

Section Contents

Section 1: Plan Activation and Incident Management Team

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 2: 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 3: Procedural Annexes

Annex A: Public Information

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

Annex B: 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.

Annex C: 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.

Annex D: Evacuation

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

Annex E: Shelter and Feeding

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

Annex F: Health and Medical Services and Multi-casualty Incidents

This section describes the procedures for providing for the mental health and physical well-being of individuals affected by the disaster emergency, and

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includes information on organizing for mass casualty events, including transportation accidents.

Annex G: 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.

Annex H: Damage Assessment

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

Annex I: 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.

Annex J: Law Enforcement

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

Annex K: Maritime Emergency Response

This section includes the Kodiak maritime emergency response plan.

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SECTION 1: PLAN ACTIVATION AND INCIDENT MANAGEMENT TEAM

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

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.

Plan Activation and Disaster Reporting

- 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

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- 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.

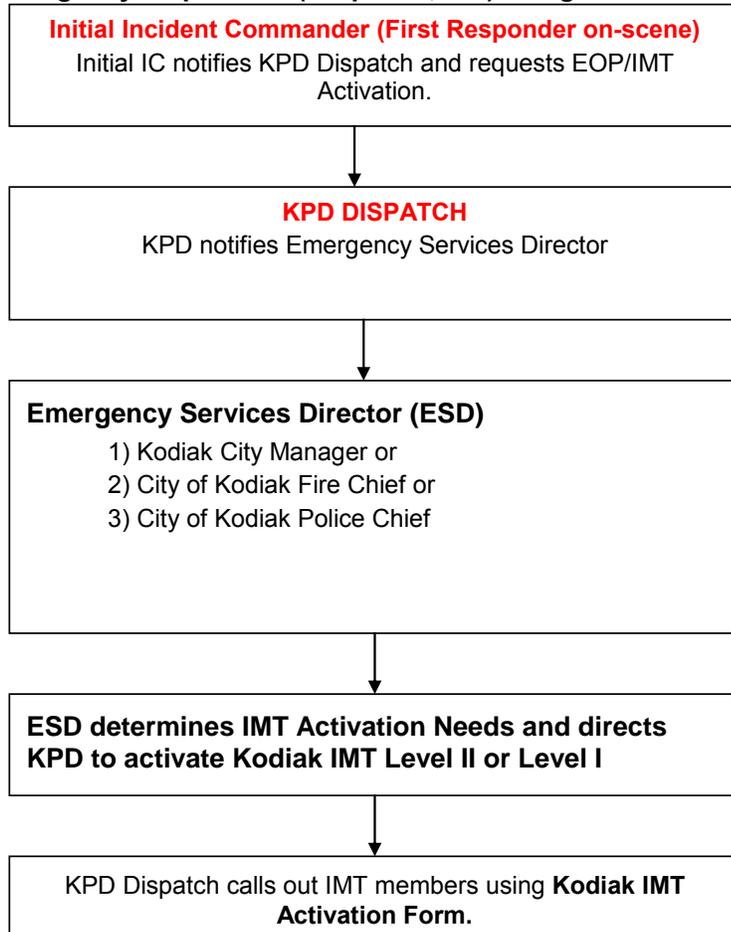
Plan Activation and Disaster Reporting

- 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.**



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.

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.

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

Comments	Example
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

Comments	Example
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 outlying 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.

Plan Activation and Disaster Reporting

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

Comments	Example
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.

Plan Activation and Disaster Reporting

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)

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

1. JURISDICTION NAME:

2. CASUALTY STATUS:

- Confirmed Dead:
- Missing:
- Injured:
- Estimated Sheltered Population:

3. GENERAL SITUATION:

4. ROAD CLOSURES:

5. CURRENT SHELTERING/EVACUATION STATUS:

- Total Shelters Open:
- Total Registered at Shelter:
- Total Persons Sheltered Last Night:

Plan Activation and Disaster Reporting

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.

DATE: _____

Emergency Services Director

INCIDENT MANAGEMENT TEAM

This section describes the structure and organization of the Kodiak Incident Management Team (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 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 Incident Management System (NIMS).

The 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

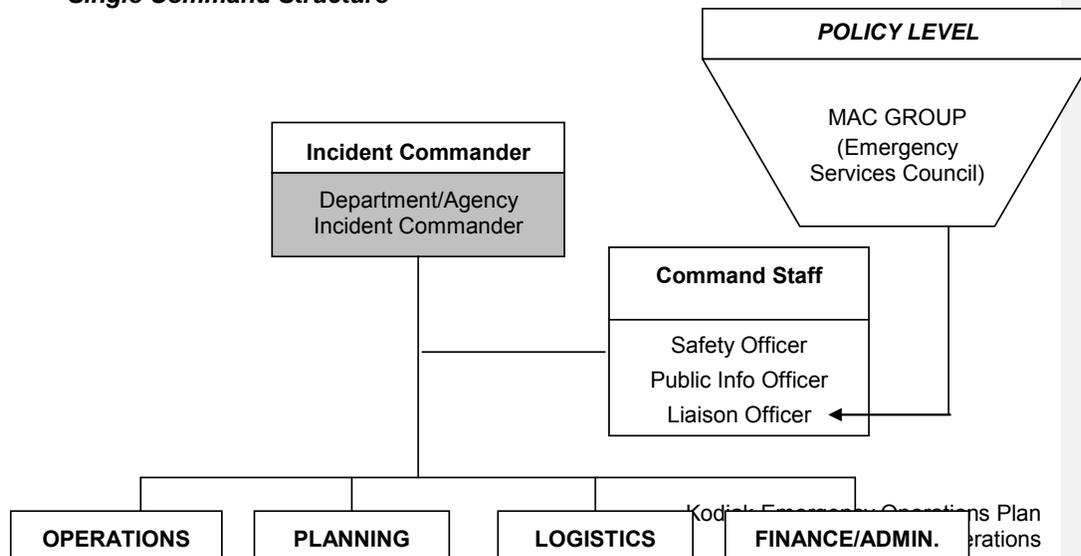
Command Levels

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:

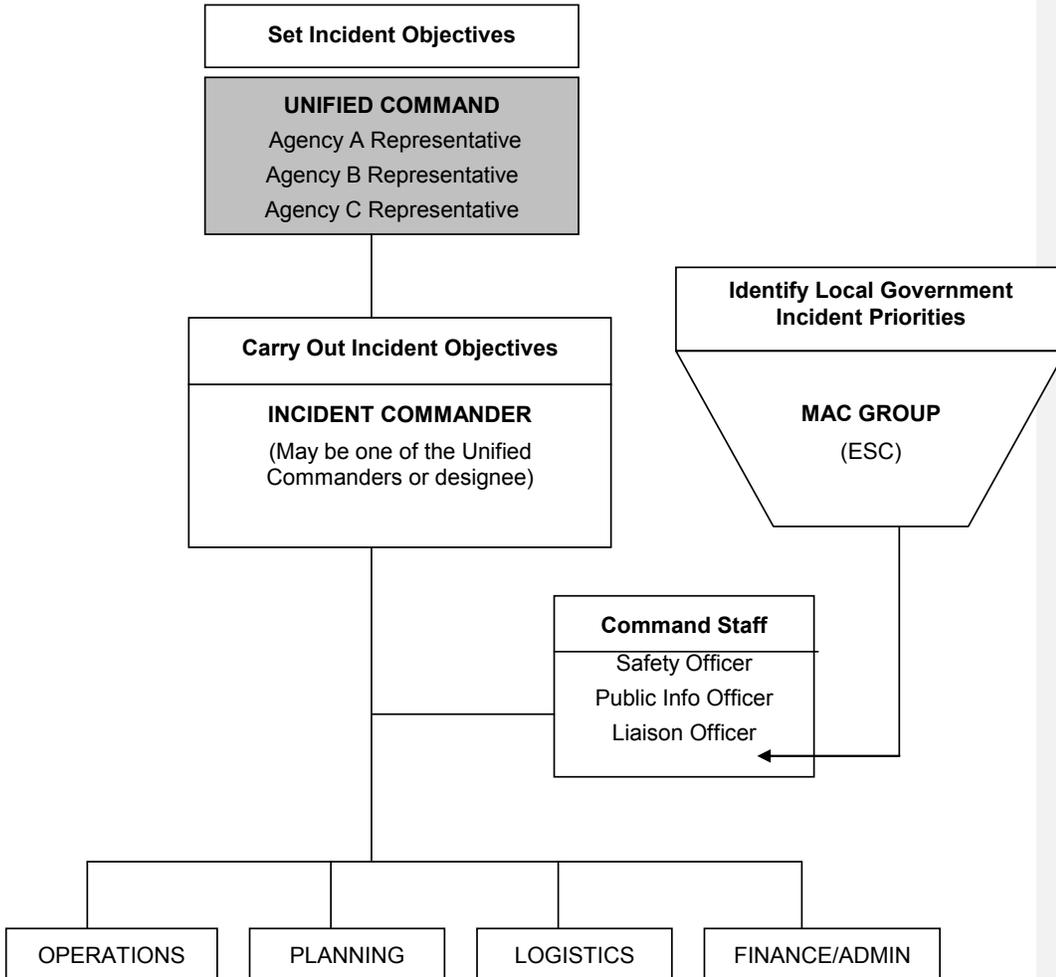
- Determining overall incident objectives and selecting strategies.
- Ensuring that integration of tactical activities will be accomplished through the assignment of a single Operations Section Chief.
- Making maximum use of all assigned resources.
- Agreeing to resource ordering processes including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

Operations Guide

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).

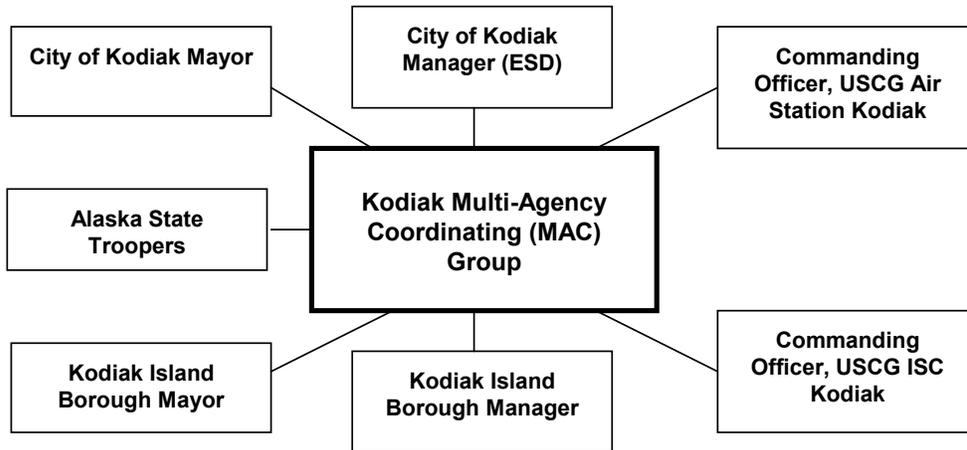
The standard criteria to be used by the MAC Group in establishing priorities are:

- 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.

Incident Management Team

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 IMT

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. 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 Staffing

The Qualified Personnel Roster identifies various government positions that may 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, positions listed below may not necessarily serve in the positions indicated, depending on the incident specifics.

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)

Operations Guide

Incident Commander and Command Staff

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QUALIFIED PERSONNEL	
ICS Position	Title
Incident Commander / Deputy Incident Commander	City Manager (Emergency Services Director)
	Kodiak Fire Department Chief
	Kodiak Police Department Chief
	Alaska State Troopers Detachment Commander
Public Information Officer	City of Kodiak Librarian
	City of Kodiak Assistant Librarian
Liaison Officer	Director of Parks & Recreation
	Kodiak City Clerk
Safety Officer	Bayside Fire Station Chief
	Women's Bay Fire Dept.
	Kodiak Fire Dept. Deputy Chief
	Kodiak Fire Dept. Officer
Legal Officer (not always activated)	Kodiak Island Borough Attorney
	City of Kodiak Attorney

Operations Section

QUALIFIED PERSONNEL	
ICS Position	Title
Operations Section Chief	Kodiak Public Works Director
	Public Works Maintenance Supervisor
	Kodiak Police Dept. Chief
	Alaska State Troopers Detachment Commander
Fire, Hazmat & EMS Branch Director	Kodiak Fire Dept. Deputy Fire Chief
	Women's Bay Fire Chief
	Bayside Fire Chief
Harbor Operations Branch Director	Kodiak Harbormaster
	Assistant Harbormaster
Public Works Branch Director	Public Works Maint. Supervisor
	Wastewater Plant Superintendent
Law Enforcement & Safety Branch Director	Kodiak Police Dept. Chief
	Alaska State Troopers Post Commander
	Kodiak Police Dept. Lieutenant
	Kodiak Police Dept. Officer
Air Operations Branch Director	Civil Air Patrol Commander

Planning Section

QUALIFIED PERSONNEL	
ICS Position	Title
Planning Section Chief	KIB Community Development
	KIB CDD Staff
	KIB Clerk
Planning Section Unit Leaders	KIB Community Development Department staff
Planning Section Technical Specialists	KIB Mapping Dept.

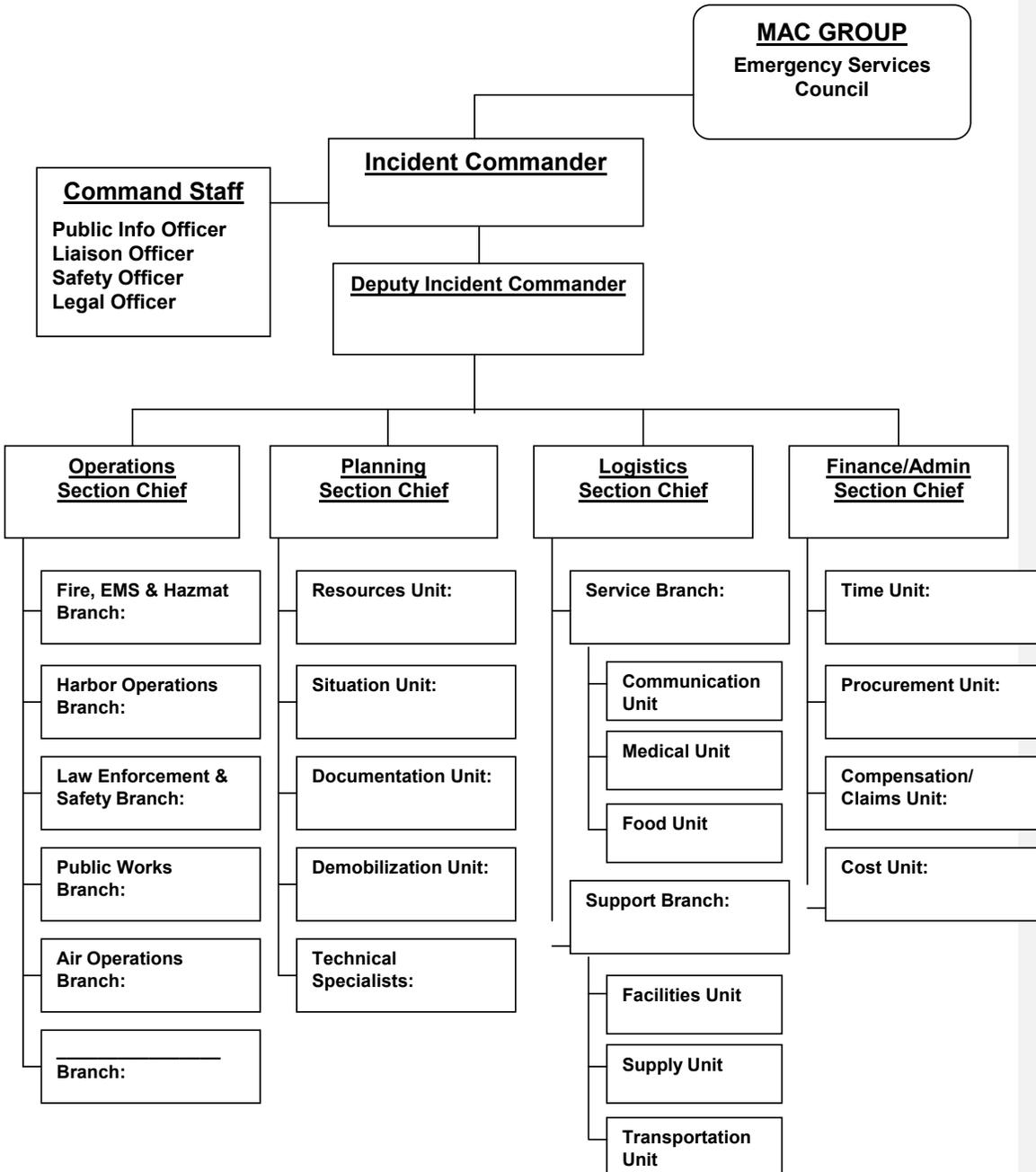
Logistics Section

QUALIFIED PERSONNEL	
ICS Position	Title
Logistics Section Chief	KIB Engineering Facilities Director
	City of Kodiak Engineer
Support Branch Director	City of Kodiak Civil Engineer
	City of Kodiak Wastewater Treatment Plant Supervisor
	KEA Operations Manager
Facilities Unit Leader	KIB School District Maint. Operations Director
Shelters Manager	Superintendent of Schools
Services Branch Director	KANA EMS Specialist
EOC Manager	KIB Engineering/Facilities Staff
Communications Unit Leader	KARES Radio Operators/Comms Specialist
	KARES Radio Operators/Comms Specialist
	KPD Dispatcher
Communications Support Staff (phones/messages)	City/Borough Administrative Personnel

Finance/Administration Section

QUALIFIED PERSONNEL	
ICS Position	Title
Finance/ Administration Section Chief	City of Kodiak Finance Director
	KIB Finance Director
Time Unit Leader	City/Borough Finance Dept. Personnel
Procurement Unit Leader	City/Borough Finance Dept. Personnel
Compensation / Claims Unit Leader	City/Borough Finance Dept. Personnel
Cost Unit Leader	City/Borough Finance Dept. Personnel

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



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SECTION 2: PROCEDURAL CHECKLISTS

Introduction

This section contains hazard-specific response checklists. Hazard-specific checklists offer a means to address response procedures, notifications, protective actions, emergency public information, and other operational 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 EOC manual to ensure that all necessary preparatory and response actions occur. 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.

Avalanche

Overall Avalanche Risk to Kodiak Region = LOW

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

Operations Guide

AVALANCHE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Avalanche has occurred	<input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223 <input type="checkbox"/> ADHS&EM (disaster relief): 800-478-2337 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740	<input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Establish EOC, if necessary. <input type="checkbox"/> Establish a watch/ observation system for future avalanches. <input type="checkbox"/> Launch search & rescue efforts as needed. <input type="checkbox"/> Disseminate public information. <input type="checkbox"/> Limit travel/recreation in affected areas. <input type="checkbox"/> Establish shelters. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Establish safe location for emergency medical care. <input type="checkbox"/> Keep the ESC informed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Hazard Checklists

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

Law Enforcement

The Law Enforcement checklist is intended to be used for any event that is primarily a criminal or intentional man made event, they can be events such as civil disorder, terrorism or criminal activity that is not ordinary in Kodiak.

LAW ENFORCEMENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Warning Phase:</p> <p>Threat of a Law Enforcement event Exists</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> ADHS&EM: 800-478-7100 <input type="checkbox"/> Other state/federal law enforcement agencies, as needed. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop the following estimates: <ul style="list-style-type: none"> • When a problem is anticipated and its duration; • What areas will be impacted and to what extent; • How much warning time will elapse; • What are possible consequences; and • What measures can be taken to mitigate the possible effects. <input type="checkbox"/> Estimate the nature and scope of outside assistance that may be required. <input type="checkbox"/> Initiate incident communications plan. <input type="checkbox"/> Publicize emergency public information to include: <ul style="list-style-type: none"> • Description of the situation and identification of areas at risk; • Guidelines on the protection of real and personal property; • Closures of schools, offices, and other facilities; and • Evacuation routes and reception areas and how future warning and evacuation instructions will be disseminated. <input type="checkbox"/> Maintain an alert or standby of personnel as necessary.

Hazard Checklists

LAW ENFORCEMENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Response Phase:</p> <p>Event is occurring</p>	<ul style="list-style-type: none"> <input type="checkbox"/> National Guard: 486-3433 <input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740 <input type="checkbox"/> Mental health support services (See Volume 4 of this plan) 	<ul style="list-style-type: none"> <input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation. <input type="checkbox"/> Maintain order – control crowds, protect property, establish curfews and meeting size limitations as necessary. <input type="checkbox"/> Continue to disseminate public information, such as: <ul style="list-style-type: none"> • Description of the situation and location of damaged areas. • Evacuation routes and reception areas. • How to get information concerning victims. • Other information and instructions concerning the public welfare. <input type="checkbox"/> Issue evacuation orders as appropriate. <input type="checkbox"/> Establish crowd control, reconnaissance, rescue, and medical strike teams/task forces with EOC communications. <input type="checkbox"/> Control fires and the escapement and/or spread of hazardous or toxic substances. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Establish shelters as needed. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Assess and document damage to public and private property. <input type="checkbox"/> Attempt to resolve the causes of the riots or disturbances. <input type="checkbox"/> Establish emergency morgues, as necessary. <input type="checkbox"/> Keep the ESC informed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.
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LAW ENFORCEMENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Recovery Phase:</p> <p>Law Enforcement event has occurred</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate. 	<ul style="list-style-type: none"> <input type="checkbox"/> Review Warning & Response checklists. <input type="checkbox"/> Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances. <input type="checkbox"/> Arrange for emergency housing as necessary. <input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families. <input type="checkbox"/> Survey safety hazards and undertake corrective measures, including a health and sanitation survey and disease prevention measures. <input type="checkbox"/> Arrange for initial debris clearance and restoration of essential public utilities and facilities. <input type="checkbox"/> Arrange for handling and identification of fatalities and mental health support services. <input type="checkbox"/> Initiate immediate and long range rehabilitation measures and programs. <input type="checkbox"/> Continue to disseminate public information regarding ongoing hazards and relief efforts. <input type="checkbox"/> Work on monetary damage estimates for disaster declaration. <input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies. <input type="checkbox"/> Perform an incident critique.

Earthquake

Overall Earthquake Risk to Kodiak Region = HIGH

All earthquake operations should be managed with the strong potential of a tsunami threat to Kodiak as well.

EARTHQUAKE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Response Phase:</p> <p>Earthquake is occurring</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> PKIMC (hospital): 486-3281 <input type="checkbox"/> KIBSD (sheltering): 486-9222/9223 <ul style="list-style-type: none"> 1. ADHS &EM: 800-478-7100 <input type="checkbox"/> American Red Cross 486-4040 <input type="checkbox"/> Salvation Army 486-8740 <input type="checkbox"/> Mental health support agencies (See Volume 4) 	<ul style="list-style-type: none"> <input type="checkbox"/> Warn citizens of the dangers of weakened or collapsing buildings. <input type="checkbox"/> Issue evacuation orders as appropriate. <input type="checkbox"/> Activate IMT & establish EOC. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Restore essential public utilities and facilities. <input type="checkbox"/> Control fires and hazmat releases. <input type="checkbox"/> Maintain public order and crowd control. <input type="checkbox"/> Disseminate public information. <input type="checkbox"/> Establish shelters. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Establish safe location for emergency medical care and arrange for medical evacuations as necessary. <input type="checkbox"/> Estimate extent of damage. <input type="checkbox"/> Keep the ESC informed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Operations Guide

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

Hazard Checklists

Operations Guide

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.

Type of Service	Priority 1	Priority 2	Priority 3
Communications	Emergency response EOC KPD Dispatch AST Dispatch	Essential phone circuits EAS radio station services	Data and other commercial Non-EAS radio stations
Facilities	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
Energy	Power to fuel pumps Power to EOC Power to shelters Power to hospital Power to water treatment plant	Power to sewer treatment Heating/cooking Power to public facilities	Dwellings Businesses
Transportation	Primary routes (Rezanof Dr.) Evacuation routes Airport	Secondary routes Port facilities	Harbor facilities
Equipment	Emergency generators Emergency response vehicles	Heavy equipment	Buses
Personnel	ICS staff Emergency response personnel	Workers essential to reconstruction, debris and waste disposal	Personnel necessary for economic recovery
Water	Fire suppression Potable water Sanitation	Industrial processes	

Energy Shortage/Interruption

Overall Energy Shortage Risk to Kodiak Region = MODERATE to HIGH

ENERGY SHORTAGE/INTERRUPTION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Warning Phase: Threat of Energy Shortage Exists	<input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> Local utilities as appropriate	<input type="checkbox"/> Identify areas at risk. <input type="checkbox"/> Estimate possible consequences. <input type="checkbox"/> Inform ESC and IMT as appropriate. <input type="checkbox"/> Establish and maintain contact with other affected areas. <input type="checkbox"/> Coordinate with other state and federal agencies. <input type="checkbox"/> Alert public utilities and review emergency shutdown procedures. <input type="checkbox"/> Estimate nature & scope of assistance required by community & threatened utilities. <input type="checkbox"/> Arrange for public announcements via radio, television, newspaper.

Operations Guide

ENERGY SHORTAGE/INTERRUPTION RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Energy Shortage is occurring	<input type="checkbox"/> ADHS&EM (disaster relief): 800-478-7100 <input type="checkbox"/> KIBSD (sheltering): 486-9222/9223 <input type="checkbox"/> American Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740	<input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation, as needed. <input type="checkbox"/> Determine the extent of interruption. <input type="checkbox"/> Disseminate public information. <input type="checkbox"/> Prepare to activate shelters or locate emergency housing for evacuees. <input type="checkbox"/> Keep gas station operators and fuel distributors advised of emergency methods of pumping gasoline and fuel. <input type="checkbox"/> Arrange for emergency and backup power for critical services. <input type="checkbox"/> Monitor public health & safety and respond to developing hazards. <input type="checkbox"/> Develop energy conservation plan and coordinate with other jurisdictions. Review borough and city legal powers to impose restrictions and curtailments, etc. <input type="checkbox"/> Identify potential “back-up” fuels, such as cut wood, and plan for allocation. <input type="checkbox"/> Establish daily consumption reports. <input type="checkbox"/> Be ready for problems such as inactivated traffic signals, street lights, heating problems, low water pressure. <input type="checkbox"/> Provide special assistance to low income and homeless as needed. <input type="checkbox"/> Gather information to support requests to the Alaska Public Utilities Commission or ADHS&EM for Fuel “set-aside” or “State Reserve” deployment. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Hazard Checklists

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

Fire

Overall Fire Risk to Kodiak Region = MODERATE

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Warning Phase: 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.

Hazard Checklists

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Fire is occurring	<input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> American Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740	<input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation. <input type="checkbox"/> Assess and identify affected areas. <input type="checkbox"/> Continue to disseminate public information. <input type="checkbox"/> Issue evacuation orders, as necessary. <input type="checkbox"/> Establish shelters. Coordinate with KIBSD, Red Cross, Salvation Army. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Establish facility/safe location for emergency medical care. <input type="checkbox"/> Keep the ESC informed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Operations Guide

FIRE RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Recovery Phase: Fire has occurred	<input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.	<input type="checkbox"/> Review Warning & Response checklists. <input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies. <input type="checkbox"/> Identify safety hazards and undertake corrective actions. <input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families. <input type="checkbox"/> Restore essential public utilities and facilities. <input type="checkbox"/> Arrange for emergency housing, as necessary. <input type="checkbox"/> Perform damage assessments. <input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration. <input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies. <input type="checkbox"/> Perform an incident critique.

Flood

Overall Flood Risk to Kodiak Region = MODERATE

FLOOD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Warning Phase:</p> <p>Threat of Flood Exists</p>	<ul style="list-style-type: none"> <input type="checkbox"/> National Weather Service (for weather forecasts) 800-472 -0391 <input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952 <input type="checkbox"/> KIB Community Development Department (mitigation planning): 486-9360 <input type="checkbox"/> Kodiak Island Search and Rescue (through AST): 486-4121 <input type="checkbox"/> DHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Receive and evaluate forecasts and predictions. <input type="checkbox"/> Identify areas, facilities, infrastructure at risk. <input type="checkbox"/> Develop the following estimates: <ul style="list-style-type: none"> • Anticipated flood levels and timeline; • Areas at risk; • How much warning time will elapse; and • What measures can be taken to eliminate obstructions or otherwise aid the run-off of water in stream channels. <input type="checkbox"/> Evaluate status of existing flood control devices and barriers. <input type="checkbox"/> Evaluate need for evacuation, relocation and sheltering. <input type="checkbox"/> Issue public alert and warning if needed. <input type="checkbox"/> Disseminate public information about areas at risk, evacuation routes, shelters. <input type="checkbox"/> Inventory heavy equipment, vehicles, and vessels to support response. <input type="checkbox"/> Move emergency equipment, fuel, and medical supplies from threatened areas to higher ground. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation.

Operations Guide

FLOOD RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Flood is occurring	<input type="checkbox"/> KIBSD (sheltering): 486-9222/9223 <input type="checkbox"/> AST (relocation assistance): 486-4121 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 (relocation assistance) <input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740	<input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Establish a watch/ observation system for flood progression/receding. <input type="checkbox"/> Conduct reconnaissance and search/rescue in flooded areas/ <input type="checkbox"/> Continue to disseminate public information. <input type="checkbox"/> Limit travel/recreation in affected areas. <input type="checkbox"/> Facilitate relocation of displaced residents. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Establish shelters, if necessary. Coordinate with KIBSD, Red Cross, Salvation Army. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Estimate extent of damage. <input type="checkbox"/> Keep the ESC informed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency. <input type="checkbox"/> Notify local EMS/hospitals of any injuries.

Hazard Checklists

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

Operations Guide

Hazardous Materials Release/Oil Spill

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

There are special operational procedures to be implemented for a HAZMAT incident. See the special operations section of the EOC manual for further detailed operational details.

HAZARDOUS MATERIALS RELEASE/OIL SPILL RESPONSE CHECKLIST

Situation	Notifications and Contacts (907-)	Actions
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Hazard Checklists

HAZARDOUS MATERIALS RELEASE/OIL SPILL RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Response Phase:</p> <p>Hazmat Release/Oil Spill is occurring</p>	<ul style="list-style-type: none"> <input type="checkbox"/> National Response Center (24-Hr): 800-424-8802 <input type="checkbox"/> ADEC Spill Report: 800-478-9300 <input type="checkbox"/> USCG MSD Kodiak: 486-5918 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> Call 800 number listed on shipping papers or labels. <input type="checkbox"/> PKIMC - Hospital (24-hour) if injuries/deaths 486-3281 <input type="checkbox"/> DHS&EM <input type="checkbox"/> 800-478-7100 	<ul style="list-style-type: none"> <input type="checkbox"/> Assess the situation to determine type of release, approximate size, weather factors, etc. <input type="checkbox"/> Secure the area where release has occurred. <input type="checkbox"/> Identify materials involved. Look for information on labels, shipping papers. <input type="checkbox"/> Disseminate public information about evacuation or shelter-in-place. <input type="checkbox"/> Initiate evacuation, if necessary. <input type="checkbox"/> Prepare to activate shelters or locate emergency housing for evacuees. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multi-casualty organization. <input type="checkbox"/> Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation, as needed. <input type="checkbox"/> Monitor public health & safety and respond to developing hazards. <input type="checkbox"/> Restore and maintain essential services. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency. <input type="checkbox"/> Request assistance from the Statewide Hazmat Response Team (thru DEC).

Operations Guide

HAZARDOUS MATERIALS RELEASE/OIL SPILL RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Recovery Phase: Hazmat Release/Oil Spill has occurred	<input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.	<input type="checkbox"/> Review Response checklist. <input type="checkbox"/> Ensure that all hazardous materials have been disposed of or neutralized. <input type="checkbox"/> Identify safety hazards and undertake corrective action. <input type="checkbox"/> Perform post-incident cleanup and restore damaged utilities and transportation systems. <input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies. <input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families. <input type="checkbox"/> Perform damage assessments. <input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration. <input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies. <input type="checkbox"/> Perform an incident critique.

Transportation Accident (Marine, Vehicle, Aircraft)

Overall Transportation Accident Risk to Kodiak Region = LOW

TRANSPORTATION ACCIDENT RESPONSE CHECKLIST

Situation	Notifications and Contacts (907-)	Actions
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Operations Guide

TRANSPORTATION ACCIDENT RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Transportation Accident has occurred	<input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740 <input type="checkbox"/> NTSB, OSHA, FAA, State Medical Examiner (via AST) <input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952 <input type="checkbox"/> Social support and mental health services (See Volume 4 of this plan) <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100	<input type="checkbox"/> Secure the area. Control crowds. <input type="checkbox"/> Control fires and hazmat releases as necessary. Refer to the appropriate checklist. <input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Evaluate need for evacuations and sheltering. <input type="checkbox"/> Arrange for public alert and warning. <input type="checkbox"/> Ensure evacuation routes are passable. <input type="checkbox"/> Establish a radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved. <input type="checkbox"/> Establish shelters as necessary. <input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary. <input type="checkbox"/> Disseminate public information about shelters, how to find out about victims. <input type="checkbox"/> Request AST, Red Cross assistance with temporary morgues and burials. <input type="checkbox"/> Restore and maintain essential services. <input type="checkbox"/> If necessary, request assistance from the Statewide Hazmat Response Team (thru DEC).

Hazard Checklists

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

Tsunami

Overall Tsunami Risk to Kodiak Region = HIGH

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Warning Phase:</p> <p>Tsunami Watch or Warning has been issued</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223 <input type="checkbox"/> Local radio stations (EAS announcements) <input type="checkbox"/> DHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> 	<ul style="list-style-type: none"> <input type="checkbox"/> Confirm reports with AK Tsunami Warning Center and gather as much information as possible. <input type="checkbox"/> Develop the following estimates: <ul style="list-style-type: none"> • Wave size and ETA; • Estimated inundation area; • Amount of warning time. <input type="checkbox"/> Sound alarm/alert system. <input type="checkbox"/> Attempt to notify outlying populations via VHF radio or SSB (fish camps, fishing vessels, etc., beyond city siren system). <input type="checkbox"/> Initiate evacuation to high ground. Provide additional assistance to special populations as necessary. <input type="checkbox"/> Identify safe location for sheltering evacuees. Establish shelters. <input type="checkbox"/> Initiate vessel/boat evacuations (to deep water), if safe to do so. <input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Notify local responders of potential need for search & rescue. <input type="checkbox"/> Inventory heavy equipment for use in response & recovery. <input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area.

Hazard Checklists

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Tsunami is occurring	<ul style="list-style-type: none"> <input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> Kodiak Island Search and Rescue (through AST): 486-4121 <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740 <input type="checkbox"/> Social support and mental health services (See Volume 4 of this plan) 	<ul style="list-style-type: none"> <input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Continue to monitor situation through Tsunami Warning Center. <input type="checkbox"/> Monitor sea conditions (from a safe location). <input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary. <input type="checkbox"/> Disseminate public information about shelters, how to find out about victims. <input type="checkbox"/> Implement emergency utility cutoff as needed. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency. <input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities). <input type="checkbox"/> Arrange for emergency housing and sheltering as necessary.

Operations Guide

Tsunami RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Recovery Phase: Tsunami has occurred	<input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.	<input type="checkbox"/> Review Warning & Response checklists. <input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies. <input type="checkbox"/> Identify safety hazards and undertake corrective action, including health and sanitation surveys and initiation of disease prevention measures. <input type="checkbox"/> Arrange for debris clearance, especially in culverts/drainage areas. <input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities), if any. <input type="checkbox"/> Arrange for emergency housing as necessary. <input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families. <input type="checkbox"/> Request AST, Red Cross assistance with temporary morgues and burials. <input type="checkbox"/> Work on monetary damage estimates for disaster declaration. <input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies. <input type="checkbox"/> Perform an incident critique.

Volcano

Overall Volcano Risk to Kodiak Region = HIGH

Volcano RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Warning Phase:</p> <p>Threat of a Volcanic eruption exists</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Alaska Volcano Observatory 786-7497 <input type="checkbox"/> Alaska Tsunami Warning Center: 745-4214 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> National Weather Service: 800-472-0391 <input type="checkbox"/> Local radio stations (EAS announcements) <input type="checkbox"/> DHS&EM <input type="checkbox"/> 800-478-7100 <div style="border: 1px solid black; width: 100px; height: 15px; margin-top: 5px;"></div>	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluate forecasts & predictions. Confirm risks with AK Volcano Observatory. <input type="checkbox"/> Identify type of risk (mudslide, ash cloud, etc.) and areas at risk. <input type="checkbox"/> Identify high-risk populations (respiratory problems, etc.) who may need special attention or early evacuation. <input type="checkbox"/> Activate IMT, establish EOC, and keep ESC informed. <input type="checkbox"/> Identify safe areas suitable for sheltering evacuees. Set up shelters. <input type="checkbox"/> Ensure that evacuation routes are passable. <input type="checkbox"/> Arrange for public alert and warning. <input type="checkbox"/> Notify public of ashfall safety rules, vehicle travel considerations, and other appropriate information. <input type="checkbox"/> Contact and warn outlying populations, small aircraft, fishing vessels, or others that may be threatened by ash fall. <input type="checkbox"/> Inventory heavy equipment for use in response & recovery. <input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after volcano. <input type="checkbox"/> Prepare emergency services for possible need for operations in heavy ash and dust environments.

Operations Guide

Volcano RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Volcanic eruption is occurring	<input type="checkbox"/> PKIMC (hospital) if injury/death: 486-3281 <input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952 <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> KIBSD (shelters): 486-9222 or 9223 <input type="checkbox"/> Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740 <input type="checkbox"/> Social support and mental health services	<input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Establish a watch/observation system for volcano activity. <input type="checkbox"/> Continue to assess eruption situation. <input type="checkbox"/> Continue to disseminate public information. <input type="checkbox"/> Arrange for emergency housing and sheltering as necessary. <input type="checkbox"/> Secure evacuated areas. <input type="checkbox"/> Establish facility/safe location for emergency medical care. <input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Consider establishing a multicasualty organization. <input type="checkbox"/> Disseminate public information about shelters, how to find out about victims. <input type="checkbox"/> Implement emergency utility cutoff as needed. <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 <input type="checkbox"/> Work to restore damaged utilities and transportation systems (airstrips, roadways, and port facilities). <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Hazard Checklists

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

Extreme Weather

Overall Extreme Weather Risk to Kodiak Region = MODERATE

WEATHER EXTREMES RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
<p>Warning Phase:</p> <p>Threat of Extreme Weather/ High Winds Exists</p>	<ul style="list-style-type: none"> <input type="checkbox"/> National Weather Service (for rain forecasts): 800-472-0391 <input type="checkbox"/> AST: 486-4121 <input type="checkbox"/> ADOTPF (if roadways or airstrip are threatened): 487-4952 <input type="checkbox"/> Kodiak Police/Fire Dispatch: 486-8000 or 911 <input type="checkbox"/> Local radio stations (EAS announcements) 	<ul style="list-style-type: none"> <input type="checkbox"/> Confirm forecasts with National Weather Service. <input type="checkbox"/> Identify areas at risk. <input type="checkbox"/> Disseminate public information. <input type="checkbox"/> Assess current levels of heavy equipment for snow removal, etc. <input type="checkbox"/> Assess fuel levels. Initiate conservation programs as necessary. <input type="checkbox"/> Check generators and other backup power. <input type="checkbox"/> Preposition emergency equipment, fuel, and medical supplies in safe area for use after extreme weather is over.

Hazard Checklists

WEATHER EXTREMES RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Response Phase: Extreme Weather/ High Winds is occurring	<ul style="list-style-type: none"> <input type="checkbox"/> Local fire departments <input type="checkbox"/> ADNR Forestry (if fire risk): 262-4124 <input type="checkbox"/> ADHS&EM <input type="checkbox"/> 800-478-7100 <input type="checkbox"/> American Red Cross: 486-4040 <input type="checkbox"/> Salvation Army: 486-8740 	<ul style="list-style-type: none"> <input type="checkbox"/> Review Warning checklist. <input type="checkbox"/> Continue to monitor forecasts. <input type="checkbox"/> Activate IMT, activate EOC, and notify the ESC of the situation. <input type="checkbox"/> Continue to disseminate public information. <input type="checkbox"/> Determine the need to establish shelters for those who may be without heat or essential services. <input type="checkbox"/> Keep in communication with state/federal emergency response agencies. <input type="checkbox"/> Inform EMS, hospitals of injuries. <input type="checkbox"/> Establish emergency medical care facilities and arrange for medical evacuations, as necessary. <input type="checkbox"/> If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency.

Operations Guide

WEATHER EXTREMES RESPONSE CHECKLIST		
Situation	Notifications and Contacts (907-)	Actions
Recovery Phase: Extreme Weather/ High Winds has occurred	<input type="checkbox"/> Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.	<input type="checkbox"/> Review Warning & Response checklists. <input type="checkbox"/> Coordinate recovery activities with state and federal relief agencies. <input type="checkbox"/> Provide Storm Damage Report information to ESD, for forwarding to NWS. <input type="checkbox"/> Identify safety hazards and undertake corrective action. <input type="checkbox"/> Establish disaster aid centers to process applications for the rehabilitation of individuals and families. <input type="checkbox"/> Arrange for snow and debris clearance. <input type="checkbox"/> Restore essential public utilities and facilities. <input type="checkbox"/> Perform damage assessments. <input type="checkbox"/> Provide monetary figures necessary to support a request for disaster declaration. <input type="checkbox"/> Complete and submit necessary reports and paperwork to appropriate agencies. <input type="checkbox"/> Perform an incident critique.

ANNEX A: PUBLIC INFORMATION

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.

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

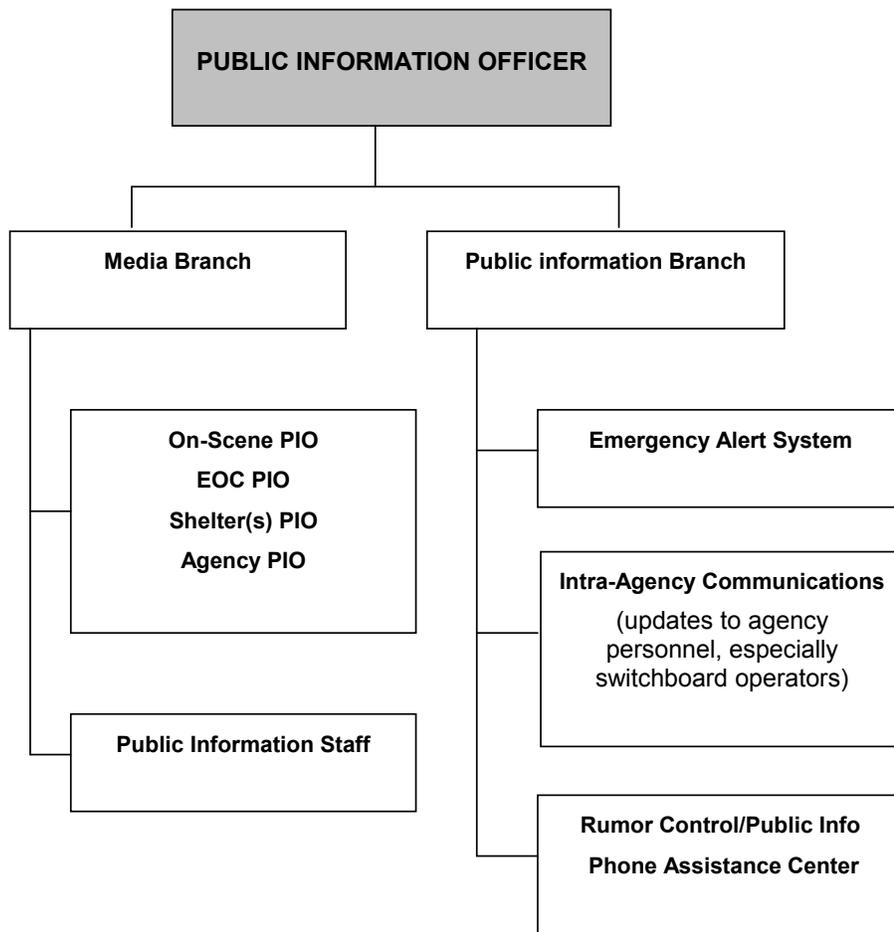
During routine operations, public information for city and borough departments and agencies is an internal function, handled by an agency representative or designated department public information personnel.

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.

Organization of Public Information Staff

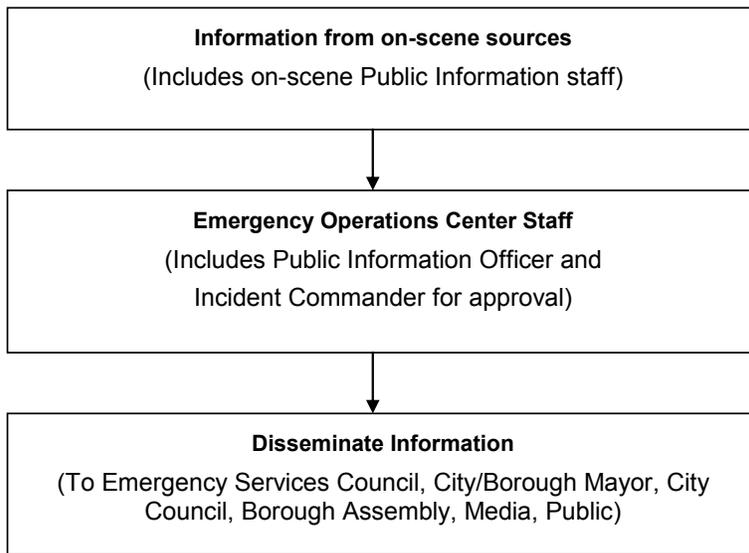
In the event of an extremely complex incident, a staff, as represented in the outline below, may assist the PIO. The PIO function should be filled at field command posts, congregate care shelters, additional EOCs, and the various agencies, all reporting to and coordinating with the incident PIO.



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.”

Operations Guide

- Emergency information dissemination should be restricted to approved, specific, and verified information concerning the event, and should include:
 - 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.

Public Information

- 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.

Operations Guide

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.

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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ANNEX B: COMMUNICATIONS

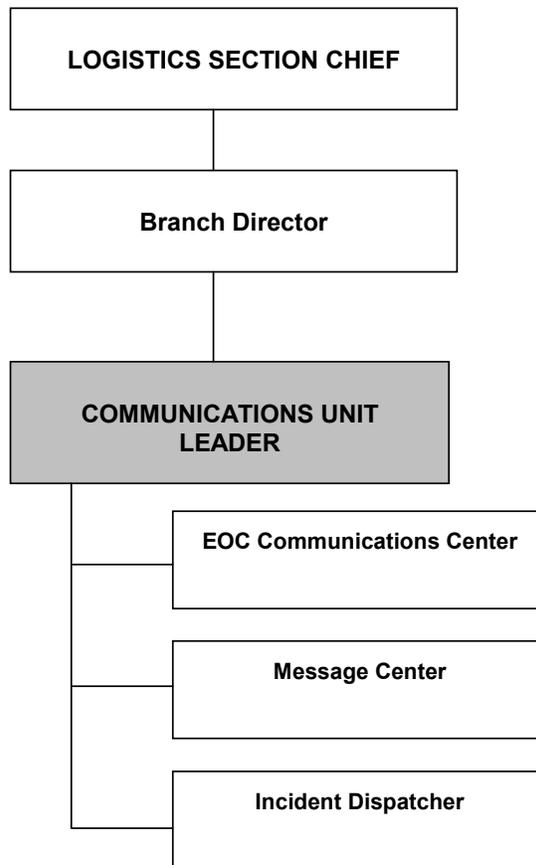
Effective emergency communications among on-scene responders, Incident Management Team staff, communication points, and the public is vital to the protection of life and property as well as efficient and effective incident management. The method used to accomplish efficient and effective multi-jurisdictional 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.

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.

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.

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.

“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.

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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:

- 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.

Communications

- 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.

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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.

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

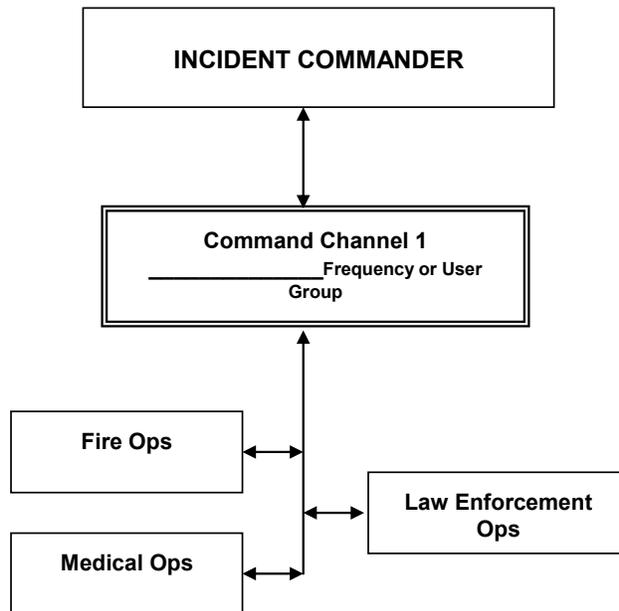


Figure 2-5-2: Medium Size Radio Net

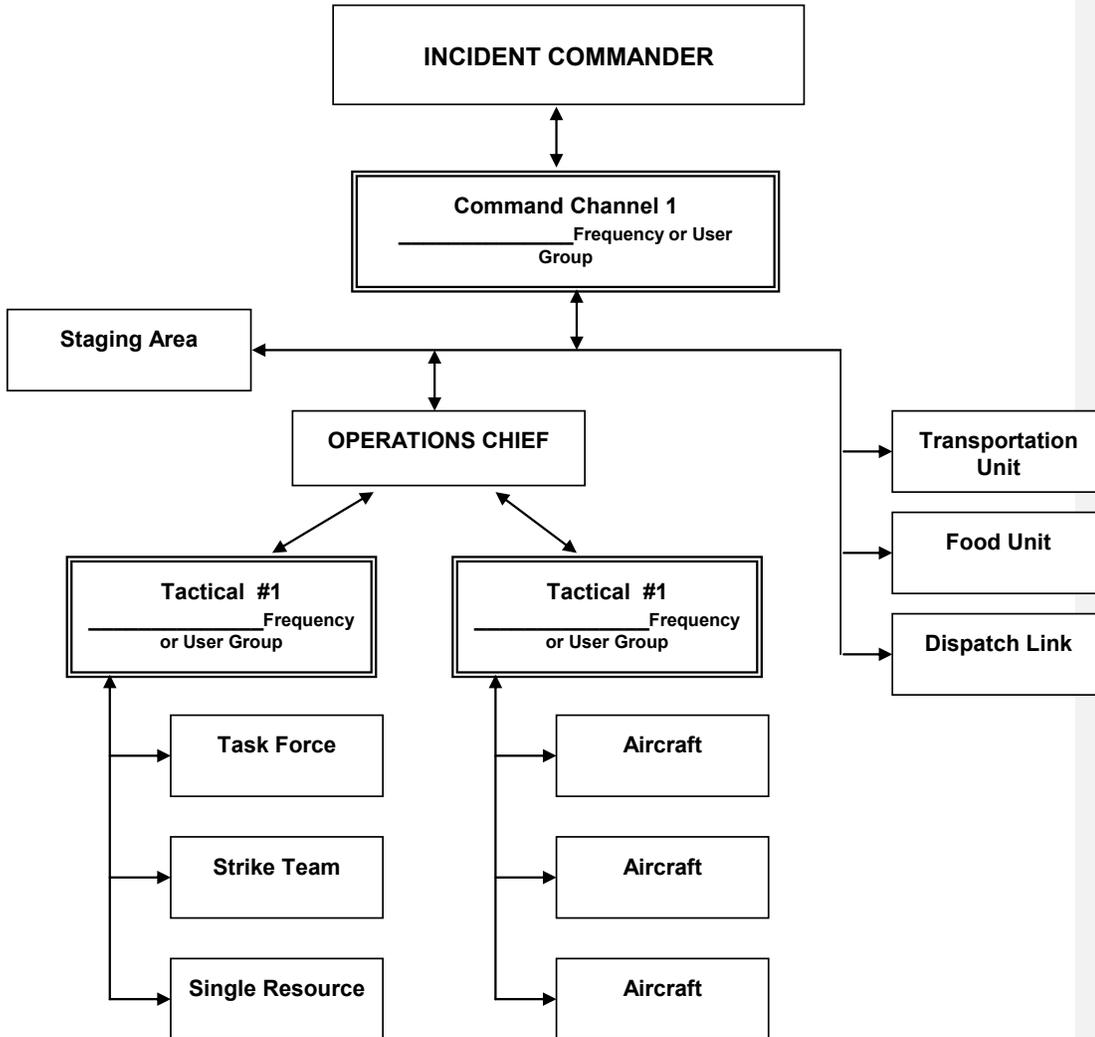
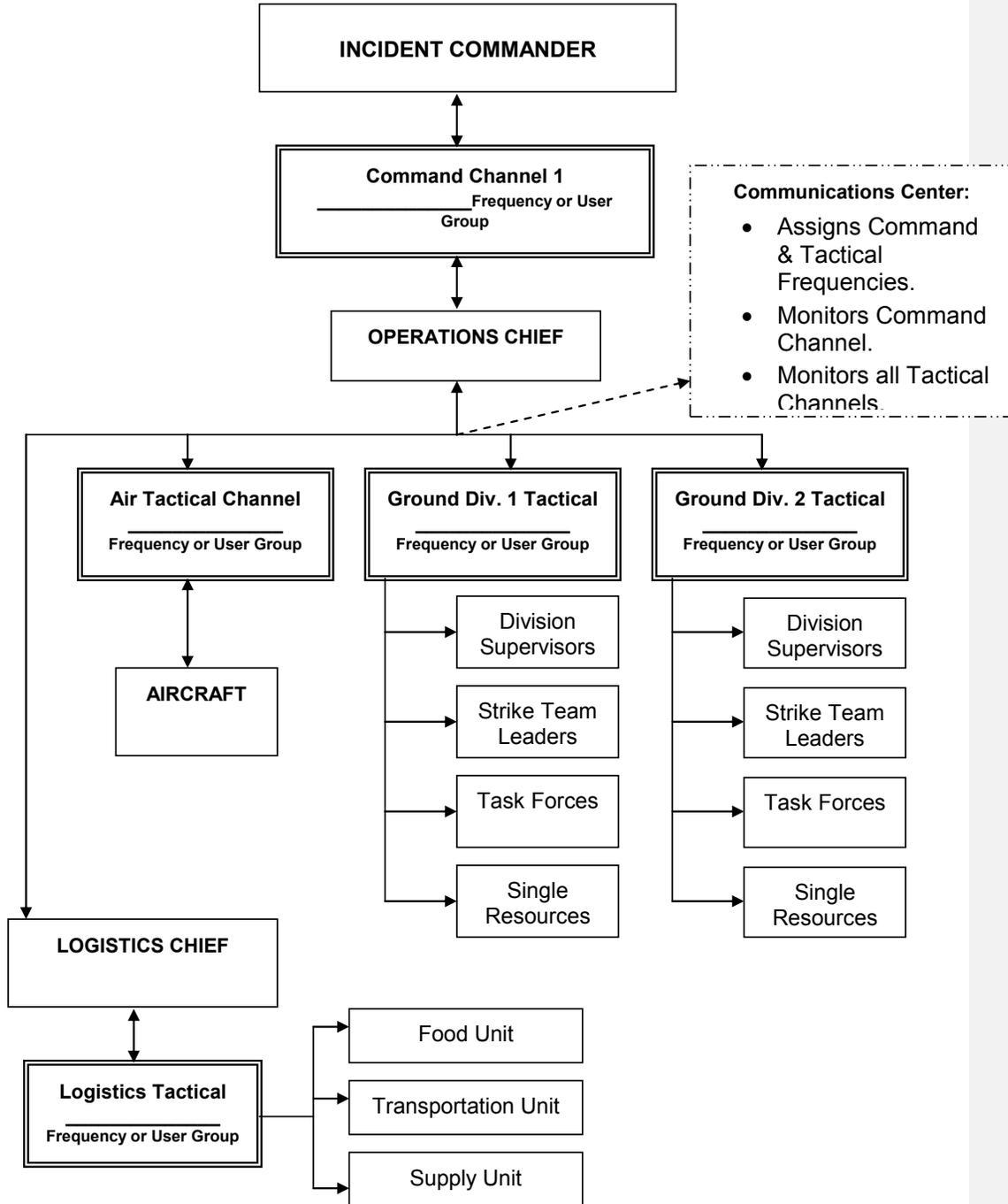


Figure 2-5-3: Large Size Radio Net



ANNEX C: 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 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.
- 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

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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.

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.

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.

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.

Access and Functional Needs Populations

Access and Functional Needs 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.

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.

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 (waving 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

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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 General 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.

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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 _____

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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.

ANNEX D: EVACUATION

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. The IC 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.

Evacuation is not simply 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.

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

Evacuation Considerations

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.

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.

Time Needed for Evacuation

The following formula can be used to estimate the time needed to evacuate a threatened area:

Shelter and Feeding

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

- 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):

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

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.

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Nursing Homes/Senior Centers

Because of the nature of the residents, the most pressing issue is the time and responder resources necessary for safe evacuation.

Schools

Schools in the danger area present a particularly delicate problem. Early release procedures are not a practical alternative for evacuation, 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.
- 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.
- Implement hospital evacuation plans, especially procedures to discharge patients to relatives and friends outside the danger area.

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

Shelter and Feeding

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. Provisions need to be made to house and care for pets either at the evacuation shelter or off site.

Evacuation Standard Operating Procedures

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

It is strongly recommended that evacuation information 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.

Reporting

After clearing a portion of your assigned area report information collected to your supervisor. Your supervisor should inform the Incident Commander or Operations Section Chief, and the Planning Section.

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.

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

Operations Guide

Public Information Section of this plan to provide the media and the public with information on:

- 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.

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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

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- 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.
- 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.

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)

Annex E: Shelter and feeding

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.

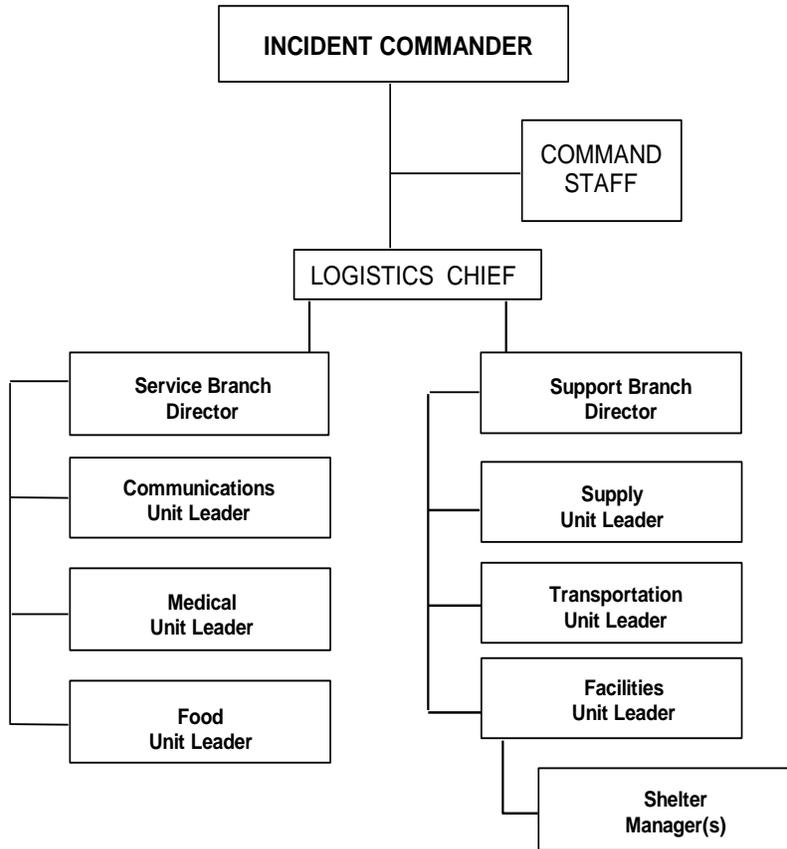
Shelter and Feeding

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.

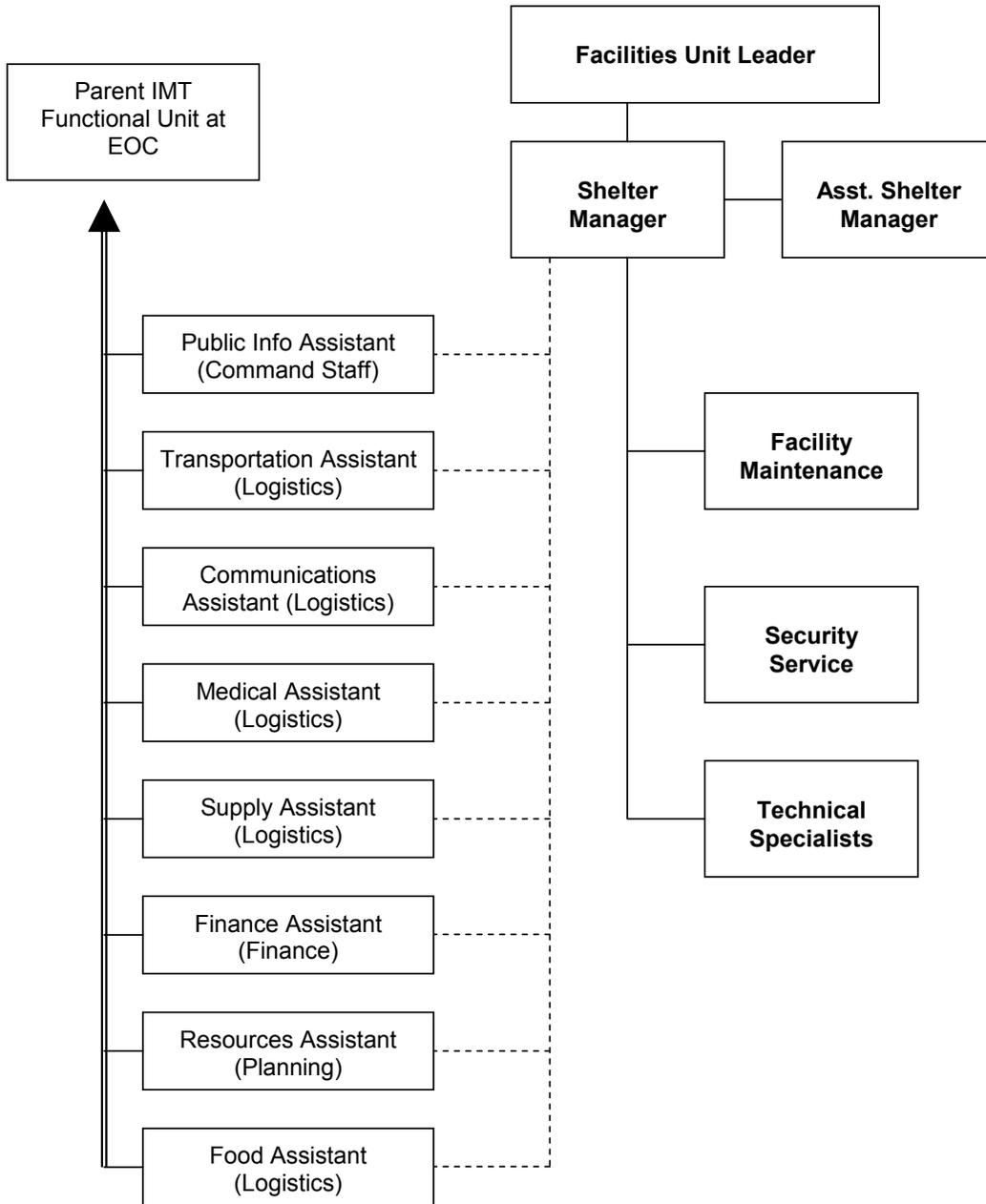
Shelters will be under the direction of Shelter Managers who report to the Facilities Unit Leader under the Logistics Section in the Incident Command System. Shelter Managers are responsible to provide non-technical coordination for all Incident Command System functional units operating within the shelter. Functional Units assigned to shelters will be determined by the Incident Management Team general staff.

Shelter Organization within the Kodiak Incident Management Team



Shelter and Feeding

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.

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.

Prior to the opening of a shelter, it may be necessary to provide temporary accommodations for evacuees.

Shelter and Feeding

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 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.

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.

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.

Comment [GG5]: Need to verify current pet sheltering capacity with ARC for PKFA compliance

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:

Shelter and Feeding

- 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.

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.

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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:

- 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 and Feeding

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
TOTAL	46	73	131

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

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<p style="text-align: center;">Mental Health</p> <ul style="list-style-type: none">• State and city mental health agencies• Church counseling groups• Private counseling agencies	<div style="border: 1px solid black; padding: 5px;"><p>See Volume 4, Section 5 for more information about Shelter Resources in Kodiak.</p></div>
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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.
 - Maintenance & Operations: 486-9222/486-6549
 - Central Administration: 486-9228
 - Finance Department: 486-9201/486-6360
 - 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.**

Comment [GG6]: Names redacted

City of Kodiak & Service Area:

- 1st → KODIAK HIGH SCHOOL (fixed generator w/fuel supply. Need separate generator for kitchen/commons area.)
- 2nd → 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:

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- 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:**
 - 1st → PETERSON ELEMENTARY SCHOOL (no power, need to rig generator hook-up)
 - 2nd → USCG ISC BARRACKS
 - 3rd → 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.**

Shelter and Feeding

Mass Care Facilities List

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

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486-4126		<ul style="list-style-type: none">• Gym area w/mats.• Not suitable tsunami shelter• May be used as isolation ward for hospital if needed• Kitchen facilities (residential)• No back-up power
----------	--	--

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ANNEX F: HEALTH AND MEDICAL SERVICES AND MULTICASUALTY INCIDENTS

The KIB health department public health emergency operations plan is the primary operational tool for this capability. This section is a reference for that document.

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. 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 (1st 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.

Comment [GG7]: Verify currency

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.

Fatality Management

At present, Providence Kodiak Island Medical Center has no morgue facilities. There is one private facility in Kodiak, Kodiak Mortuary 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.

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.

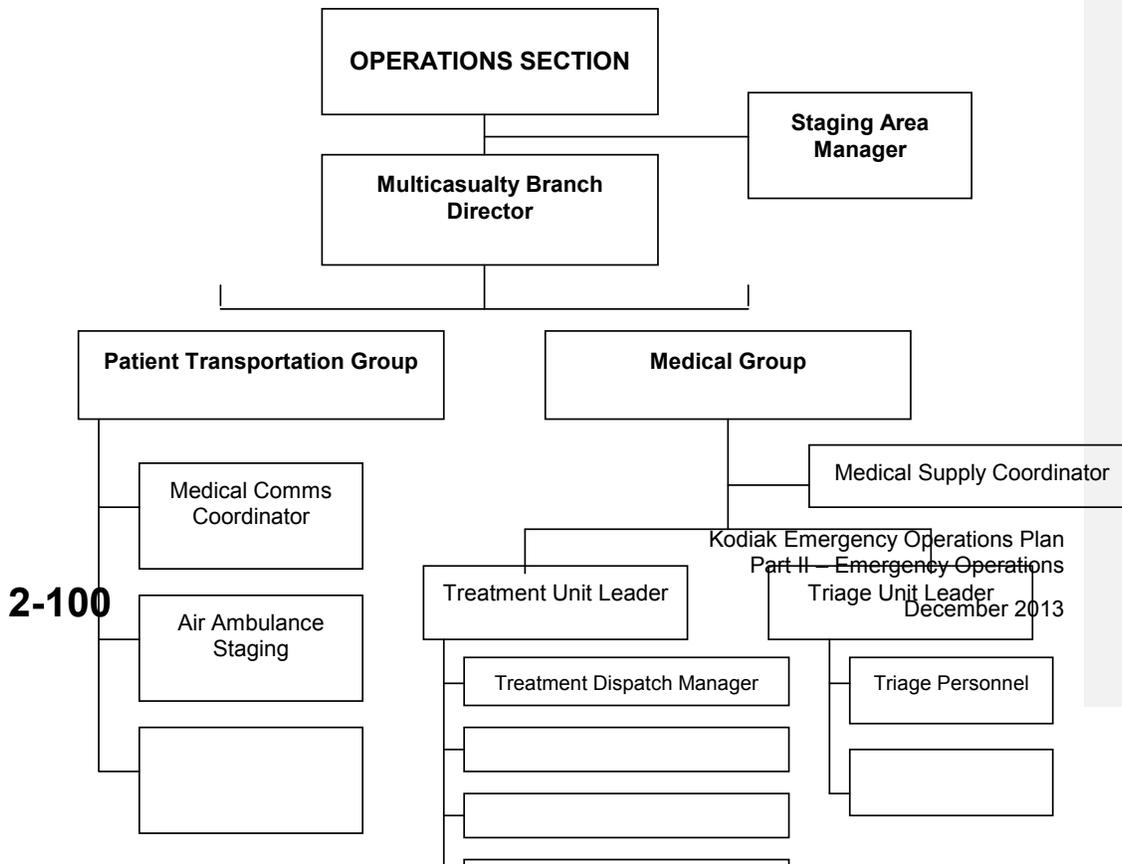
Mental Health

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 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.

Multi-casualty Incident Organization

This ICS organizational structure is designed to provide an organized response to multi-casualty emergency medical incidents, establishing the systematic sharing of emergency medical resources in order to provide appropriate emergency medical service. For most multi-casualty incidents in Kodiak, a Multi-casualty Branch will be established in the Operations Sections, to provide for additional emergency medical organization within the Incident Command System. The degree of implementation will depend upon the complexity of the incident.

Multicasualty Incident Organizational Chart



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, mark the position in which the body was found. 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.

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.

ANNEX G: RESOURCE MANAGEMENT AND VOLUNTEER COORDINATION

Resource Management in 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

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 Section 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.

Resource Management and Volunteer Coordination

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.

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 all life
 - Responder safety
 - Property conservation
- 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.
-

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.

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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 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. 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.

Resource Management and Volunteer Coordination

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.

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.
- 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.

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 Guidelines

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

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

The Volunteer Manager's duties may include the following:

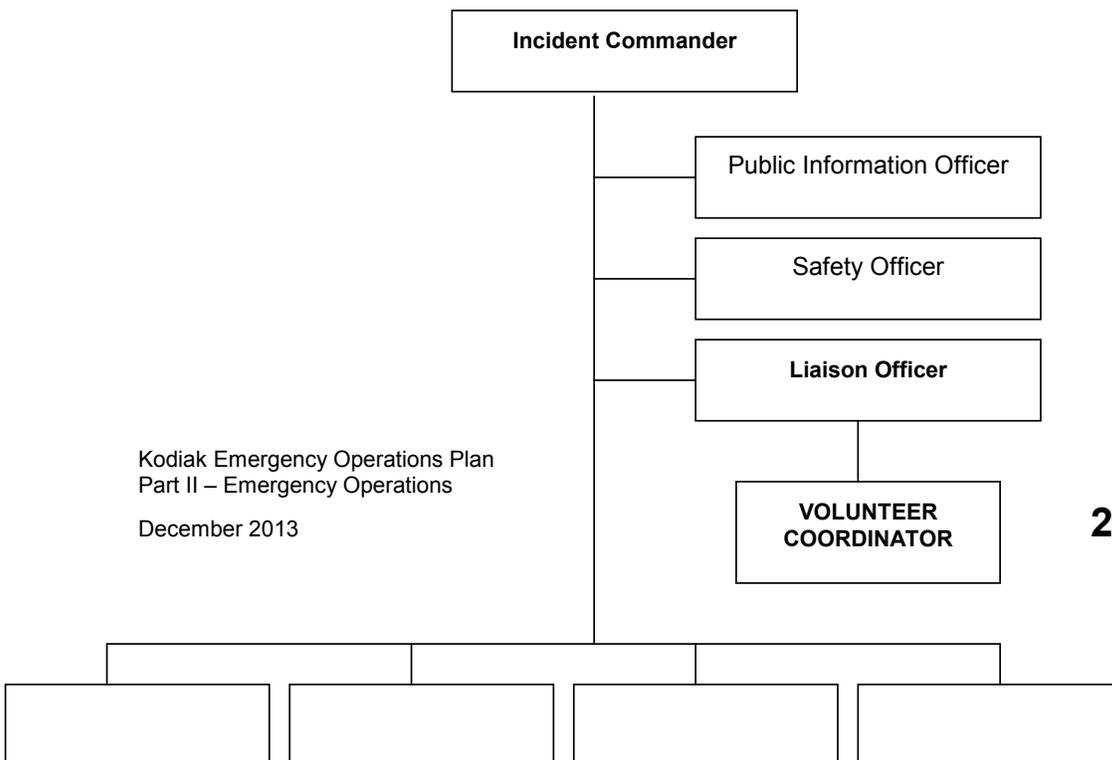
- Serve as a liaison with the IC and Unified Command to coordinate volunteer needs.
- Serve as the principal contact for all volunteers and all units/agencies needing volunteers.

Resource Management and Volunteer Coordination

- 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.
- 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.



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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

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.
- 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

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

Volunteer Management

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.

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
- General safety procedures (buddy system, safe lifting, etc.)
- Evacuation procedures
- Potential hazards of work environment
- 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 and record keeping:

- Develop and maintain a database of current interested volunteers and skills using appropriate computer software.
- 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.

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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.

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

Figure 2-10-1: Volunteer Request Form

Date/time: _____

Requesting organization/agency/ICS
unit: _____

Name of contact: _____ Phone: _____ Fax:

VOLUNTEER NEEDS

Total Number of Volunteers Needed: _____

Job
Title/Description: _____

Duties	Experience/Skills	Training Provided?

Equipment/Special Clothing Needs:

Brief Description of Training to be Provided:

Resource Management and Volunteer Coordination

Job Location:

Date/time volunteers needed:

Please check if available: Restrooms Parking

Safety Equipment Telephone

Transportation to Work Site

Volunteer(s) should report to the following person for additional training/instruction:

Name: _____ Phone: _____ Fax: _____

Location:

FOR OFFICE USE ONLY:

Follow up date & time: _____ *Follow up action:* _____

Position(s) filled? _____ *Volunteer name(s):* _____

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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ANNEX H: DAMAGE ASSESSMENT

Damage assessment is conducted in two phases: Initial Damage Assessment and Preliminary Damage Assessment (PDA). The initial assessment provides additional situational awareness for disaster response and initial supporting information for a disaster request and/or declaration. It is the responsibility of the local government. The PDA is a more detailed review and analysis of long term effects and actual costs of the event. The PDA is done as a combined effort of local, state, and possibly federal agencies.

Initial Damage Assessment

Initial damage assessment is the process to quickly survey the affected areas and document the types and locations of damage. This process will give the incident command better situational awareness of the response required.

Organization and supervision of the initial damage assessment is the responsibility of the **Operations Section**, with supporting fiscal estimations from the **Finance Section**.

Comment [GG8]: Changed from Plans section. Verify accuracy

The initial damage assessment should begin as soon as possible after 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.
 - Roads and bridges.
- 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 preliminary damage assessment builds upon the initial assessment to provide supporting documentation and a greater level of accuracy 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

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- 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.

Disaster Recovery Assistance for Local Citizens

Disaster Recovery Center (DRC)

If a State or Federal Disaster declaration is granted a Disaster Recovery Center (DRC), where citizens can meet with federal/state/local and volunteer agency representatives to apply for disaster assistance. A DRC is the primary location used by State and federal agencies to engage disaster survivors for all potential services and resources available during recovery. 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:

ANNEX I: 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 primary authority for this event type is the Kodiak Sub-Area Contingency Plan that covers response operations and structures required for HAZMAT events.

For certain types of incidents, the ICS structure may 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.

Oil Spill Incidents

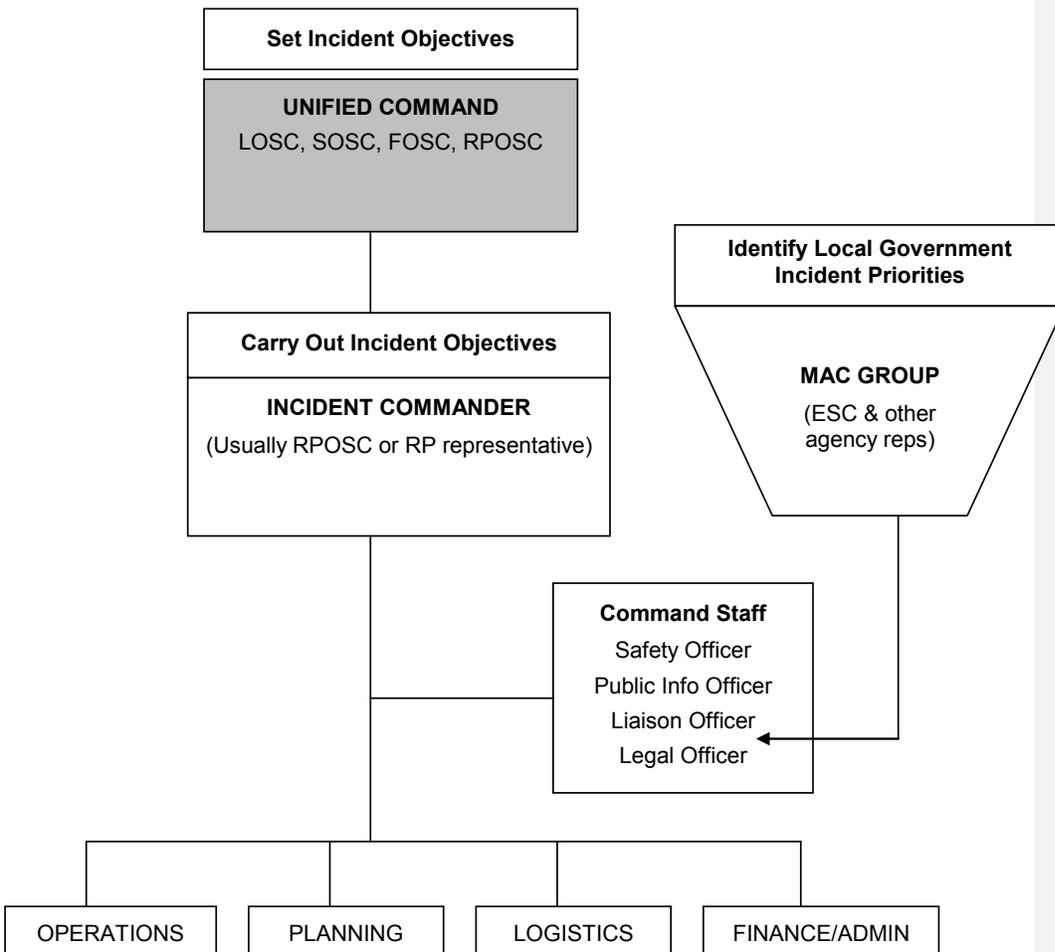
Due to the complex nature of oil spills, many different agencies with jurisdictional authority and statutorily mandated responsibilities will be involved. In Kodiak, the unified command structure for oil spill incidents includes a Federal On-Scene Coordinator (FOSC) from the U.S. Coast Guard (MSO/Anchorage 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.

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. 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.

Operations Guide

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)



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 hazmat incidents, the primary response functions will be directed by the Fire Departments Hazardous Materials team.

These other tactical objectives will be carried out through the normal channels within the Kodiak IMT organization.

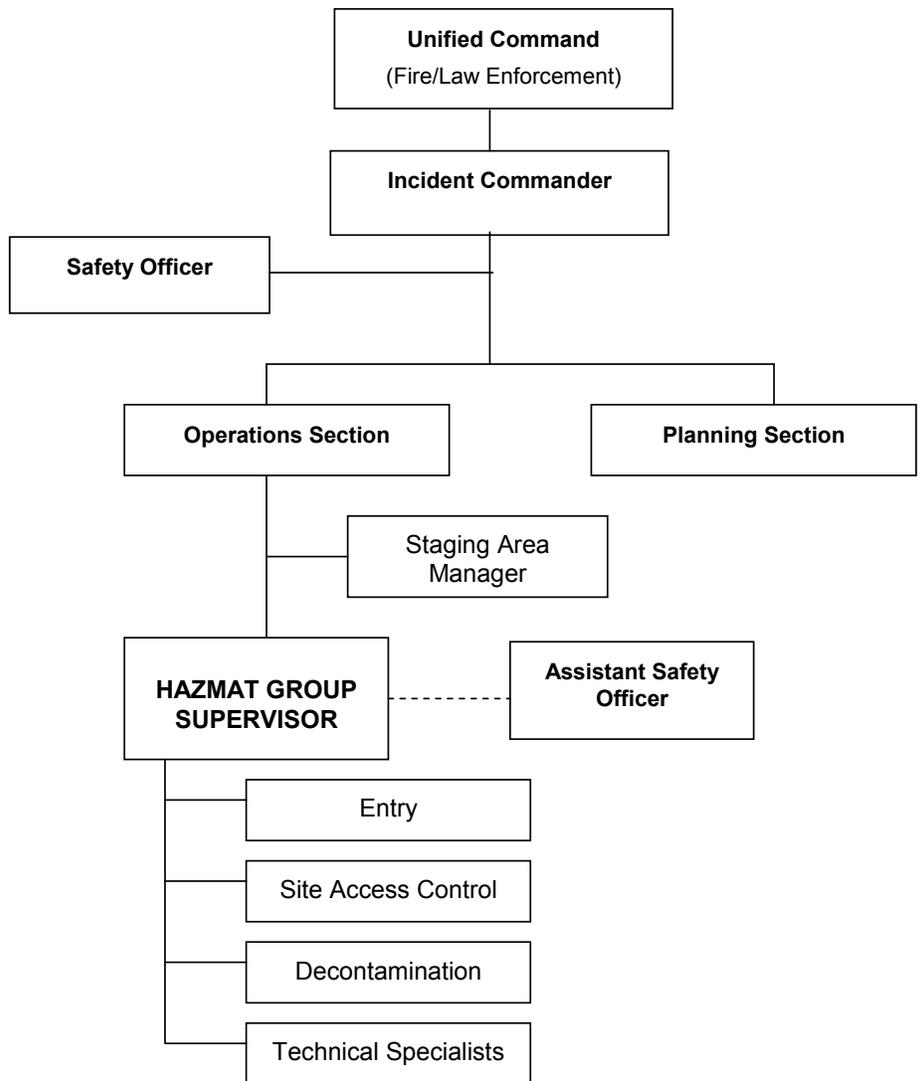
The following pages contain hazmat incident organization diagrams which demonstrate the range of functional positions that may be activated during a hazmat response. A relatively minor response may never progress beyond activation of an initial hazmat response organization, while a major hazardous materials 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.

Hazardous Materials Incident

IMT and EOC Activation

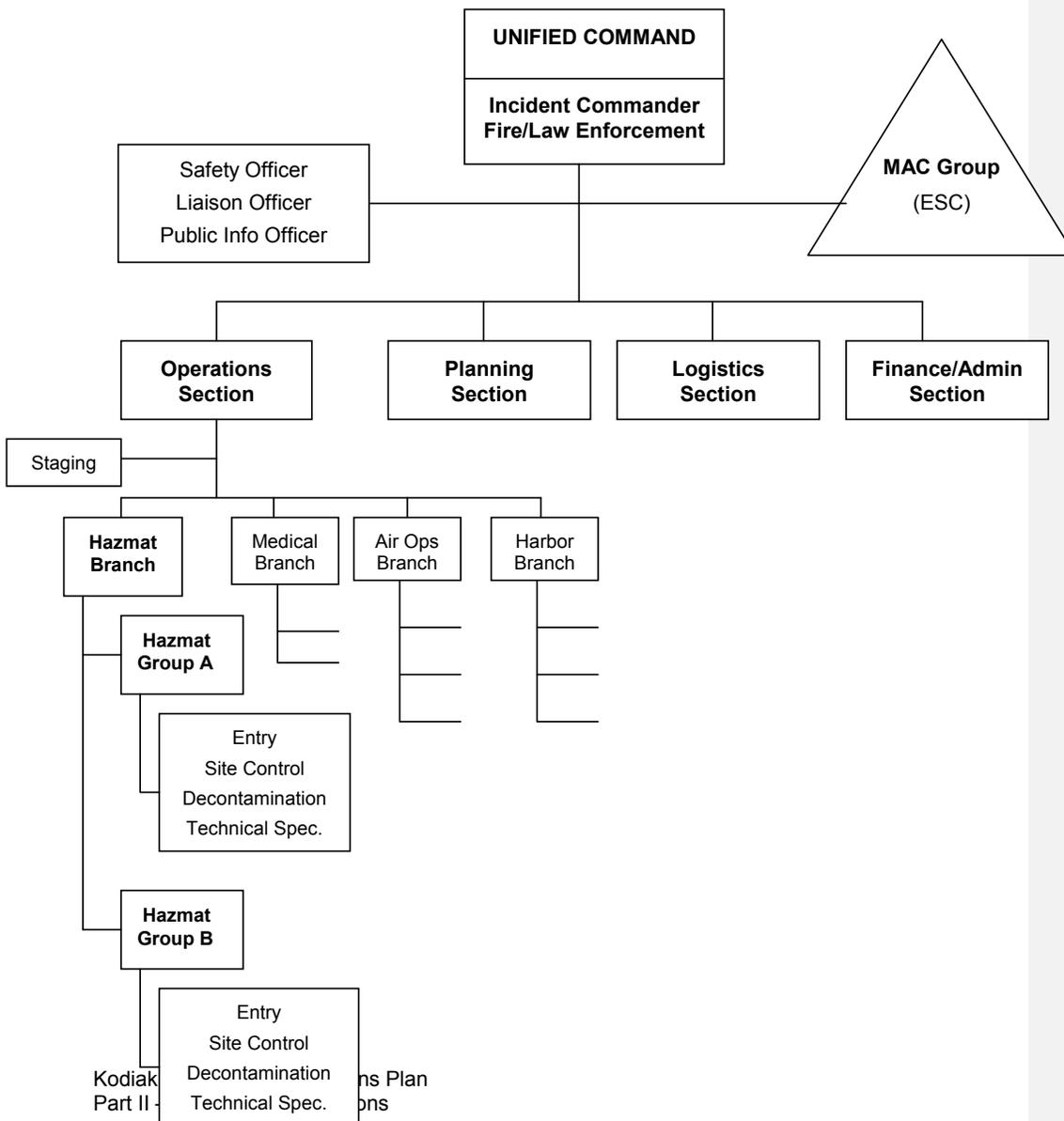
At this level of hazmat response, the two Incident Commanders (Fire/Law Enforcement) have joined together to establish a Unified Command. They have established a Hazardous Materials Group to manage all activities around the control zones and have organized law enforcement units into a task force to isolate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

Comment [GG9]: Does LE have a Command role at hazmat in Kodiak? verify



Hazardous Materials Large Scale Incident

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.



Kodiak
Part II
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SECTION 13: LAW ENFORCEMENT EVENTS

Law enforcement based events such as civil disorder, terrorism and manmade criminal events alters the authorities of lead agencies involved in the response and management of the event.

Local law enforcement will act as the Incident Commander directing the field operations of the event. The Alaska State Troopers (AST) will support law enforcement operations and provide additional resources.

In the event of an act of terrorism, the Federal Bureau of Investigations (FBI) will likely respond to Kodiak and act as a primary lead agency within the Unified Command structure.

All field operations in law enforcement events will be directed by the lead law enforcement agency.