaison Officer. For smaller incidents or when feasible, the Volunteer Manager position responsibilities may be assumed by the Liaison Officer.

The Volunteer Manager will operate a Volunteer Referral Center (VRC), opened immediately after the incident occurs, to respond to and coordinate needs for volunteer resources. The Public Information Officer will work with the local media to provide the public with information regarding how to contact the referral center. As volunteers contact the referral center, they will be referred to the appropriate agencies where they can best contribute their skills and interest. The VRC will provide initial screening, skill and training identification, and orientation. Once the volunteer is referred, the agency or unit to which the volunteer is assigned will be responsible for further screening, training and supervision.

The facility selected to serve as the VRC may be co-located with the Emergency Operations Center, or may be located nearby in a school, church, recreation center, community building, or other such facility. The facility should provide easy public access, enough room for reception and training areas, and some communication capabilities. The VRC should have basic office equipment, such as computers, telephones, fax machines, copiers, and office supplies.

### Volunteer Manager Responsibilities and Duties

The Volunteer Manager is responsible for the implementation and management of the Volunteer Coordination Plan. It is the Volunteer Manager's responsibility to recognize and anticipate the potential role of volunteers in an incident response, to coordinate needs and available resources, and to manage the Volunteer Referral Center in recruitment, identification, training, and placement of volunteers during a response.

The Volunteer Manager will report to the Liaison Officer. All volunteer referral center staff and volunteers will report to the Volunteer Manager.

The Volunteer Manager's duties may include the following:

- Serve as a liaison with the IC and Unified Command to coordinate volunteer needs.
- Serve as the principal contact for all volunteers and all units/agencies needing volunteers.
- Establish and manage the Volunteer Referral Center to include registration, orientation, placement, recruitment, training, and referrals.
- Establish a communication system, including a toll-free phone number, fax lines and fax machines, phones, and a link to the Emergency Operations Center.

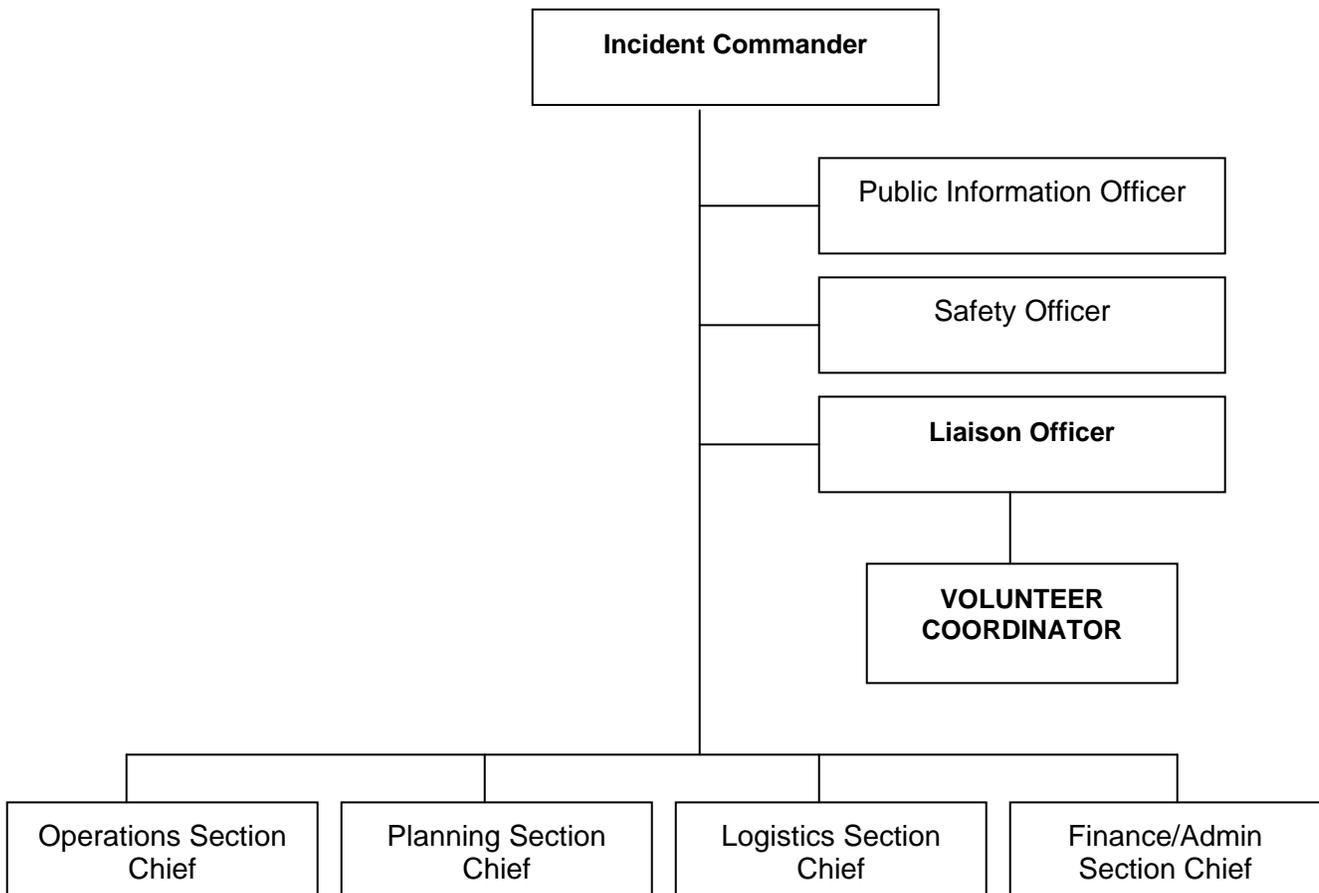
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- Coordinate with the Public Information Officer (or Joint Information Center) to provide notification to the media regarding types of volunteer jobs available and procedures for volunteering.
- Coordinate with the Safety Officer to provide safety training as necessary for all volunteers to ensure they are properly trained and equipped and in compliance with federal, state and local safety regulations.
- Coordinate with response agencies and the Incident Commander to provide additional volunteers as needed and to coordinate referrals.
- Maintain record keeping of volunteers, training and certification, hours worked, and their assigned activities.
- Provide volunteer recognition.

### ***Volunteer Manager in the IMT***

The Volunteer Manager reports to the Liaison Officer in the Command Staff.



### Volunteer Referral Center Facility Requirements

The Volunteer Referral Center requires easy public access, a room for reception and for training, and basic communications capabilities (phone, fax, VHF radio). The type of facility used will depend on the magnitude of the disaster emergency. The center could be collocated with the EOC (in separate rooms), or established in a separate facility such as a library, school, church, recreation center, community hall, etc. used.

It is advantageous to set up and publicize a separate “800” number for interested volunteers. Relief organizations such as the American Red Cross may be able to assist with this activity.

Some of the supplies necessary to establish a Volunteer Referral Center include: computers, telephones, fax machines, copiers, office supplies, etc. The following checklists outline the basic facility, equipment, and staffing needs for establishing and operating a volunteer referral center.

#### Facility

The VRC should provide:

- Easy public access
- Room for training and orientation
- Basic communications capabilities and office equipment
  - Telephones
  - 2-3 phone lines, one of which is toll free incoming only
  - Fax machine and 2 dedicated fax lines (ingoing & outgoing)
  - Communication link to Emergency Operations Center
  - Access to news & information releases to media and local government in order to advertise volunteer needs and toll free number
  - Computers and printers
  - Copier
  - Maps, flip charts, bulletin boards, pens, tape, markers
  - Paper, pens, pencils, stapler and other general office supplies

#### Establishment

In setting up the VRC, the Volunteer Manager should consider the following:

- Arrange space to allow for foot traffic and to maximize wall space.
- Face tables and chairs so that information can be viewed easily.
- Allow enough space, pens, clipboards, etc. so that volunteers can fill out registration materials.

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- Clearly identify the reception desk/area.
- Provide seating.
- Post signs directing potential volunteers to the building/room.
- In the event of a major, prolonged incident where sufficient staffing is available at the VRC and volunteer needs are extensive, set up stations for each major class of work, such as:
  - Administrative
  - Communications
  - On-water operations
  - Wildlife recovery/rehabilitation (oil spills)
  - Shoreline cleanup (oil spills)
  - Food service
  - First Aid
  - Repair/construction
  - Facilities Support
  - Logistical support
  - Transportation
- Assign early volunteers to staff the Referral Center and to be couriers to bring information about volunteer needs from the Emergency Operations Center to the VRC.
- Set aside time and space for training and orientation.
- Set up an information bulletin board. This area may serve as an informal information and referral area.

### Staffing

Early volunteers should be used to supplement staffing of the VRC. Staffing needs at the VRC will include:

- Receptionist ~ answers questions, phones, gives out forms & directions
- Data Entry Clerk ~ enters personnel information into database
- File Clerk ~ files, copies, sends & receives faxes
- Intake and Referral Personnel ~ conduct initial screening, match volunteers with incident needs
- Communications ~ compiles updates of volunteer needs, maintains bulletin board
- Training ~ coordinates/conducts general training & orientation for all volunteers
- Facility Support ~ maintains equipment, cleanliness, order

## Resource Management and Volunteer Coordination

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- Transportation ~ assist with transportation as needed
- Courier ~ serves as go-between for VRC and Emergency Operations Center

**It is essential that all volunteers be routed through the Volunteer Referral Center. Volunteers arriving on-scene that have not first checked in at the Referral Center must be referred back to the VRC for assignment.**

### Volunteer Management

#### Needs Assessment and Recruiting

During response and recovery operations, the following process will be used to identify needs, recruit, and place volunteers:

- Designate Volunteer Manager and establish VRC as soon as Incident Command is mounted.
- Establish and publicize toll free phone number.
- Distribute volunteer request forms to ICS Section Chiefs (through Emergency Operations Center).
- In cooperation with Public Information Officer, distribute volunteer information to local newspaper and radio.
- As volunteers contact the referral center, screen and refer them to agencies/organizations/ICS units based on their skills, training and availability.

The Volunteer Request Form (Figure 2-10-1) should be copied and distributed to responders via the Emergency Operations Center as early as possible. Responding agencies, contractors, organizations, or ICS unit leaders will use these forms to identify volunteer needs. Convergent volunteers (volunteers arriving at the VRC or on scene) will be directed to the VRC to fill out a Volunteer Registration Form (Figure 2-10-2).

#### Training, Screening and Skills Identification

As potential volunteers contact the referral center, they will be screened and referred to ICS units based on their skills, training and certification, and availability. The implementation of a process for identifying volunteer's skills is essential to provide the Incident Management Team with a cadre of well trained, safety conscious volunteers ready to be used in a disaster emergency. This way, when response agencies or ICS units contact the Volunteer Referral Center and submit requests for volunteers they will be able to match their needs with the skills and abilities of available volunteers. See Figures 2-10-1 and 2-10-2.

Training sessions for volunteers should include:

- Basic orientation to the Kodiak Emergency Operations Plan
- ICS structure, organization, and general and specific job requirements

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- Site-specific hazards
- Environmental and cultural concerns related to the response
- Basic communications procedures
- Safety and security procedures
- Proper attire and safety equipment
- Safety training (discussed in detail below)
- Liability and limitations on non-professionals

Training may also be provided for food distribution, check-in procedures wildlife hazing (oil spills), shoreline cleanup (oil spills), and other response activities. The initial volunteer training (conducted at the VRC) may be supplemented by additional position-specific training provided once the volunteer is assigned to a job.

### ***Safety Training***

Safety training for volunteers should address the following policies and procedures:

- Worker's compensation
- Drug and alcohol policies
- Firearms
- Equipment use and limitations for non-professionals
- HAZWOPER
- General safety procedures (buddy system, safe lifting, etc.)
- Evacuation procedures
- Potential hazards of work environment
- First Aid and Accident Reporting Procedures

### **Volunteer Tracking and Record Keeping**

It is important to track volunteers and to recognize and reward their efforts. The following are suggestions for volunteer identification, record keeping and recognition:

- Develop and maintain a database of current interested volunteers and skills using appropriate computer software.
- Develop and distribute an after-action newsletter or report to all volunteers who participated in incident response.
- Issue identification badges to all volunteers as they are assigned to specific jobs.
- Ensure that all volunteers register at the VRC before placement in a job. Encourage unit leaders or agency personnel to document volunteer hours worked.

### Insurance and Liability

In most cases, volunteers will be referred to volunteer agencies that will be directly responsible for placing most volunteers in the field. 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.

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.

The Volunteer Referral Center will act only as a referral agency and will not directly supervise the volunteers, with the exception of those volunteers working in the Referral Center. Volunteers may be utilized by the IMT, at the referral center, shelters, or other administrative/non-operational duties, after signing Volunteer Registration Form (Figure 2-10-2), which contains a liability waiver.

Effective screening, training, and supervision will help to limit liability when assigning volunteers.

**Untrained volunteers should not be assigned to on-scene, operational functions. Volunteer organizations with specific training and standing agreements with local agencies (for example, Kodiak Island Search and Rescue, which is activated by the Alaska State Troopers) are an exception to this liability policy, as they have their own operating agreements and liability waivers already in place.**



**Figure 2-10-2: Volunteer Registration Form**

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

Phone (day): \_\_\_\_\_ (eve.) \_\_\_\_\_ (fax) \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Present employer: \_\_\_\_\_ Occupation: \_\_\_\_\_  
\_\_\_\_\_

Are you currently affiliated with any response organization/volunteer group? Which?  
\_\_\_\_\_  
\_\_\_\_\_

Are you certified in any of the following?      Certification Type/Agency      Expiration Date

Heavy Equipment Operator: \_\_\_\_\_

ICS Training: \_\_\_\_\_

Firefighting: \_\_\_\_\_

Bird Rescue/Wildlife Hazing/Rehab: \_\_\_\_\_

Hazmat/Hazwoper: \_\_\_\_\_

First Aid/CPR: \_\_\_\_\_

Coast Guard licenses: \_\_\_\_\_

Other: \_\_\_\_\_  
\_\_\_\_\_

Placement	_____ Administrative/Clerical	_____ Food Service/Sheltering
Preference:	_____ Basic Needs/Logistics	_____ First Aid
	_____ On-Water operations	_____ Repair/Construction
	_____ Transportation	_____ Other _____

Emergency Contact - Name: \_\_\_\_\_ Phone (day & eve): \_\_\_\_\_

Address: \_\_\_\_\_

Waiver: I agree to volunteer my services at my own risk and hereby release the Incident Management Team and any involved agencies or persons from liability for any injuries, hardship, or death that should result from my activities as a volunteer to this emergency response effort.

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

**FOR OFFICE USE ONLY:**

\_\_\_\_\_ Training completed?      Date completed      Initials

\_\_\_\_\_ Placed:      Date:      By:



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# SECTION 11: 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.

## 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 coded.

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.
  - Kodiak museum community.
  - 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 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 Kodiak 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 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.

### Damage Survey Reports Development

The FEMA Form 90-91, 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.

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.

### 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.

### **Vital Facilities Map**

Appendix C contains a vital facilities map that identifies those facilities considered vital to response, command, sheltering and feeding, communications, and health and medical services in Kodiak during an emergency.

Appendix C is located in a separate binder with other KEOP Appendices. For access to this information, contact the Kodiak Emergency Services Coordinator through the KIB Community Development Department.

# SECTION 12: OIL SPILLS AND HAZARDOUS MATERIALS INCIDENTS

This section addresses direction and control of emergency incidents where the general Incident Management Team 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. Several other guidance documents are available to assist in managing an oil or hazardous substance release incident including the Alaska Incident Management System (AIMS) Guide as well as the U.S. Coast Guard's Field Operations Guide.

## Special Incident Organization

For certain types of incidents, the NIIMS Incident Command System 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 Incident Management Team. Special incidents where incident organization may be modified include, but are not limited to, oil spills and hazardous materials releases.

## Oil Spill Incidents

Due to the complex nature of oil spills, many different agencies with jurisdictional authority and statutorily mandated responsibilities will be involved. In Kodiak, the unified command structure for oil spill incidents includes a Federal On-Scene Coordinator (FOSC) from the U.S. Coast Guard (MSO/Anchorage Captain of the Port) or Environmental Protection Agency; a State On-Scene Coordinator (SOSC) from the Alaska Department of Environmental Conservation; a Local On-Scene Coordinator (LOSC), the Kodiak Emergency Services Director or designee; and a Responsible Party On-Scene Coordinator (RPOSC), who represents the spiller. In most cases, the RPOSC becomes the Incident Commander, because under state and federal law the spiller is responsible and liable for containing, cleaning up and removing the spilled oil. However, in some cases the Responsible Party may be unavailable or unable/unwilling to properly mitigate the spill effects, and in such cases the IC will either be the FOSC or SOSC. In Kodiak, unlike many other Alaskan communities, the LOSC retains a seat on the Unified Command for the duration of the spill response. Whenever an immediate threat to public health exists, the LOSC will be the IC so long as that threat remains.

**For a detailed discussion of the response structure for oil and hazardous substance response, refer to the "Alaska Federal/State Preparedness Plan for Response to Oil and Hazardous Substance Discharge/Releases" (the Unified Plan), and the Kodiak Subarea Oil Spill Contingency Plan.**

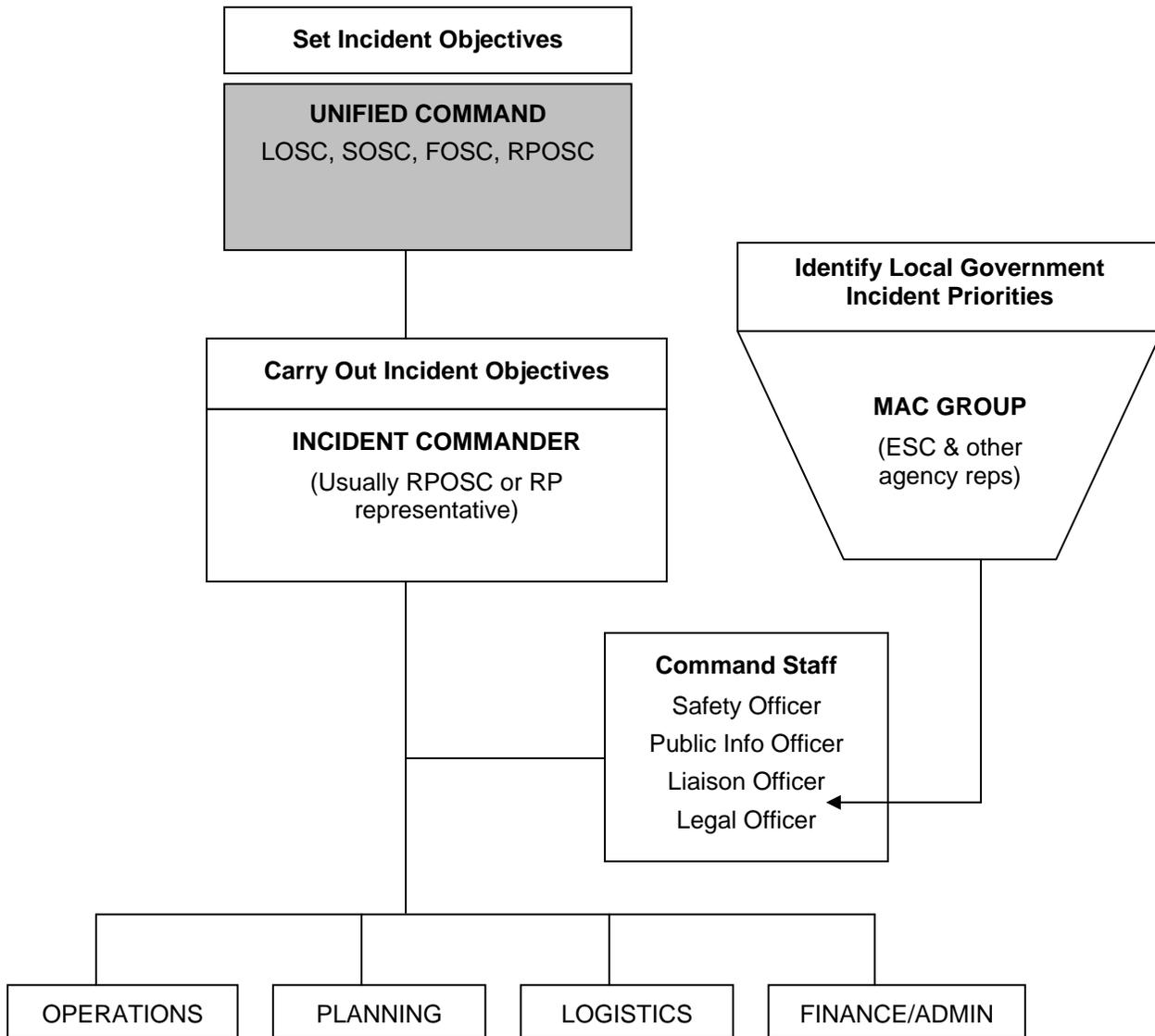
The Unified Plan and Subarea Plan shall be used together and in combination with this Emergency Operations Plan to guide oil spill response in Kodiak. This Emergency Operations Plan will be the primary guidance document only so long as an immediate public health risk exists, which would cause the LOSC to assume control of the incident and implement activities such as evacuation. Once oil spill response operations (i.e.

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containment, skimming, recovery) begin in earnest, the Unified Plan and Subarea Plan, along with the Responsible Party's oil spill contingency plan, become the guiding documents.

In an oil spill incident management there may be many agencies and jurisdictions involved, therefore the MAC Group may consist of additional agency representatives in addition to the Emergency Services Council to provide input to the Unified Command.

## Oil Spill/Hazmat Release Organizational Chart (Unified Command)



**Volume 3, Section 8 of this plan contains additional information about adapting the ICS organization for special incidents.**

### Hazardous Materials Incidents

The hazardous materials incident organization is designed to provide supervision and control for the essential functions common to most hazmat incidents. Hazardous materials releases require enhanced control of the tactical operations and personnel/equipment mobilization to provide a greater degree of safety and reduce the probability of spreading contaminants.

For most hazmat incidents, the primary response functions will be directed by the Hazardous Materials Group Supervisor, who reports directly to the Operations Section Chief. All personnel and resources involved in the hazmat response will be supervised by one of the functional leaders or the Hazardous Materials Group Supervisor. The three functional positions within the Hazardous Materials Group are:

- **Entry Leader:** The Entry Leader supervises all personnel operating in the Hot Zone (that area immediately around a hazardous materials release area where contamination does or could occur. Special protection is required for all personnel while in this zone.) The Entry Leader has the responsibility to direct all tactics and control the positions and functions of all personnel 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. (Warm Zone = that area between the Hot Zone and the Cold Zone which separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area. This zone contains the personnel decontamination station and may require a lesser degree of personnel protection than the Hot Zone.)
- **Decontamination Leader:** The Decontamination (Decon) Leader ensures all rescue victims, personnel, and equipment have been decontaminated before leaving the incident.

The Hazardous Materials 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:

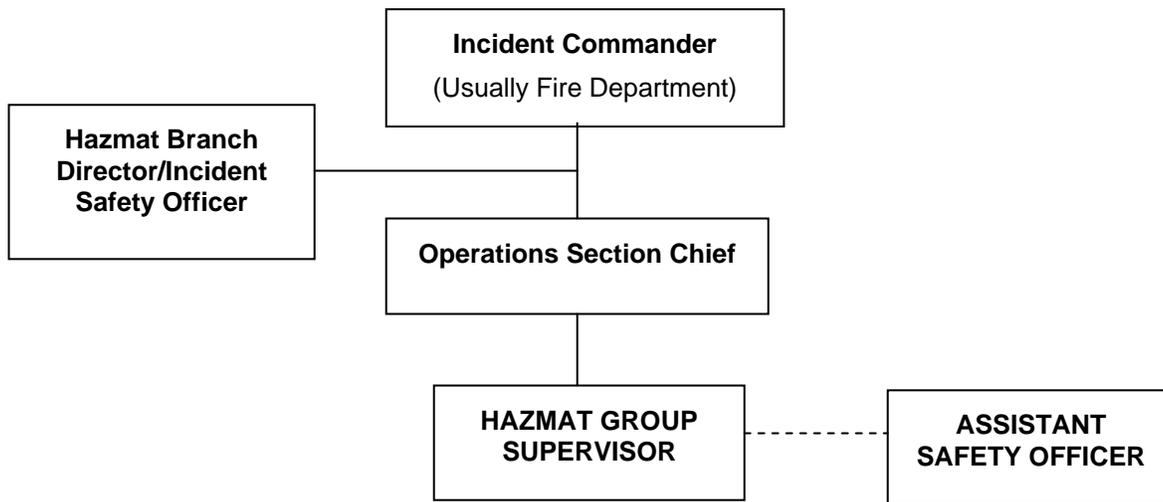
- All rescue operations will come under the Hazmat Group Supervisor's direction. Other tactical objectives that occur outside of the hazmat control zones (i.e. evacuation) are not the responsibility of the Hazmat Group Supervisor. These other tactical objectives will be carried out through the normal channels within the Kodiak IMT organization.
- 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 and 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. For Hazmat Group position descriptions and position checklists, See Volume 3, EOC Guide.

## Hazardous Materials 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 assume responsibility for Entry, Site Access and Decontamination until personnel are assigned to these functions.

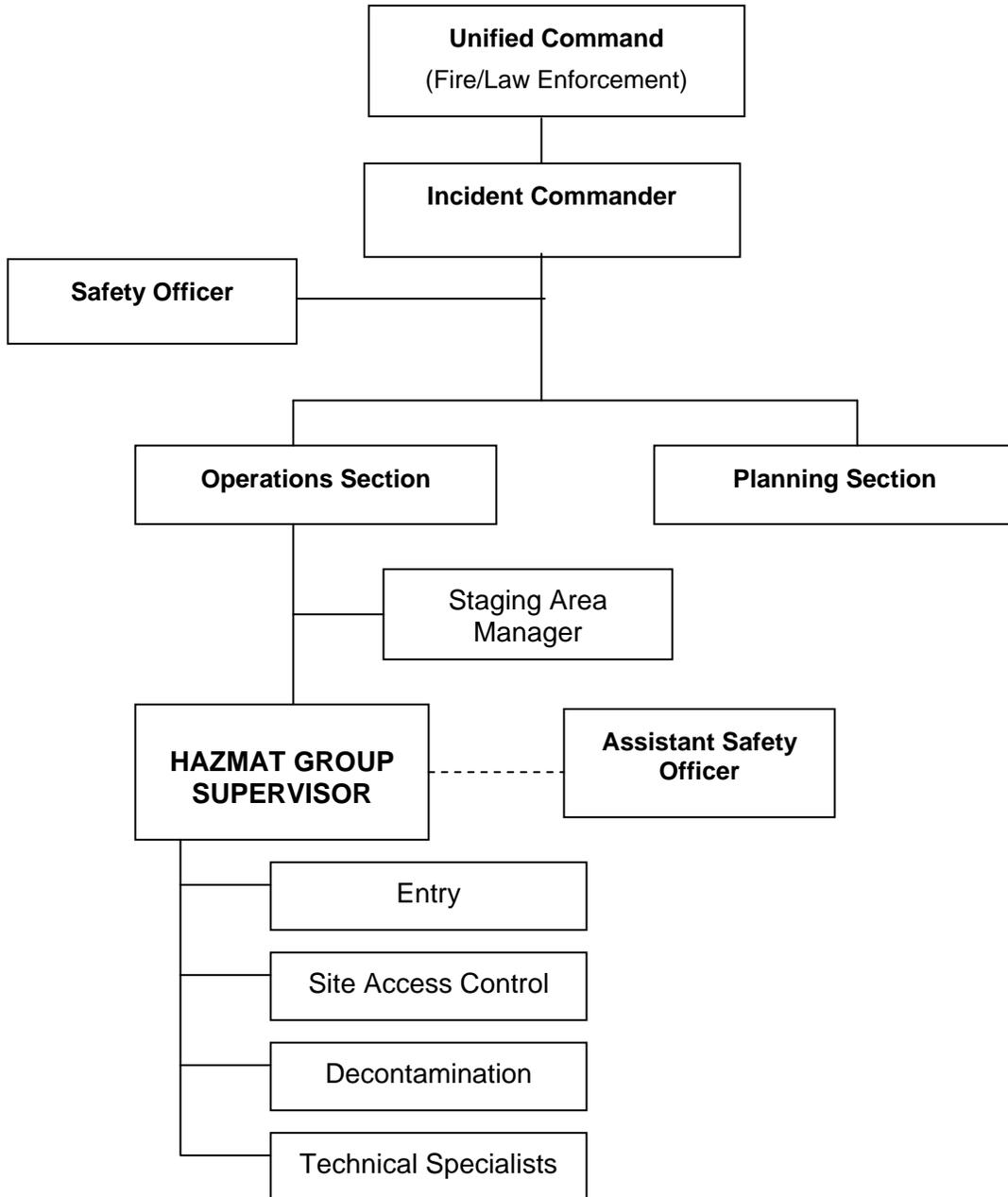


**If Hazardous materials incident occurs in a fire service area, the fire chief will be the initial Incident Commander. If outside of a fire service area, the ranking Alaska State Trooper will be the initial Incident Commander. Command may be transferred upon activation of the Emergency Operations Center.**

## **Hazardous Materials Incident Reinforced Response**

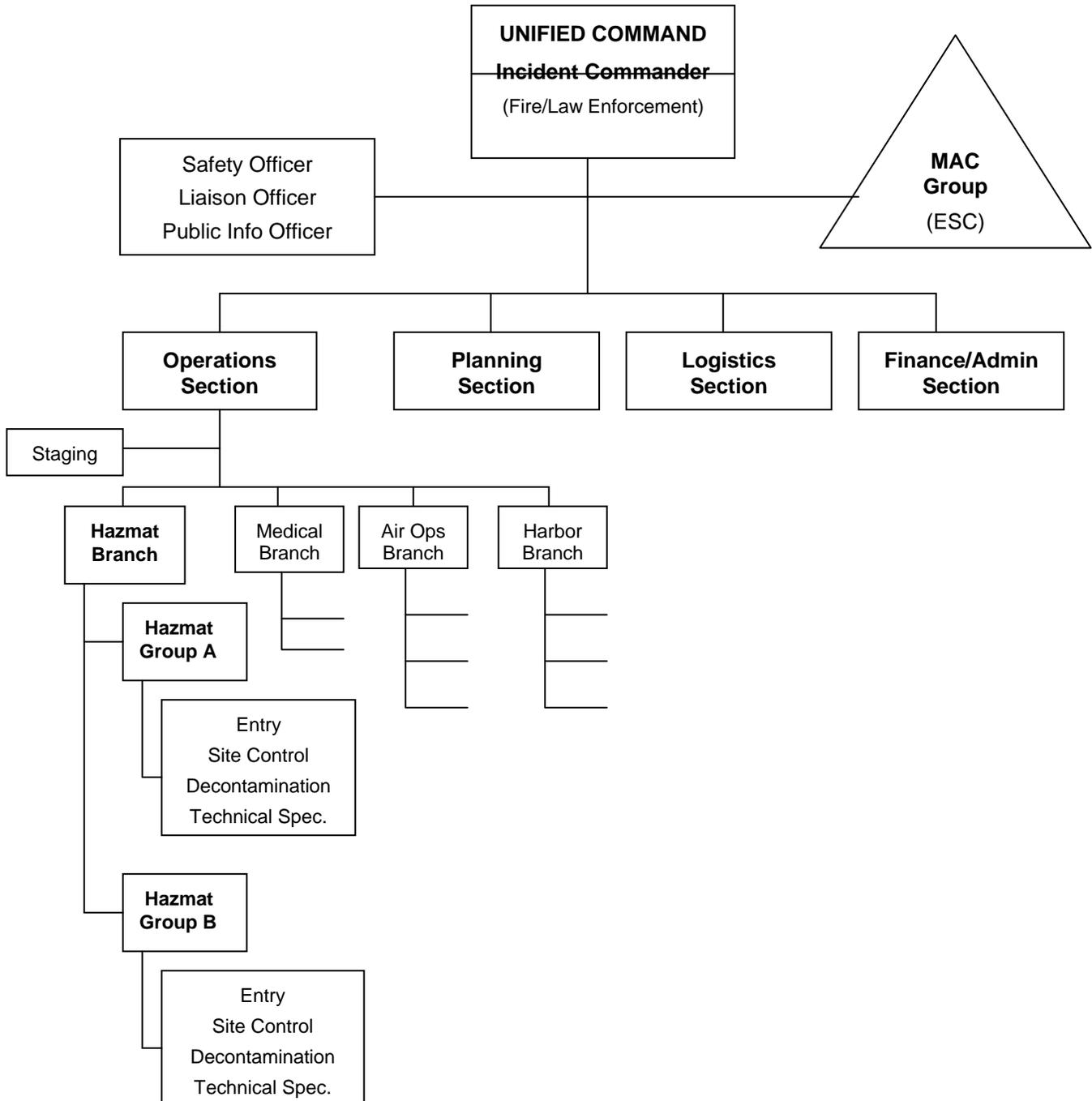
**(3 to 15 Fire/Law Enforcement Units involved)**

At this level of hazmat response, the two Incident Commanders (Fire/Law Enforcement) have joined together 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 ICS have 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 have activated most or all Command and General Staff positions and have 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. See IMT organizational chart, Section 3 of this volume.

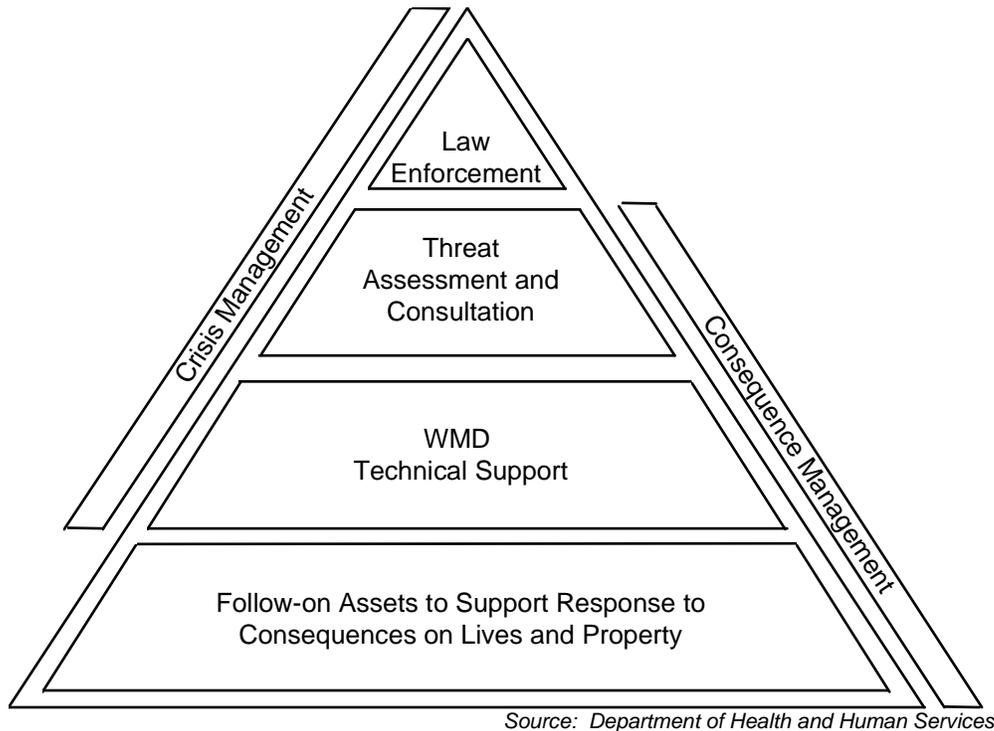


# SECTION 13: RESPONDING TO TERRORISM AND WMD INCIDENTS

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 (see Figure 2-12-1).

**Figure 2-12-1: Crisis and Consequence Management**



## 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 this section.

### 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.

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### Consequence management

When consequence management operations are implemented, ADHS&EM will 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.
- 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.

### 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 Kodiak community has at least three decontamination systems available to it between the City of Kodiak, the U.S. Coast Guard Base and the Bayside Volunteer Fire Department. In addition, resources from Anchorage or Fairbanks may also be available to the region in support of the Level A, Haz-Mat Teams that are operational at the City of Kodiak and U.S. Coast Guard Base.

#### 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.

**For the purposes of this plan, temperatures are defined as hot (>80°F), moderate (60-80°F), cool (>32<60°F), and cold (≤32°F).**

**Figure 2-12-2 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.**

Figure 2-12-2: Chemical Agent Freezing & Boiling Points

Agent	Freezing point (°C/°F)	Boiling point (°C/°F)
<b>CHOKING AGENTS</b>		
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
<b>BLOOD AGENTS</b>		
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
<b>NERVE AGENTS</b>		
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
<b>BLISTER AGENTS</b>		
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.

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- 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.

<p><b>Do not brush off contamination. This may lead to re-aerosolization of the hazard.</b></p>
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### **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 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 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

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

Figure 2-12-3 shows an example layout of an outside decontamination site using fire fighting apparatus and Figure 2-12-4 shows an example of an inside decontamination site during cold weather operations.

Figure 2-12-3: Emergency Mass Casualty Decontamination Corridor

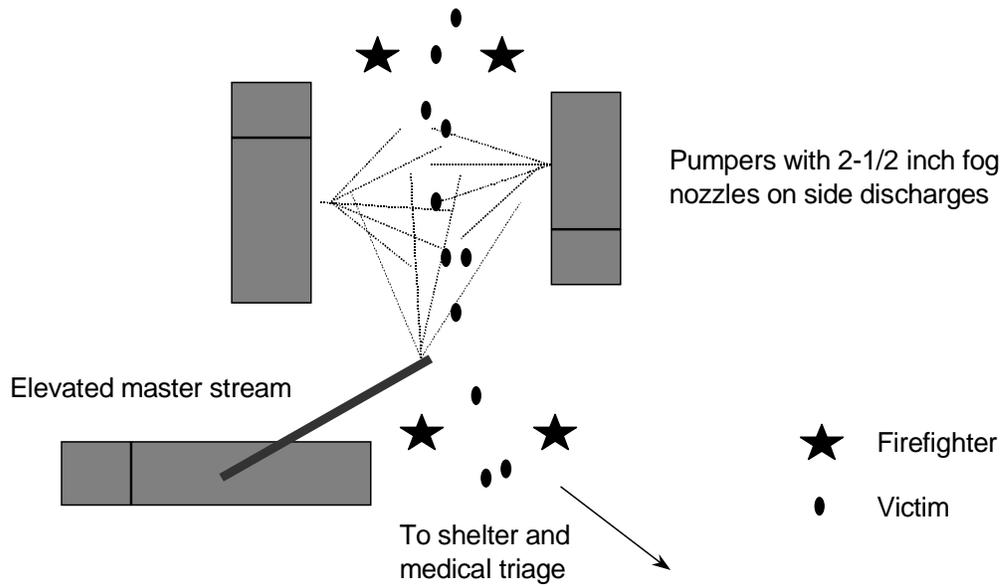
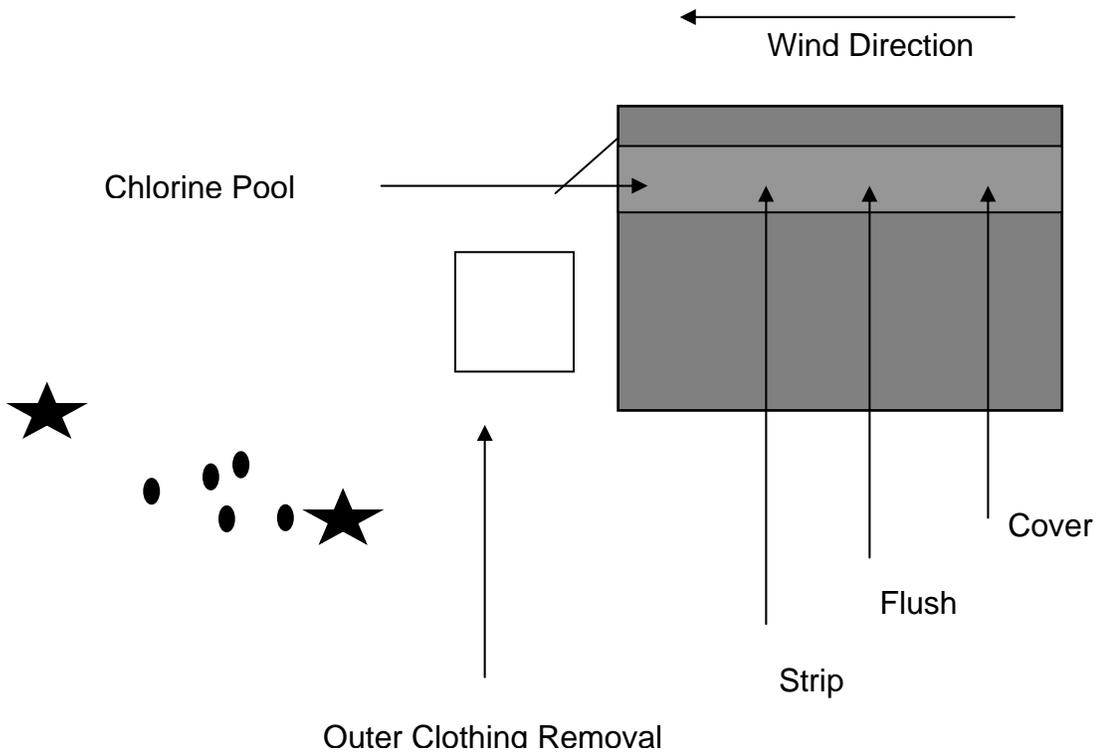


Figure 2-12-4: Cool or Cold Weather Decontamination



### 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 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 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.

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- 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.

### 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?

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?

### Rescue Operations

The U.S. Army Soldier Chemical Biological Command (SBCCOM) recently published Guidelines for Incident Commanders Firefighter Protective Ensemble (FFPE) Use in Chemical Agent Vapor, Final Report, 2 August 1999. This report was intended to fill some of the knowledge gaps concerning how to safely and rapidly perform rescue operations that had been identified during the BALTEX series of exercises. The report was based on the result of Man-In-Simulant trials (MIST) SBCCOM conducted under the Chemical Weapons Improved Response Program (CW IRP). The MIST tests identified and evaluated how well various standard and field-modified configurations of firefighter turnout gear would protect firefighters in a chemical agent vapor environment. In essence, this report converted the MIST results into useful operational terms.

#### Report summation:

- Turnout gear provides better protection from aerosols than vapors; therefore, vapors present the greater hazard. For this reason, the report addressed only agent vapors (however, it does caution responders not to contact liquid agents).
  - Since the FFPE provides higher respiratory and ocular protection than percutaneous protection, the tables and graphs in the report concentrated on percutaneous hazards.
  - Although the report mentioned Mustard (HD), Lewisite (L), Sarin (GB), Soman (GD), and VX, it focused primarily on GB vapor.

#### Key points:

- The principal points of the report are the Level 1 - General Guidelines, which say:
  - Standard turnout gear with self-contained breathing apparatus (SCBA) provides a first responder with sufficient protection from nerve agent vapor hazards inside interior or downwind areas of the Hot Zone to allow 30 minutes rescue time for known live victims.
  - Self-taped turnout gear with SCBA provides sufficient protection in an unknown nerve agent environment for a 3-minute reconnaissance to search for living victims (or 2-minute reconnaissance if HD is suspected).

**This information that follows was extracted in its entirety from the SBCCOM report. It was modified with permission by SBCCOM from a document originally developed by the Montgomery County Fire and Rescue Service (MCFRS), Montgomery County, Maryland, December 1998 © MCFRS, Prepared by Deputy Chief Ted Jarboe, District Chief Robert Stephan, and Captain Jack Crowley with technical review by Roger McIntosh, M.D.**

### Managing the Consequences of a Chemical Attack

#### A Systematic Approach to Rescue Operations

The guidelines below are intended to help first responders to a chemical agent attack develop an action plan to safely and effectively rescue live victims. The Level A suit represents the highest level of protection to emergency responders against both respiratory and skin hazards of exposure to chemical (and biological) warfare agents. However, if the number of live victims exposed to and impaired by chemical agent(s) exceeds the availability of personnel in Level A suits to rescue in a timely manner, the Incident Commander should consider the use of other acceptable personal protective ensembles. Turnout gear with Self-Contained Breathing Apparatus (SCBA) provides less protection than Level A suits, but will allow short exposures. Configurations of turnout gear with SCBA, listed in order of increased protection, include:

- Standard (no use of duct tape)
- Self-taped
- Buddy-taped
- Turnout gear over Tyvek undergarment

Saving **live victims** is the rescue mission, while minimizing risk of harm to the rescuers. First responders should gather information about the incident based on:

- Signs and symptoms of casualties
- Comments from casualties and onlookers
- Previous responder reconnaissance or detector readings
- Information available through intelligence provided by law enforcement officers
- Site specific information
- Current and forecast weather conditions

**First responders should not assume an incident involves a highly toxic chemical agent. The released material could be a less toxic industrial chemical or a riot control agent such as pepper spray.**

#### **Response Decision-Making**

Consider the following key Factors and Steps to Help Decide Whether Rescue is a “Go” or a “No Go” Situation:

- **Weather conditions:** Consider the impact of wind direction and speed, temperature and humidity, and precipitation on the behavior and spread of the chemical agent(s) and on emergency operations. Use on-scene weather monitoring equipment if available.
- **Scene hazard assessment:** Avoid “tunnel vision.” Don’t just assume chemical-related hazards. Also consider the possible presence of biological agents, radiological materials, and/or explosive devices.

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- **Reconnaissance (recon):** Conduct recon using the following steps to determine if live victims are still in the area of the chemical agent release.
  - **Preliminary assessment** – If available, view the contaminated area through a closed window or an entrance doorway (or other upwind location) to gather victim information. Before entering the building, the Recon team should don at least turnout gear with SCBA. If the following conditions are met, then the Recon mission is over and the Incident Commander can consider immediately starting the rescue mission (no longer than 30 minutes exposure for each responder) for live victims:
    - ◆ you observe living victims with nerve agent exposure symptoms,
    - ◆ victims have been exposed for 15 minutes or more,
    - ◆ mustard (HD) is not suspected, and
    - ◆ the room the victims occupy is directly accessible without having to transit antechambers, stairwells, or other adjacent rooms.

**If mustard is suspected, rescue can continue at increased risk to rescuers. Testing shows that 50% of rescuers exposed for 2 minutes would experience latent skin reddening in more susceptible areas, such as the groin. Rescuers staying in HD environments of unknown concentration for 30 minutes would not receive the 5% lethal dosage.**

- **Search** - If no living victims are visible from outside the building, the Incident Commander should assume a high concentration of chemical agent likely is present. However, the Incident Commander may consider a rapid reconnaissance by entering the building for no more than 3 minutes only to look for living victims.

**Before entry, the Recon team should increase their level of protection by at least self-duct-taping protective clothing openings and closures and continuing SCBA use. Duct-tape the following closures and openings as a minimum: the neck, around the face piece, the fly, wrists, ankles, waist, and the closure down the front of the jacket.**

- **Rescue in conjunction with recon** - During a quick reconnaissance inside the contaminated building, the Incident Commander can assume nerve agent concentration is low and perform rescue for up to 30 minutes (see Rescue Team Exposure Time below) if the following conditions are met:
  - ◆ you observe living victims with nerve agent exposure symptoms,
  - ◆ victims have been exposed for 15 minutes or more, and
  - ◆ mustard (HD) is not suspected.

### **WARNING!**

**Avoid transit of antechambers, stairwells, or adjacent rooms when evacuating victims discovered during Recon. These areas may have vapor,**

aerosol, or liquid chemical agent contamination that could further injure the victim or contribute to the rescuer's dosage.

Take special care to avoid contaminating footwear and clothing with liquid chemical agent. Skin contact with liquid chemical agent dosage may be lethal. Liquid contamination is very easy to spread. Spread liquid contamination will "offgas" highly toxic vapors and continue as a skin contact hazard.

- **Without rescue in conjunction with recon** - If no living victims are seen, then leave the building immediately, seal and secure the building, and wait for the HAZMAT team in Level A suits to arrive at the scene.
- **Victim information** – collect the following information about victims.
  - Location: Are casualties visible near an entrance? Are they in the line-of-sight? Can they be heard? Estimate how long it would take to reach and remove them.
  - Number: If there are enough HAZMAT team personnel in Level A suits available to rescue live victims in a timely manner, use them. Otherwise, consider using personnel who are wearing an acceptable protective clothing alternative (i.e. taped or untaped turnout gear with SCBA), as approved by the Incident Commander.
  - Condition: Are casualties ambulatory or non-ambulatory? Signs and symptoms? Traumatic injuries? Entanglement? Mental state?
- **Rescue and standby teams:** Select at least two personnel per team with appropriate personal protection. Ensure they are hydrated.
- **Chemical agent hazard reduction:** Consider use of positive pressure ventilation (PPV) fans or other fans to reduce or redirect vapor or aerosol concentration. Be sure that use of these fans will not spread chemical agent to endanger other people. If fans are acceptable, they should be placed in service while rescuers are donning their protective ensemble.
- **Review information about chemical warfare agents (CWA):** The higher the vapor pressure of a CWA, the higher its rate of evaporation (volatility). Temperature and humidity can affect CWA properties and exposure risk.
- **SCBA (positive pressure):** SCBA should be used for all rescue missions. Positive pressure or pressure demand SCBA provide an inhalation Protection Factor (PF) of at least 10,000.
- **Personal protective ensemble (PPE):** Rescue personnel should wear standard turnout gear with SCBA. If the situation permits, PPE closures and openings should be taped with duct tape either by the responder or a buddy.
- **Rescue team exposure time:** Limit the initial exposure time to 30 minutes. No entry team will re-enter the contaminated area unless authorized and extreme circumstances clearly warrant doing so. Based on chemical warfare agent(s) released, the quantity, its properties, the circumstances surrounding its release, vapor suppression measures used, and any symptoms displayed by rescuers,

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the Incident Commander may allow rescue personnel to operate in the contaminated area for a longer period.

### **Warning!**

**Because concentrations of the chemical agent released in a building could result in different concentrations in the rooms and corridors, victims should be removed through doors or windows that lead directly to the outside. If this is not possible, the rescuers should consider the use of escape masks or chemical masks by victims who should leave through other rooms and corridors to reach the outside.**

**Face piece removal - After exiting the rescue area, rescuers should continue using their SCBA until their decontamination is complete to prevent respiratory harm from “off-gassing” of chemical agent from the protective clothing. If possible, remove the regulator and face piece last (after protective clothing).**

- **Emergency decontamination:** Unless delay would compromise rescue, set up the decontamination area before entry is made, locate setup upwind and as close as practicable, and monitor operations. Rescuers should be decontaminated immediately and before they remove their regulator and face piece (to avoid breathing any vapors possibly trapped in their clothing protective clothing) or any of their protective clothing. If possible, remove regulator and face piece last. Use chemical agent monitors.
- **Medical monitoring:** Check vital signs and ECG. Check again for chemical agent signs and symptoms.
- **Rehabilitation (REHAB):** Provide rest and re-hydration. Re-check vital signs as necessary.

**Remember this document is a guide. Existing conditions, knowledge of the chemical agents, good judgment, combined with available personnel and personal protective equipment, will greatly influence what level of protection is used by rescuers. The safety of both the rescuers and victims is of paramount concern. When Level A suits are not available, the mission of protected rescuers is to rescue live victims, nothing more.**

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# APPENDIX C: OPERATIONS GUIDE SUPPLEMENTARY INFORMATION

This section contains information to supplement Volume 2, Operations Guide. The information in this section has been removed from Volume 2 because it is considered sensitive or confidential in nature.

**The information in this section is considered sensitive in nature and is not intended for the public domain.**

Appendix C is located in a separate binder with other KEOP Appendices. For access to this information, contact the Kodiak Emergency Services Coordinator through the KIB Community Development Department.