

CITY OF KENAI
EMERGENCY OPERATIONS PLAN
2022 REVISION



KENAI

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Emergency Operations Plan Letter of Promulgation

This Emergency Operations Plan (EOP) describes the system the City of Kenai will use to manage mitigation, preparedness, response and recovery for natural and man-caused disaster emergencies including oil spills and hazardous substance releases. It is an all-hazards, all-risks plan based on the National Incident Management System (NIMS) intended for comprehensive management of disaster emergency relief forces and operations. This EOP consists of fourteen Sections, with four Appendices, each considering a different element of emergency response.

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

The Plan is intended to meet disaster emergency planning requirements of Federal, State, Borough and City agencies with jurisdiction over such matters. It is further intended to use as a reference and training aid for municipal, regional, industrial and other emergency response personnel to ensure efficient, effective response and management of disaster emergencies. This EOP will be activated when a disaster emergency arises that could significantly threaten human health, property or environment within the City.

Upon declaration of a disaster emergency, the designee responsible for disaster management is authorized to commit resources necessary to carry out provisions of this Plan. This Plan is considered a living document to be continuously updated and revised to reflect lessons learned during drills and actual incidents. The City of Kenai hereby adopts this Emergency Operations Plan.



Brian Gabriel, Mayor of the City of Kenai

12/02/2024

Date



Terry Eubank, City Manager of the City of Kenai

11/22/2024

Date



Sponsored by: Administration

**CITY OF KENAI
RESOLUTION NO. 2022-58**

A RESOLUTION ADOPTING THE UPDATED CITY OF KENAI EMERGENCY OPERATIONS PLAN.

WHEREAS, the City of Kenai was awarded a grant from the US Department of Homeland Security passed through the State of Alaska Department of Military and Veterans' Affairs to update the City's Emergency Operations Plan (EOP); and,

WHEREAS, the City enacted Ordinance 3165-2020 accepting and appropriating funds to accomplish the update; and,

WHEREAS, revisions of longstanding City plans were needed to accommodate current disaster mitigation, response and recovery planning requirements and community response resources; and,

WHEREAS, this is an all-hazard, all-risk plan based on the National Incident Management System (NIMS) for comprehensive management of disaster emergency relief forces and disaster emergency operations, developed by the City of Kenai; and,

WHEREAS, this Emergency Operations Plan describes the system that will be used to manage the mitigation of, preparation for, response to, and recovery from natural and human-caused disaster emergencies; and,

WHEREAS, the updated version has been completed and approved by the Alaska Division of Homeland Security and Emergency Management (DHS&EM) after review from State Emergency Response Commission (SERC) All Hazards Review Committee; and,

WHEREAS, it is in the best interest of the City to adopt the updated EOP.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF KENAI, ALASKA:

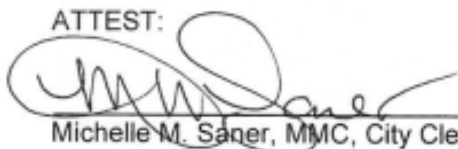
Section 1. That the document titled City of Kenai Emergency Operations Plan 2022 Revision, is hereby adopted by the City of Kenai.

Section 2. That this Resolution takes effect immediately upon passage.

PASSED BY THE COUNCIL OF THE CITY OF KENAI, ALASKA, THIS 3RD DAY OF AUGUST, 2022.


Brian Gabriel Sr., Mayor

ATTEST:


Michelle M. Sauer, MMC, City Clerk

Plan Organization

The Emergency Operations plan (EOP) is divided into the following sections:

Plan Promulgation, Adoption and Introduction

Section 1. [Background and Overview](#)

Section 2. [Disaster Preparedness and Hazard Mitigation](#)

Section 3. [Response Actions and Checklists](#)

Section 4. [Alert Warning and Evacuation](#)

Section 5. [Plan Activation and Disaster Declaration](#)

Section 6. [Organizing for Emergencies](#)

Section 7. [Incident Communications](#)

Section 8. [Sheltering and Feeding](#)

Section 9. [Public Health and Mass-Casualty Incidents](#)

Section 10. [Aviation Incidents](#)

Section 11. [Oil Spills and Hazardous Materials Incidents](#)

Section 12. [Terrorism and Weapons of Mass Destruction \(WMD\) Incidents](#)

Section 13. [Post-Incident Actions](#)

Section 14. [Resources and Contact Information](#)

Appendix A: [Sample Forms and Documents](#)

Appendix B: Sensitive Information (see Fire Chief for access)

Appendix C: [Telephone Directories \(Alphabetic and by Agency\)](#)

Appendix D: [Acronyms and Abbreviations](#)

Appendix E: [Qualified Personnel](#)

Plan Promulgation, Adoption and Introduction

How to use the Plan:

Before a disaster/emergency occurs:

SECTION 1 Background and Overview	Become familiar with Contents of this plan Conduct drills and modify plan to reflect lessons learned
SECTION 2 Disaster Preparedness & Hazard Mitigation	Use the Preparedness information and Hazard Analysis to plan for possible emergencies

During a disaster/emergency:

SECTION 3 Response Actions & Checklists	Use the appropriate hazard-specific Response Checklist
SECTION 4 Alert, Warning & Evacuation	Initiate alert, warning and evacuations as appropriate
SECTION 5 Plan Activation & Disaster Declaration	Activate IMT, issue disaster declaration and initiate situation reporting
SECTION 6 Organizing for Emergencies	Set up EOC and assemble Incident Management Team. Implement ICS
SECTION 7 Incident Communications	Set up communications networks
SECTION 8 Sheltering & Feeding	Establish mass care shelters

Guidance for managing special incidents:

SECTION 9 Public Health & Mass-Casualty Incidents	Multi-casualty incidents, public health crises and emergency medical coordination
SECTION 10 Aviation Incidents	Coordinate with Airport Emergency Plan (AEP)
SECTION 11 Oils Spills & HazMat Incidents	Organizing under a Unified Command, response coordination
SECTION 12 Terrorism & WMD Incidents	Preparing for and responding to biological, chemical and radiological attacks

After a disaster / emergency has occurred:

SECTION 13 Post-Incident Actions	Complete damage assessment and post-incident review. Implement community healing programs & seek assistance from volunteer relief agencies as needed
SECTION 14 Resources & Contact Information	Identify local, State and Federal resources
APPENDICES A: Sample Forms B: Sensitive Information C: Telephone Directory D: Acronyms, Abbreviations E: Qualified Personnel	Review as needed. Add new appendices if warranted.

Plan Updates and Changes

It is intended for this City EOP to be placed in three-ring binders to facilitate changes and updates to the Plan. Each page has a date in the footer. When any page is revised or added, a revision number is to be added next to the date. As changes are received, they will be documented using the attached log and pages changed in the Plan.

Date	Section	Pages	Explanation of Changes
2021/2022	All	All	2022: Complete update and revision of 2007 Plan; see following Comprehensive List of Changes to 2007 Plan for specific changes

Plan Promulgation, Adoption and Introduction

Comprehensive List of Changes to 2007 Plan

This project updated the previous 2007 Plan. Due to the expanse of time since that last update, large changes and revisions were made to some areas of the Plan. The update team was comprised of:

Tony Prior, Chief, Kenai Fire Department

Scott Walden, retired, KPB OEM Director (2010-2017), City of Kenai Fire Chief (2000-2005)

Mary Toll, Temporary Administrative Assistant, Kenai Fire Department

The chart below shows the changes in detail:

SECTION	CHANGE
All	Reformatted Plan to portrait orientation where possible
All	Changed font sizes to be consistent between sections. Formatted tables for consistency between sections.
All	Revised Headers and Footers
All	Added subsection numbers
All	To make the Plan more concise while keeping the special information located in the text boxes, the boxes were removed and the information text format was changed to <i>italicized bold</i>
All	Verified that all acronyms were preceded initially by the full wording
All	To enhance Plan flow and ease of use, added internal hyperlinks between sections of the Plan where appropriate
All	Changed DHSS to DOH to comply with State reorganization
All	Incorporated State DEC comments where appropriate; some comments require extensive research and will be incorporated in the 2-year update if appropriate
Plan Promulgation, Adoption and Introduction	
Table of Contents	Added, with internal hyperlinks to Sections
Emergency Operations Plan Letter of Promulgation	Updated wording to agree with FEMA recommendations; updated signature lines for City officials
Approval Resolution	Added current City Council Resolution approving the updated Plan
Plan Organization	Updated to reflect the current Sections and Appendices; added internal hyperlinks
How to Use This Plan	Reformatted and updated the Sections to Delete Section 15 'Departmental Implementation Guidelines' – the Information in this Section has been incorporated into the appropriate individual Sections. Section 16 'Appendices' deleted and individual Appendices referenced
Plan Updates and Changes	Reformatted table; added 2022 update; referenced this List of Changes for detailed revisions
Plan Distribution List	Reformatted and revised as needed
Plan Maps	Worked with KPB OEM and GIS to obtain current maps
1.0 Background and Overview	
1.1 Authorities	City: City Council Resolution and Ordinance numbers updated KPB: updated to current OEM name, completed ordinance names and added KPB Ordinance 2020-38 that adopted their 2020 KPB EOP update

Plan Promulgation, Adoption and Introduction

	<p>State: updated name and revision date for State EOP, replaced reference to Preparedness Plan with current Regional Contingency Plan</p> <p>Federal: added Federal PL 109-295 (post Katrina Emergency Management Reform Act), PL 109-308 (Pet Evacuation and Transportation Standards Act), replaced Nation Response Plan with superseding National Response Framework</p>
1.2 Mutual Aid and Inter-jurisdictional Agreements	Put information into table format; updated as needed; deleted Kenaitze Native Tribe – no agreement on file
1.3 City of Kenai/KPB OEM Mass Casualty Agreement	Added Subsection to specify this agreement is located in Appendix B Sensitive Information, requiring access through the Fire Chief
1.4 Emergency Management Policies	Revised entire subsection for better flow and to be consistent with FEMA guidelines: added Community Preparedness, enhanced Emergency Response Priorities to agree with LIPER acronym; added specific 'Development and Updating of This Plan' information; Purpose and Scope revised to include FEMA wording
1.5 Local Emergency Management	Added reference that Plan is organized under the Incident Command System (ICS)
1.6 Direction and Control	Role of City Manager replaced with more generic FEMA Emergency Management Coordinator to accommodate use of designee; Declaration revised to Declaration of Local Disaster; clarified Emergency Manager status during HazMat release
1.7 Phases of Disaster Emergency Management	Added FEMA language to each phase where relevant
1.8 Levels of Emergency Response	Revised KPB OEM throughout to reflect the revised department name; changed State Emergency Coordination Center (SECC) to State Emergency Operations Center (SEOC) to reflect current State name; moved Private Sector information to enhance the flow of the subsection
1.9 Plan Management and Updates	Increased list of events that will trigger Plan review; reformatted Log to portrait orientation
1.10 Relationship to Other Plans and Policies	Verified all Plans and internet links; revised, replaced, added or deleted as needed
2.0 Disaster Preparedness and Hazard Mitigation	
2.1 Community and Individual Readiness	Added reference to KPB Ordinance 2020-16, adopting the 2019 updated City of Kenai Hazard Mitigation Plan in the Borough's Hazard Mitigation Plan; deleted City Hazard matrix – it is included in the City Hazard Mitigation Plan 2019 update
3.0 Response Actions and Checklists	
3.1 Introduction	Noted the 4 additional Response Checklists added to Plan following City's All-Hazard Plan update in 2019: Oil/HazMat Release, Terrorism/WMD, Transportation Accident, Energy Shortage; noted Pandemic/Health Emergency checklist has also been added
3.2 Hazard Specific Response Checklists	New checklists noted above are added; Acronyms and Abbreviations list deleted – it is a duplicate of information in Appendix D; all checklists reformatted to portrait orientation
3.3 Response Checklists	All checklists reviewed and revised as needed;
3.4 Vital Services and Facilities Restoration Sequence	Replaced and relocated Earthquake-specific restoration table with table applicable to all events, new table conforms to recommendations from FEMA
4.0 Alert, Warning and Evacuation	
4.1 Introduction	Updated to reflect current Alert and Warning methods
4.2 General Guidelines	Updated to provide information for current procedures and systems
4.3 Emergency Alert System (EAS)	Deleted City of Kenai SAWS system information – the City now uses the KPB systems; all EAS information verified and revised as needed; EAS Codes table revised to current codes
4.4 Procedures for Emergency Alert System Activation	Revised and updated the specific procedures; moved and updated/revised Special Populations List to subsection 4.8; deleted Special Populations Map – it may show sensitive locations and would be in constant need of updating; current information is available from the Fire Marshal

Plan Promulgation, Adoption and Introduction

4.5 Sample Alert and Warning Messages	Revised specific message to incorporate FEMA wording where available
4.6 City of Kenai Alert and Warning Checklist	Added specific procedure information
4.7 Evacuation and Evacuation Considerations	Provided information for the Ready-Set-Go procedure
4.8 Special Populations	Added subsection specific to special populations groups; groups are defined, list is expanded from 8 locations to 48 locations and includes information for all large or small groups of people that might pose special concerns or needs during an evacuation
5.0 Plan Activation and Disaster Declaration	
5.1 Introduction	No changes
5.2 Plan Activation	Levels of Incidents added to be consistent with KPB EOP; organization charts added showing IMT for Level 2 and 3 incidents
5.3 Activation Procedures	Activation and call-out organization graphic replaced with an activation procedure table
5.4 Declaration of Local Emergency	No changes
6.0 Organizing for Emergencies	
6.1 Introduction	No changes
6.2 Incident Management Team	No changes
6.3 Incident Command System	Revised organization charts to agree with NIMS
6.4 IMT Roster and Position Descriptions	Reviewed, revised and reformatted to portrait orientation
6.5 Training Recommendations for IMT members	Added list of updated NIMS training classes, including class name to allow for easier revision when class numbers change; reformatted training recommendations table to portrait orientation; renamed table to 'Recommended Core Training by Position' to be indicative that recommendations are for core training and do not preclude additional training; deleted numerous positions from the table to reflect the small size of a City IMT, where people may function in multiple positions
6.6 Incident Management Team Staffing	No changes
6.7 Emergency Operations Center	Updated EOC Facilities table to add KPB OEM Emergency Response Center; revised addresses as needed
6.8 Organizing for Incidents with a Special Situation	Added a subsection to address the modifications to NIMS organization that may be required for a special situation
6.9 IMT Incident Duties and Responsibilities	Added table showing Duties and Responsibilities usually expected from City personnel by position
7.0 Incident and Communications Plan	
7.1 Introduction	Deleted Radio Net organization charts – duplicate or unnecessary information; added Information and Resources Exchange table to be consistent with KPB EOP
7.2 Basic Radio Communications Checklist	Updated all Channel and Frequency information
7.3 Radio Communications	Added subsection to describe radio networks (NETS) and ALMR system
7.4 Public Information	Information flow revised from chart format to descriptive format; added information on Field PIOs and Call Center Activation; added information on Incident Websites
8.0 Sheltering and Feeding	
8.1 Basic Kenai Shelter Plan	Deleted Introduction and City IMT chart – all information is incorporated into remainder of section; deleted large portion of subsection and replaced with current information

Plan Promulgation, Adoption and Introduction

8.2 Sheltering and Feeding	Revised and updated section to include reference to Emergency Support Function #6 under the National Response Framework by FEMA; references to nuclear fallout shelters removed – no City shelters carry this specific designation; removed shelter facility floor plans, illegible and information is not current and unnecessary; added information for Disaster Help Centers
8.3 Disaster Help Center (DHC) Plan	Added subsection to expand information on DHCs; information on Pet Shelters updated and moved; information on Emergency Response Personnel updated and moved
8.4 Special Populations	In addition to the information provided in Section 4, special considerations that may be needed when considering sheltering some populations are discussed and a table is provided; specific procedures related to persons sheltering in place are provided
8.5 City of Kenai Mass Care Facilities	Mass care shelter facilities are listed and a table with extensive information about each facility has been revised and included
9.0 Public Health and Multi-Casualty	
9.1 Introduction and Services	To support a more concise Plan, excess discussion has been deleted
9.2 Emergency Medical Services	Updated to correct name of CPH from CPGH; description of EMS updated and expanded; non-urgent care providers list updated
9.3 Fatality Management	Updated and procedure description expanded; references to specific locations removed as they may change with event
9.4 Public Health Emergencies	As a result of the Covid 19 Pandemic, this section has been expanded to provide more specific procedures as well as descriptions of the roles that will be assumed by local, State and Federal agencies; added discussion includes the Strategic National Stockpile (SNS) and vaccine distribution; available EMS and hospitals are discussed; a table describing the Geographic Service Areas has been included; a discussion of pandemics is included; mental health service providers have been updated and reformatted to list
9.5 Mass Casualty Incidents	An introduction has been added; the Mass Casualty Branch organization Chart has been reviewed and updated; 'Guidelines for Responding to Mass Casualty Incidents' has been added; a color-coded description of the triage procedure has been added; a discussion of 'Transportation Accidents' has been added including response procedures; 'Care for Families of Victims' has been moved to this subsection
10.0 Aviation Incidents	
10.1 Introduction	Discussion of the City's Airport Emergency Plan (AEP) has been separated into a subsection
10.2 Airport Emergency Plan (AEP)	Discussion of the AEP has been updated and expanded; IMT organization for aviation incidents has been updated; 'Aviation Emergency Priorities' have been updated to follow FEMA's LIPER acronym (Life safety, Incident stabilization, Property conservation, Environmental concerns, Recovery from incidents); 'EOC for Aviation Incidents' has been updated and telephone numbers have been corrected; definitions of 'Levels of Airport Emergencies' have been updated to agree with the AEP; 'Other types of airport emergencies' have been updated to agree with the AEP
11.0 Oil Spills and HazMat Incidents	
11.1 Introduction	Updated
11.2 Oils Spills and Hazardous Materials (HazMat) Incidents	Due to the response similarities for both types of incident, they have been combined into a single subsection in this location; an expanded description of the qualities unique to HazMat response is provided later in this section (11.5); Unified Command (UC) organization chart has been updated and replaced; descriptions of the duties and responsibilities of UC and the responsible party (RP) have been updated and expanded; 3 specific possible IMT organization charts have been deleted as unnecessary
11.3 Response Agencies	A new subsection has been added to provide descriptions of the agencies that will be responding for these incidents and the responsibilities they will assume
11.4 Spill Response Plans, Guides, Policies	A new subsection has been added to provide descriptions of and links to the plans that guide oil spill and HazMat release responses; this is a duplicate of information

Plan Promulgation, Adoption and Introduction

	found in Section 1 'Relationship to Other Plans and Policies' but it was determined that including it in Section 11 enhances the ease of use of the Plan; a description of the State response policy has been added; a discussion of the specific disaster declarations involved has been added
11.5 HazMat Incident Initial Response	This subsection has been added and describes the duties that may become the responsibility of the Fire Department and local Law Enforcement during the initial response
11.6 Site Control	This subsection has been added to describe the three Control Zones in a color coded table
12.0 Terrorism and Weapons of Mass Destruction (WMD) Incidents	
12.1 Introduction	Descriptions of Crisis Management and Consequence Management have been updated and reformatted into bullet points for better information flow
12.2 Terrorism/WMD Response Procedures	Procedure descriptions for Crisis and Consequence Management phases of response have been updated with current agency names; description of the UC structure has been expanded; responsibilities and duties of State DHS&EM and AST have been updated as needed
12.3 City Role in Terrorism/WMD Preparedness & Response	This subsection has been added to clarify the duties and responsibilities that may be required of the City during these incidents; the subsection provides an expanded description of possible types of terrorism acts and mitigation efforts the City may use for their prevention or minimization; actions the City can undertake to enhance preparedness are described; City response actions are described in a bullet pointed list as are City recovery actions
12.4 Roles & Responsibilities of Other Local, State and Federal Agencies	This added subsection describes the roles of State DOH, Kenai Fire Department, Kenai Police Department, area hospitals and the KPBSD in bullet pointed lists
12.5 WMD Emergency Decontamination	This added subsection describes the decontamination procedures that the City would undertake with detailed procedures, equipment requirements and issues included
12.6 WMD Triage and Treatment	This added subsection describes these aspects of the response using the acronyms SOAP and ASBESTOS to aid in remembering the steps
13.0 Post Incident Actions	
13.1 Introduction	This subsection has been updated to provide expanded descriptions of recovery actions and processes in bullet pointed lists
13.2 Damage Assessment	Expanded to include the 3 stages of Damage Assessment (Initial, Preliminary and Damage Survey Reports) and Damage Assessment procedures; detailed descriptions of the Phases and Priorities within each phase are provided in bullet pointed list format; enhanced the Individual/Private Damage subsection to clarify process
13.3 Post-Incident Evaluation	Updated to include FEMA recommended questions
13.4 Guidelines for Close-Out or Transfer of Command	This subsection was added to complete the action flow for Post Incident Actions; descriptions include a Briefings table indicating the information that needs to be provided by each section to the incoming IMT by the outgoing IC; a table provides Disaster Recovery Duties by Department/Agency; Debris Removal and Rebuilding are discussed in detail
13.5 Vital Facilities Restoration Priorities	This subsection has been added with a table showing types of service facilities (Communications, Facilities, Energy, Transportation, Equipment, Personnel and Water) and Prioritizes each aspect of those services
13.6 Community Healing Programs	This subsection reorganizes, updates and enhances information found in the old Plan for better flow
13.7 Disaster Recovery Assistance for Local Citizens	List of services has been enhanced and updated; difference between Disaster Recovery Centers (DRC - Federal) and Disaster Assistance Centers (DAC - State) has been defined
14.0 Resources and Contact Information	

Plan Promulgation, Adoption and Introduction

14.1 Introduction	This subsection has been expanded to include discussion and procedures for Purchasing & Contracting Authorization and Federal Reimbursement for Equipment Costs
14.2 City of Kenai Resource Ordering Procedures	In order to minimize funding, payment and reimbursement issues, this subsection has been added
14.3 Health and Emergency Medical Services	Descriptions of some provided services have been included; all tables showing contact information for providers have been reorganized and reformatted; Local Health and Emergency Medical Service increased from 2 providers to 9 providers; Agencies and Non-Profit Groups providers increased from 2 to 9; 3 Law Enforcement and Emergency Response Resources tables have been combined into a single table
14.4 Non-City Emergency Response Agencies & Resources	Tables have been updated, enhanced and reformatted
14.5 City of Kenai Emergency Response Resources and Capabilities	Tables have been reformatted to portrait orientation; tables have been updated and enhanced
14.6 Logistics Resources	All tables reformatted, updated and enhanced
14.7 Additional Support and Training Resources	All tables reformatted, reorganized, updated and enhanced
14.8 Resource Allocation	Subsection added 'with detailed discussion of 'Emergency Resource Allocation and Management' and Resource Allocation Priorities'; added a flow chart showing the 'Typical ICS Resource Ordering Process'
14.9 Whole Community	Subsection added to conform to FEMA recommendations and current practices
14.10 Volunteer Management	Subsection added to conform to FEMA recommendations and current practices
14.11 Volunteer Organizations	Subsection added to conform to FEMA recommendations and current practices; detailed discussion about KPB Community Emergency Response Teams (CERT), Alaska Voluntary Organizations Active in Disaster (AKVOAD), Alaska Amateur Radio Emergency Services (ARES), American Red Cross (ARC), Salvation Army, and Civil Air Patrol (CAP)
APPENDICES	
Appendix A: Sample Forms	Relocated sample forms from Section 14; updated Index of Forms; added hyperlinks to fillable FEMA forms; added numerous other forms commonly used during incidents; created a Post-Incident Evaluation Questionnaire for City IMT
Appendix B: Sensitive Information	The Fire Chief maintains the small amount of sensitive contact information currently available
Appendix C: Telephone Directory	Verified and updated telephone contacts; provided both alphabetic and 'by Agency' phone directories
Appendix D: Acronyms and Abbreviations	Updated as needed; added and deleted as needed, deleted Glossary from title since no Glossary is included
Appendix E: Qualified Personnel	New appendix added to provide a list of currently FEMA trained and qualified personnel to allow for efficient staffing during an incident

Plan Distribution List

The following personnel, positions, departments and agencies have copies of the City EOP. Copies of amended or changed pages will be provided by the Fire Chief or designee to the Plan Holders, as required in Section 1: Plan Management and Updates.

[illegible]

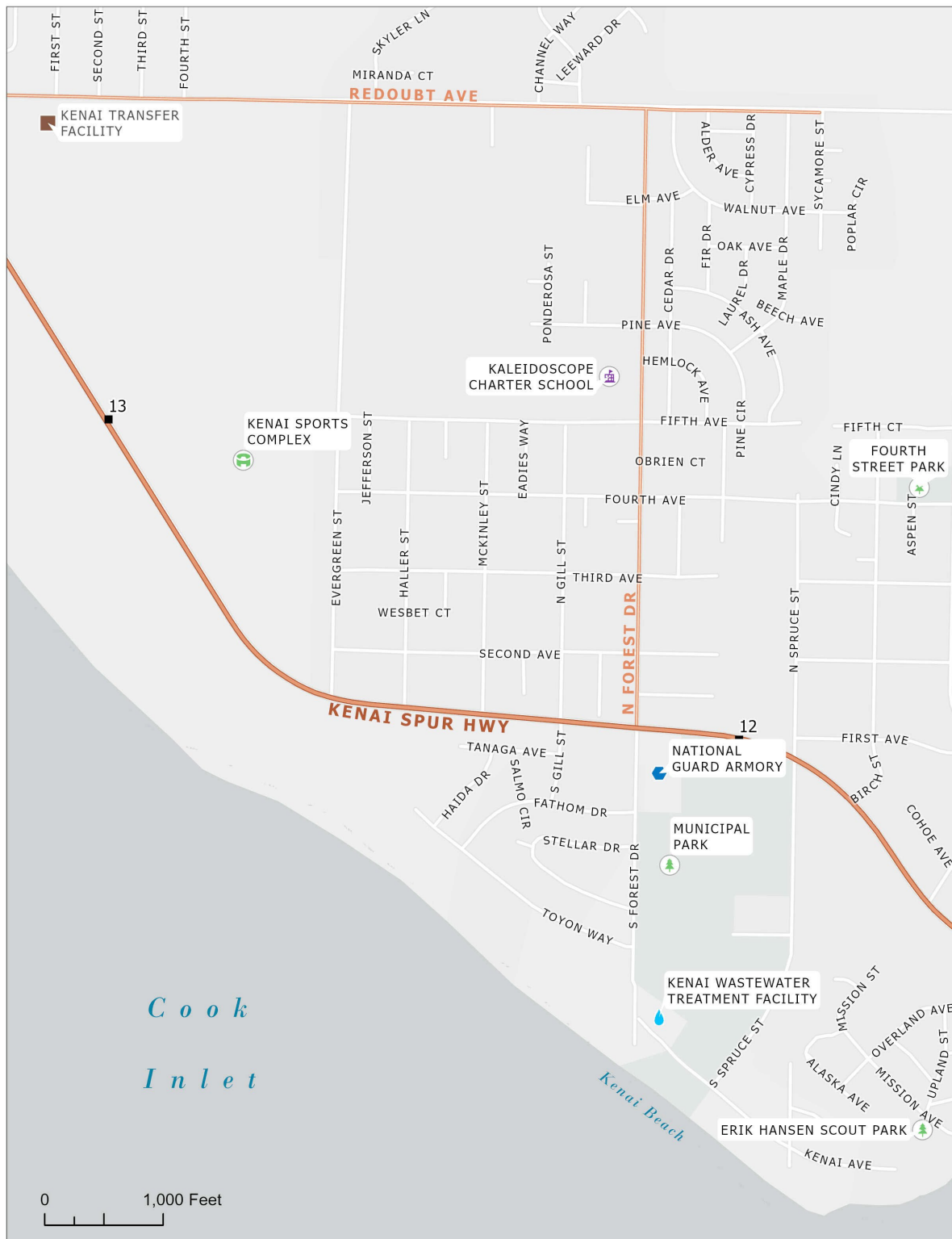
MAPS

Maps provided by Kenai Peninsula Borough GIS Department, produced by Celina Robinson, May 10, 2022. Imagery shown is from 2021.

- City of Kenai Overview Map with imagery
- City of Kenai Detail 1 (no imagery)
- City of Kenai Detail 2 (no imagery)
- City of Kenai Detail 3 (no imagery)



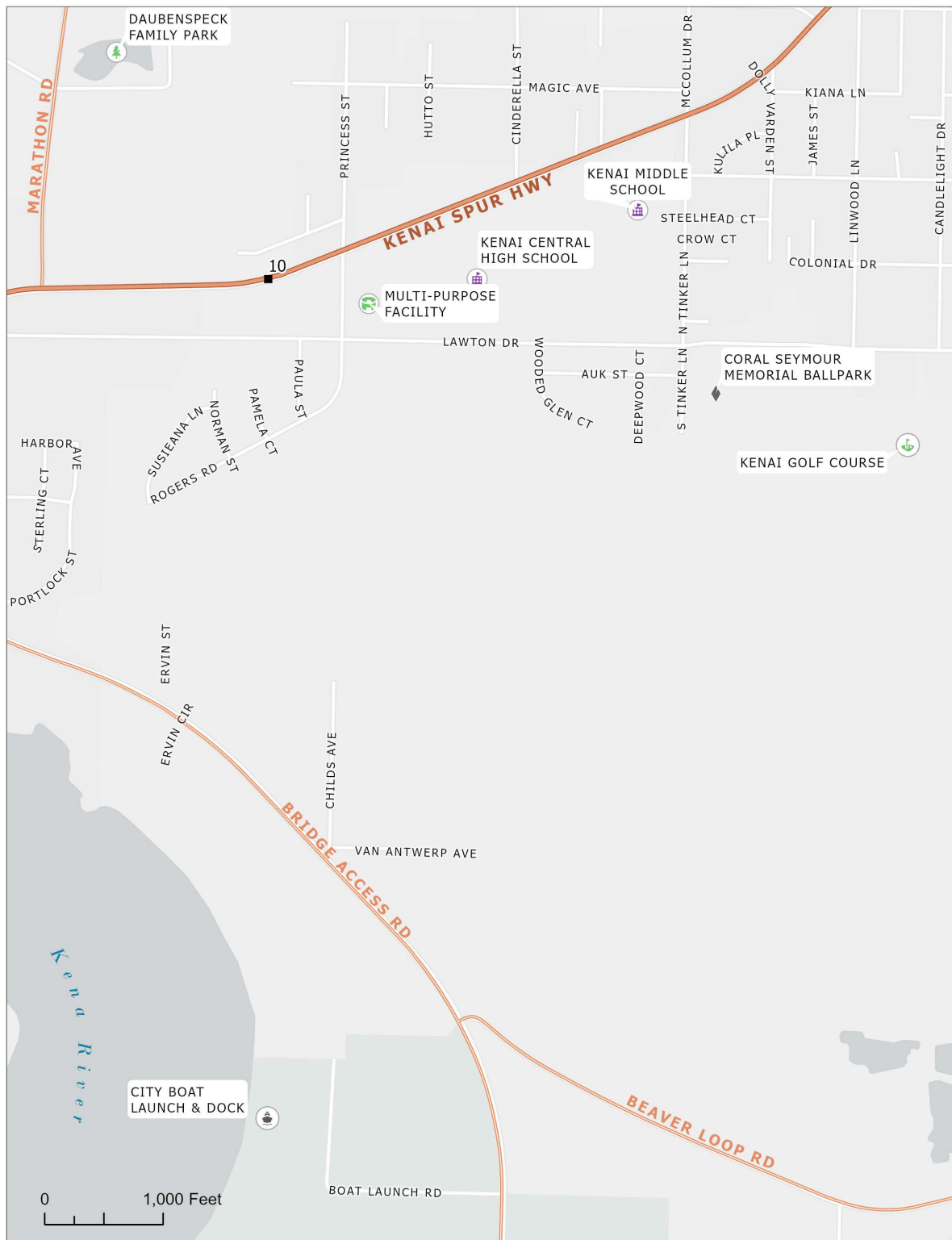
City of Kenai Overview with 2021 Imagery



City of Kenai Detail 1 (no imagery)



City of Kenai Detail 2 (no imagery)



City of Kenai Detail 3 (no imagery)

Section 1: Background and Overview

1.1 AUTHORITIES

City of Kenai

- Resolution 2022-58 by the City Council authorizing use of the Emergency Operations Plan (EOP) as revised
- Ordinance ____ - ____ (Emergency Procurement Authority) approved by the City Council
- Kenai Airport Emergency Plan: KMC Appendix Chapter 3.05 “Airport Manager Authority and Responsibility” and FAA Part 139
- 2022 City of Kenai “Emergency Operations Plan Letter of Promulgation”

Kenai Peninsula Borough (KPB)

- KPB Chapter 2.45 Office of Emergency Management
- KPB Ordinance 93-01 (replaces 2.44 Civil Defense with 2.45 Office of Emergency Management)
- KPB Ordinance 93-21 (formation of Hazardous Materials Response Team)
- KPB Ordinance 2006-03 (adopting National Incident Management System)
- KPB Ordinance 2020-38 (enacting KPB 2.45.050 adopting revised KPB EOP)

State of Alaska

- AS 26 Chapter 20 Homeland Security and Civil Defense
- AS 26 Chapter 23 Disasters
- AS 29 Chapter 25 Municipal Enactments (Emergency Ordinances)
- AS 29 Chapter 35 Municipal Powers and Duties (Emergency Disaster Powers)
- AS 46 Chapter 9 Hazardous Substance Release Control
- State of Alaska Emergency Operations Plan (2016, updated 2018)
- Alaska Regional Contingency Plan (August 2018, Version 1) and Alaska Inland Area Contingency Plan (March 2021, Version 2020.1)

Federal

- PL 81-920 (Civil Defense Act of 1950 as amended)
- PL 93-288 (Disaster Act of 1974)
- PL 96-342 (Improved Civil Defense 1980)
- PL 99-499 (Emergency Planning & Community Right-to-Know Act of 1986, SARA Title III)
- PL 109-295 (Post Katrina Emergency Management Reform Act)
- PL 109-308 (Pet Evacuation and Transportation Standards Act)
- HSPD-5 (Homeland Security Presidential Directive)
- National Contingency Plan (1994)
- National Response Framework (Fourth Edition, October 28, 2019)

1.2 MUTUAL AID AND INTER-JURISDICTIONAL AGREEMENTS

The following local, state and federal Mutual Aid, Cooperative, Inter-jurisdictional Agreements, Agency Plans and Standard Operating Guidelines or Procedures for purposes of disaster emergency management are an integral part of this plan and are hereby referenced:

Section 1 Background and Overview

Type	Date	Parties	Scope
MOU	October 2020	City, Nikiski Fire Service Area, Central Emergency Services	Auto aid agreement to provide fire protection and/or emergency medical services
MOA	March 2021	City, State of Alaska Division of Forestry	Cooperator agreement to provide fire response to wildland fires
MOU		City, KPB Office of Emergency Management	
Contract: Emergency Management Services	April 1997	KPB and City	Alternate Routing Answering Center, Updates to North Zone Emergency Response Plan
Interagency Cooperative Agreement	August 2001	KPB, Nikiski Fire Service Area, Central Emergency Service Area, Cities of Homer, Kenai, Seward, and Soldotna, and Alaska State Troopers	Establishes nine member 9-1-1 Advisory Board
Contract for Emergency Management Communications Services and Related Matters	2007	KPB and cities of Seward, Homer and Kenai	Cooperative agreement for cities to provide emergency 911 call system and dispatch within city boundaries. Compliance with Borough Strategic Plan and schedule for reimbursement by Borough for E-911 and related communications services

1.3 CITY OF KENAI/KPB OEM MASS CASUALTY AGREEMENT

The City maintains an agreement with KPB OEM to house a mass casualty trailer at the Kenai Airport. The agreement includes other off-site responses, current inventory and regular maintenance provisions. See Kenai Fire Chief for Appendix B: Sensitive Information.

1.4 EMERGENCY MANAGEMENT POLICIES

Community Preparedness

This Plan has been updated to support the National Preparedness Goal on a local level: “a secure and resilient nation (community) with the capabilities required across the whole community to prevent, protect against, mitigate, respond to and recover from the threats and hazards that pose the greatest risk”.

Emergency Response Priorities

The City observes the following response priorities, currently referred to by the acronym **LIPER**:

- Life Safety
- Incident Stabilization
- Property Conservation
- Environment Protection
- Recovery from Response Efforts

Section 1 Background and Overview

The City encourages all citizens to be prepared to remain self-sufficient for *at least* seven (7) days, should a disaster emergency occur.

Development and Updating of This Plan

Guidance for the development of this plan and future updates follows the guidelines provided by FEMA:

- Potential emergency scenarios have been established based upon Risk Assessments
- These Risk Assessments have resulted in the resource requirements and procedures detailed in this plan
- The plan seeks to provide consistent fulfillment of the City's performance objectives and to provide protective actions for life safety
- Updates to the plan are based on FEMA guidelines as provided in the Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans (Sept 2021, Version 3.0) and coordination with Borough and State agencies and their Plans

Purpose and Scope of This Plan

The City EOP serves to:

- Assign responsibility to carry out specific duties outside of routine responsibilities during an emergency situation
- Guide local scalable, flexible and adaptable response in situations where SOGs/SOPs are insufficient to handle an emergency
- Provide policy guidance and operational directives to coordinate and support local response activities
- Guide local responders in call-out and notification of outside agencies
- Promote local preparedness and first response while awaiting outside aid
- Promote self-sufficiency and encourage personal preparedness
- Provide local information and guidance about the City to supplement regional response by identifying resources available within the City or by agreement with other jurisdictions
- Identify and plan for the protection of the local population, including Special Populations
- Identify and plan for the protection of local property
- Set forth lines of authority and organizational relationships by identifying a City IMT consisting of representatives from City government, private industry and other emergency service organizations

General Policies

- Essential City services will be maintained, as conditions permit
- Access to emergency services shall not be denied based on race, color, national origin, religion, sex, age or disability
- Government entities implementing this Plan shall not be liable for injury, death or loss of property, except in cases of willful misconduct or gross negligence.

This Plan is concerned with types of emergency situations that may occur and accounts for preparation, response and recovery in a disaster emergency.

Section 1 Background and Overview

Community and Individual Readiness

Individual and family preparedness is the first step in successful disaster mitigation and response.

- Community members should remain well informed about local disaster risks
- Community members should remain well informed about local response plans and policies, including evacuation routes, shelters, mass-care facilities and shelter-in-place procedures
- When individuals and families cannot respond effectively, the City will aid in response to protect life and property from effects of hazardous events
- When an emergency exceeds the City's response capability, assistance will be requested from the Borough, State and Federal Government, dependent on size and severity.

Initial responsibility for disaster planning and response lies with individuals and heads of households. Community members assigned to emergency response should care for their families first. Visit www.FEMA.gov or www.KPB.US/emergency for family preparedness information.

1.5 LOCAL EMERGENCY MANAGEMENT

- This Plan is organized under the Incident Command System (ICS)
- City personnel positions are pre-identified for ICS positions
- Under the Plan concept, emergency functions of involved groups or individuals will generally parallel usual day-to-day functions
- It is important to maintain organizational continuity and assign familiar tasks to personnel. In large-scale disasters it may be necessary to draw upon people's basic capacities and use them in areas of greatest need
- Day-to-day functions that do not contribute directly to an emergency operation may be suspended for the duration of an emergency
- Local responders usually know the best use of resources in a disaster emergency in their community
- State response organizations will coordinate activities with local governments to render State aid in the most helpful manner
- Federal assistance should support local and State efforts, not substitute for them

1.6 DIRECTION AND CONTROL

Emergency Management Coordinator

The City Manager (or Designee) is the City Emergency Management Coordinator (EMC) with ultimate authority and responsibility for direction and control of local resources during an emergency. The EMC may serve as Incident Commander (IC) or may appoint an IC. Emergency Management succession of authority shall be: City Manager to Acting City Manager to Designee to Fire Chief to Police Chief.

The EMC will perform these functions:

- Advise Mayor/Council on nature of response and necessity of a Disaster Declaration to obtain additional resources

Section 1 Background and Overview

- Financial Planning and Management to meet immediate emergency Response and Control phases
- Financial Planning and Management to meet needs of the Recovery Phase
- With Legal Section, review proposed actions beyond immediate emergency response that may incur legal exposure to the City
- Liaison with outside agencies to facilitate acquisition of needed resources

Declaration of Local Disaster

The City Manager or Designee may deem City resources insufficient to meet the emergency and may declare a local disaster. *The Fire or Police Chief is the designated alternate with authority to declare a local disaster in the absence of the City Manager.* Once the City Manager or Designee has declared a City disaster, that person will:

- Ensure the Declaration is given prompt and general publicity
- Ensure a copy of the Declaration is filed promptly with the City Clerk.
- Ensure a copy is routed through KPB Office of Emergency Management (OEM) to State Department of Homeland Security & Emergency Management (DHS&EM) to be forwarded to the Governor
- Cooperate with the offices of the Governor and Borough Mayor to address disaster resources
- Obtain City Council consent if the Disaster Declaration is to be continued or renewed for more than seven (7) days
- Ensure any order or proclamation continuing or terminating a disaster is also filed with DHS & EM and the City Clerk.

A Disaster Declaration by the City Manager or Designee is required to access State and Federal disaster assistance and may expedite funding and procurement of local resources.

The Emergency Manager will serve as the community Emergency Coordinator as defined in AS 26.23.060(d) during a hazardous materials incident or release.

Disaster Declaration forms are included in [Appendix A](#)

Responsibility of Department Heads and Directors

This Plan requires every Department to maintain a state of readiness. Responsibilities include:

- Department Heads/Directors are responsible for:
 - Keeping Department Emergency Plans up-to-date and readily available to subordinate supervisors
 - Keeping emergency equipment properly maintained; remaining knowledgeable of government and private equipment resources and personnel to support operations in a major disaster
 - Training subordinate supervisors to carry out duties under response plans
- Department Heads/Directors are under the general direction and coordination of the EMC during disaster responses unless otherwise directed by the City Manager, but remain responsible for department personnel and resources.
 - Directions to personnel are through department chain of command
 - Use of department resources is in accordance with department policies and procedures, except when department personnel or equipment are assigned to another department's operation.

- Assignment of personnel, equipment or resources from one department to another can occur with consent of the departments or by direction of the City Manager.
 - When this assignment occurs, the IC is responsible for operational assignment and supervision of City personnel and equipment may be jointly shared

1.7 PHASES OF DISASTER EMERGENCY MANAGEMENT

Disaster Emergency Management planning can be divided into four (4) phases: Mitigation, Preparedness, Response, and Recovery. Though each phase has assigned tasks, the process is dynamic and interconnected. This plan addresses all four phases of Disaster Emergency Management, with a focus on Response.

Mitigation

- Mitigation actions take place prior to a disaster emergency
- Mitigation includes actions to prevent or eliminate a hazard or reduce potential for damage from a Disaster Emergency
- Mitigation actions include adoption of building codes, land use regulations and zoning. Special Identifications and routing requirements for movement of hazardous materials also represent mitigation actions
- The City participated in developing and updating the KPB Hazard Mitigation Plan (2019). Specific City mitigation information is included in [Annex C](#) of that Plan

Preparedness

- Preparedness actions are undertaken prior to an event to address events that cannot be mitigated or prevented
- Preparedness includes actions to plan, educate, equip and train citizens and government personnel to respond to local emergencies
- Preparation may include developing EOPs and exercises to test them. It may also include training in evacuation procedures and the purchase of equipment and supplies for disaster response.

Response

- Response actions generally occur during or immediately following a disaster event
- Response includes actions to save lives and protect property during a disaster
- Response may include Search and Rescue (SAR), fire suppression, evacuation, emergency feeding and sheltering
- Response may also include behind-the-scenes activities including activating disaster plans, opening and staffing an EOC

Recovery

- Recovery actions follow the immediate response actions and may be prolonged.
- Recovery includes processes required to return a jurisdiction to normal after an emergency and may occur concurrently with regular operations and activities
- Recovery can include reconstruction of roads and public facilities, securing financial aid for victims, offering community counseling and psychological support services and reviewing and analyzing response activities
- Recovery activities may also include mitigation efforts to prevent recurrence of or vulnerability to an event

1.8 LEVELS OF EMERGENCY RESPONSE

When a disaster requires coordinated response, the following tiered response-flow occurs.

Response begins with the first responder on-scene, and depending on the incident, may expand to include local, State and Federal and/or private sector responders, managers and resources.

First Responders

Routine incidents are usually managed by on-scene first responders (i.e. Fire, Police, EMS dispatched to deal with the emergency). A local emergency responder, usually the person-in-charge from the responding organization, acts as IC leading on-scene response efforts. The IC follows standard operating guidelines and requests appropriate additional assistance. **The Emergency Operations Plan (EOP) is NOT activated.**

Private Sector

In an emergency originating at a private facility or plant, the person-in-charge of the affected facility implements facility emergency response plans, activates its EOC, declares a facility emergency and communicates with City emergency response personnel to request assistance.

Depending on the type of incident, the local government's IMT and EOC may be activated to support a response at a private facility. A Unified Command (UC) will be formed consisting of a private sector facility representative and representatives of Local, State and Federal agency jurisdictions.

For certain incidents, such as fires and hazardous materials releases, local Emergency Response agencies may maintain IC to protect public health and safety. Likewise, if the private facility or organization responsible for the incident does not have planning or personnel in place to support a response, the City IMT and/or regional IMT and EOC may be selectively activated to support response operations.

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

Local

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

For more serious incidents, it may be necessary to activate the local IMT to establish the EOC, manage emergency operations, coordinate on-scene personnel and gauge the need for assistance from outside the City. The EOP is activated as needed to manage a multi-agency local response.

It is always better to call for assistance early. It is possible to scale back response but waiting too long to notify and/or request assistance means response time may not be quick enough to benefit the City.

Borough

The KPB OEM has plans and procedures in place to manage region-wide emergencies or incidents affecting local or tribal jurisdictions within the Borough.

Section 1 Background and Overview

The Concept of Operations outlined in the State of Alaska EOP, the [Alaska Regional Contingency Plan](#), and applicable area Contingency Plans identify the KPB as primary liaison between affected communities (local or tribal governments) and the State. The City IMT should coordinate closely with KPB OEM when seeking additional support.

State

When disaster response exceeds local capabilities, the City may request assistance from the State of Alaska. Typically, a request will route through KPB OEM. The State of Alaska intends to have direct contact with a local tribal government only in an unorganized Borough.

The State [EOP](#) provides guidance and direction for response to a variety of emergencies, except oil spills and hazardous chemical releases, which fall under the Regional and Area Plans. State Department of Homeland Security and DHS & EM is the lead State agency for emergency response, except for an oil spill or hazardous substance release, when ADEC becomes the lead State agency.

Wildland Fires: Alaska DNR Division of Forestry is lead agency.

Search and Rescue (SAR): Department of Public Safety (DPS) is the lead State agency.

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

The Governor's Disaster Policy Cabinet (DPC), consisting of select commissioners from Alaska's executive departments, may recommend the need for State or Federal disaster declarations. The DPC will indirectly consider input of the MAC group in making recommendations.

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

Multi-Agency Coordination (MAC) Group

MAC Groups are essential where Federal, State, Local and private sector agencies/organizations have significant statutory responsibility and/or vested interests.

The MAC Group consists of upper management from responsible agencies, organizations and jurisdictions supporting or impacted by the event. MAC Group representatives are fully authorized to represent and act on behalf of their parent organizations. The MAC Group accomplishes high-level interagency coordination and establishes policy decisions, objectives and priorities that drive the SEOC. Local MAC Group members provide direction to local ICs based on outcomes of MAC Group meetings.

Section 1 Background and Overview

During an oil spill response, the MAC Group may be replaced by a Regional Stakeholder Committee (RSC) which operates in a similar manner to the MAC.

Federal

When Federal agencies and resources are added to local response, coordination between local governments and Federal agencies is managed by DHS & EM for non-spill emergencies and by ADEC for oil and hazardous substance spills. During a response with Federal involvement, a Joint Field Office (JFO) may be established to coordinate response, dependent on incident. FEMA, under the US DHS is typically Federal lead in disaster. For oil spills and hazardous substance releases, Alaska has specific Plans addressing the incidents; See Section 11 (link). The National Contingency Plan (NCP) is the guiding policy document with EPA as lead for inland spills; the USCG is lead for spills in navigable waterways. Federal agencies involved in response will coordinate with other State agencies and local authorities.

Upon completion of Preliminary Damage Assessment (PDA) the FEMA Director will recommend to the President whether to declare an Emergency or Major Disaster.

The President will declare an Emergency or Major Disaster and appoint the Federal Coordinating Officer to serve as the President's representative to the disaster, leading Federal response and recovery efforts from the JFO. In a disaster not qualifying for a Presidential declaration, assistance may be available under statutory authorities of individual Federal agencies. The City may request assistance from appropriate agencies through the SEOC.

1.9 PLAN MANAGEMENT AND UPDATES

Plan Review Cycle

The EOP should be considered for review and amendment, as necessary, after the following events:

- A major incident
- A change in operational resources (e.g. policy, personnel, organizational structures, management processes, facilities, equipment)
- A formal update of planning guidance or standards
- A change in Mayor, City Manager or key positions within IC
- Each activation
- Major exercises
- A change in the local demographics or hazard or threat profile
- A change in the acceptability of various risks
- The enactment of new or amended laws or ordinances
- At least once every two (2) years

The Fire Chief is responsible for ensuring revisions are made and incorporated into all copies of the Plan.

Drills and Exercises

Drills, training and exercises are vital to determine EOP effectiveness. Plan testing helps ensure maximum readiness of community and regional emergency response organizations. This Plan includes a log of exercises and training:

Section 1 Background and Overview

- Exercises may include orientation seminars, tabletop drills and field exercises
- Orientation seminars may be meetings that overview contents of the Plan for the community
- Tabletop drills are useful in evaluating understanding of notification procedures and response actions.
- Field exercises are useful in teaching personnel to use certain types of response equipment, such as containment booms or skimmers for oil spill response

Participants and observers should evaluate training and exercises and identify EOP elements that need revision or update.

After critique of the test/exercise, the evaluating group should initiate needed changes to the basic Plan or Department SOP/SOGs or implementation procedures. This is an appropriate time to review and update other Plan information, e.g., personnel assignments, emergency telephone lists and resources.

Section 13 contains a Post-Incident Evaluation that may be used to evaluate drills or exercises.

Section 1 Background and Overview

Log of drills, exercises and training

Use this matrix to record information about City disaster response drills and exercises. [FEMA Homeland Security Exercise and Evaluation Program](#) may provide additional guidance. [Section 6](#) of this Plan provides recommended training.

Drill/Exercise Type & Date	Participation	Lessons Learned

Section 1 Background and Overview

1.10 RELATIONSHIP TO OTHER PLANS AND POLICIES

Regional, State and National Emergency Response Plans (ERPs) and policies shall be used in conjunction with this Plan, as appropriate.

Plans, Policies, Resources	Agency	Description
National Response Framework (2018)	U.S. Department of Homeland Security	National All-Hazard response plan; guides U.S. emergency response policies/procedures https://www.fema.gov/sites/default/files/2020-04/NRF_FINALApproved_2011028.pdf
National Incident Management System (NIMS) (Rev 2017)	U.S. Department of Homeland Security	Template supporting efficient, effective response in US https://www.fema.gov/emergency-managers/nims
National Contingency Plan (Amended 2021)	U.S. Coast Guard	Organizational structure-provides procedures to respond to discharges of oil and hazardous substances https://www.ecfr.gov/current/title-40/chapter-I/subchapter-J/part-300
National Infrastructure Protection Plan (Rev 2013)	U.S. Department of Homeland Security	National plan to protect U.S. critical infrastructure/resources https://www.cisa.gov/sites/default/files/publications/national-infrastructure-protection-plan-2013-508.pdf
Comprehensive Preparedness Guide 101: Developing and Maintaining EOPs (V32021)	FEMA	FEMA guidance document for developing and maintaining EOPs https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops-summary-changes.pdf
State of Alaska Emergency Operations Plan (Rev 2016)	Alaska Department of Homeland Security and Emergency Management	State Plan designed to ensure coordinated management of response to emergencies and disasters https://ready.alaska.gov/Plans/Documents/2018-SOA-EOP.pdf
State of Alaska All-Hazard Mitigation Plan (Rev 2018)	Alaska Department of Homeland Security and Emergency Management	Cooperative partnership of local gov't, DHS&EM, State & Federal agencies where Hazard Mitigation is discussed https://ready.alaska.gov/Plans/Documents
Alaska Regional Contingency Plan (2022)	Alaska Regional Response Team	A document containing information applicable to pollution response within Alaska. Written

Section 1 Background and Overview

		cooperatively by government agencies
https://dec.alaska.gov/media/10698/alaska-regional-plan.pdf		
Arctic and Western Alaska Area Contingency Plan (V2020.1, 2021)	Alaska Department of Environmental Conservation & USCG	An operations plan designed to be used in conjunction with agency-specific plans for oil spill response.
https://dec.alaska.gov/media/10703/arctic-western-plan.pdf		
Alaska Inland Area Contingency Plan	Alaska Department of Environmental Conservation and EPA	An operations plan designed to be used in conjunction with agency-specific plans for oil spill response.
https://dec.alaska.gov/media/22752/inland-area-plan.pdf		
DEC Disaster Response Plan (2018)	Alaska Department of Environmental Conservation	DEC responsibilities and procedures for assisting DHS&EM in responding to disaster emergencies to ensure cooperative assistance to local & tribal governments
https://dec.alaska.gov/media/5788/dec-disaster-response-plan.pdf		
State of Alaska Pandemic Influenza Plan (Rev 2020)	Multi-Agency	A plan intended to reduce impacts of an influenza pandemic
http://www.dhss.alaska.gov/dph/Epi/id/SiteAssets/Pages/HumanCoV/AKPanFluPlan_2020.pdf		
Kenai Peninsula Borough All-Hazard Mitigation Plan (Rev 2019)	KPB Office of Emergency Management	KPB All-Hazard Plan to minimize impacts of emergencies or disasters
https://www.kpb.us/images/KPB/PLN/PlansReports/2019_Kenai_Peninsula_Borough_Hazard_Mitigation_Plan.pdf		
KPB Emergency Operations Plan (Rev 2020)	KPB Office of Emergency Management	KPB guides for emergency response
https://www.kpb.us/images/KPB/OEM/EOP/EOPAll.pdf		
Kenai Peninsula Borough Community Wildfire Protection Plans (CWPPs)	KPB Office of Emergency Management	Local community plans for wildfire protection within the Wildland-Urban Interface (WUI)
https://www.kpb.us/emergency-mgmt/plans/cwpp		
Kenai Peninsula Borough All Lands/All Hands Action Plan (Rev 2018)	Multi-Agency	Interagency wildfire hazard mitigation plan to reduce community and individual vulnerability to wildfire hazards before they occur.

Section 1 Background and Overview

http://www.kpb.us/images/KPB/OEM/AHMP/Annexes/Annex_H_All_Lands_All_Hands_Action_Plan.pdf		
KPB Local Emergency Planning Committee (LEPC) Website	KPB LEPC	Borough's LEPC home page
https://www.kpb.us/emergency-mgmt/lepc/about-lepc		
KPB Community Emergency Response Team (CERT)	KPB OEM	Website with information for CERT training for volunteers in Kenai Peninsula communities.
CERT Home (kpb.us)		

Section 2: Disaster Preparation and Hazard Mitigation

2.1 Community and Individual Readiness

Information to assist individuals and families in preparing for emergencies is available from:

American Red Cross

1st Aid Manuals, Training Materials for Individuals & Communities

www.redcross.org

ARC Kenai Peninsula Office phone: (907) 232-2698

450 Marathon Rd, Floor 2, Kenai, AK 99611

FEMA www.fema.gov

KPB Office of Emergency Management

“Be Prepared” website: www.kpb.us/emergency-mgmt/oem/oem-home

Phone (907) 262-2097

City of Kenai All-Hazard Mitigation Plan

The KPB developed an All-Hazard Mitigation Plan to fulfill the FEMA requirement under The Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Act), Section 322, Mitigation Planning enacted by Section 104 of the Disaster Mitigation Act of 2000 (DMA) (P.L. 106-390).

The Disaster Mitigation Act of 2000 (DMA 2000), Section 322 (a-d), as implemented through 44CFR Part 201.6 requires local governments, as a condition of receiving federal disaster mitigations funds, have a mitigation plan that describes the process for identifying hazards, risks and vulnerabilities, identifying and prioritizing mitigation actions, encouraging development of local mitigation and providing technical support for those efforts.

KPB Ordinance 2020-16 adopted the 2019 updated City of Kenai All-Hazard Mitigation Plan, replacing Annex C to the KPB All-Hazard Mitigation Plan. It identifies hazards, establishes community goals and objectives, and develops mitigation strategies and activities appropriate to the City.

City of Kenai All-Hazard Mitigation Plan is available through KPB OEM. (907) 262-4910

Online: www.kpb.us/emergency-mgmt/plans/ahmp

In accordance with the 2019 update to the City All-Hazard Mitigation Plan, response checklists are now included in Section 3 of this Plan for:

- Oil/Hazardous Materials Release
- Terrorism/Weapons of Mass Destruction
- Transportation Accident
- Energy Shortage/Interruption

A new response checklist for Pandemic and Health Emergency has been developed and included in this Plan.

Section 3: Response Actions and Checklists

3.1 INTRODUCTION

This section is a starting point for organizing a disaster response. It uses simplified checklists to aid local response and identify circumstances and scales of disasters where outside assistance may be necessary:

- While the Emergency Operations Plan (EOP) is designed to promote the highest level of self-sufficiency in City disaster response, there will always be circumstances where Borough, State or Federal resources will be needed to support response
- There will be certain disasters where the scale is such that multiple communities are affected and a coordinated regional response will be necessary

It is better to call for assistance early. It will be possible to scale back but waiting too long may delay response too much to benefit the City.

3.2 HAZARD SPECIFIC RESPONSE CHECKLISTS

Checklists are organized by hazard, focus on special planning needs and regulatory issues generated by hazards and identify agency contacts for assistance in each case:

- Notifications
- Protective actions
- Special and unique response procedures
- Emergency public information
- Other response needs generated by a particular hazard.

These are guidelines. All actions may not be appropriate in every situation. Responders and emergency personnel should use good judgment and common sense when carrying out the actions in this Plan.

How to Use Checklists

- Checklist actions are organized by response phase: warning, response and recovery. For some incidents, like earthquakes, no warning will occur.
- For each response phase, the checklist identifies response actions, general actions or activities that may be necessary during the type of incident.
- For each response action, there is an assigned responsibility indicating which IMT position or division is most likely to carry out an action. Assignments presume an IMT has been or is being established. These are guidelines and should be adapted to meet incident needs based on the IMT level established. An IMT organization chart is in Section 6.
- City departments, State and Federal agencies and others who may provide aid or guidance during an incident are listed in the **Contacts** column. Phone numbers are listed alphabetically in Appendix C.
- A list of acronyms is available in [Appendix D: Acronyms and Abbreviations](#)

Response Considerations

Section 3 Response Actions and Checklists

Several factors and conditions can impact emergency response and management, particularly in Alaskan communities. These considerations relate to implementing response actions recommended in this EOP:

- Seasonal variations in weather and daylight may significantly impact response
- Significant inefficiency may occur in winter when cold, snow, short days and high winds may make certain response tasks unsafe or not feasible
- Field personnel should always be deployed in pairs or teams
- Utilize check-in procedures (radio and telephone) to monitor field unit safety
- Incident objectives should always begin with: "Safety of responders and the public..."

EOP response actions are guidelines. City employees, emergency and IMT personnel must always use best judgement in performing potentially dangerous actions.

3.3 Response Checklists

Hazards Included In Checklists

Based on information in the City, KPB and State Hazard Mitigation Plans, the following hazard-specific response checklists are included in this Plan:

Checklist	Page
<u>Aircraft Accident</u>	18
<u>Coastal Storm Surge/Erosion</u>	20
<u>Earthquake</u>	22
<u>Energy Shortage/Interruption</u>	25
<u>Extreme Weather</u>	27
<u>Flood</u>	29
<u>Oil Spill/HazMat Release</u>	32
<u>Pandemic/Health Emergency</u>	34
<u>Terrorism/WMD</u>	37
<u>Transportation Accident</u>	40
<u>Tsunami</u>	42
<u>Volcano</u>	45
<u>Wildland Fire</u>	48

Section 3 Response Actions and Checklists

AIRCRAFT ACCIDENT CHECKLIST (see also Airport Emergency Plan Checklist)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Before an accident happens or if threat exists	Familiarize personnel with the Airport Emergency Plan (AEP)	All personnel	Kenai Airport Manager
	Establish mutual aid agreements; Fire Chief meeting periodically with parties to review readiness and understanding	Airport Manager KFD Chief	Kenai City Manager Kenai Fire Department
	Activate IMT, establish EOC if warranted by threat	IC	Kenai Police Department
	Evaluate resource needs and emergency equipment that may be required	Planning Logistics	KPB OEM
	Establish resource tracking	Logistics	National Weather Service (for weather forecasts)
	Establish cost accounting system	Finance	
	Keep record of actions taken and resources used	All personnel	
AIRCRAFT ACCIDENT CHECKLIST (see AEP Checklist)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Accident is occurring	Review Warning checklist	All Personnel	Kenai Airport Manager
	If not already activated, Activate IMT, establish EOC	IC	Kenai Fire Department
	Alert No. 1: This state of alert indicates an aircraft is approaching the Airport with minor difficulties; Fire Department stages at Ops Facility; see AEP for detailed response actions	Operations	Kenai Police Department PIO
	Alert No. 2: This state of alert indicates an aircraft is approaching the Airport with major difficulties; ARRF rescue personnel stage at predetermined taxi way to best accommodate approaching aircraft; additional responders stage at Ops Facility; KPD secures entry gate(s) and maintain crowd control; see AEP for detailed response actions	Operations Security Branch Airport Manager	KPB OEM FAA NTSB USPS if applicable
	Alert No. 3: This state of alert indicates an aircraft has been involved in an accident on or near the airport; KFD initiates Phase 1 Disaster Plan (Annex to AEP),	Operations Medical Division Security Branch	

Section 3 Response Actions and Checklists

	extinguishes fires, assists in rescues; EMS assists in recues, triages and treats as necessary, transports injured persons; KPD maintains crowd control, secures main entry gate, Dispatch notifies agencies and individuals per Phase 1 Disaster Plan; see AEP for detailed response actions		
	Hazardous Materials Release involved in incident: See AEP Phase I and II Disaster Plan Annexes to AEP	Operations	
	Notify nearest FAA and NTSB	Airport Manager	
AIRCRAFT ACCIDENT CHECKLIST (see also AEP Checklist)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Aircraft or airport incident has occurred	Review Warning and Response checklists	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Facilitate debris clearance when permitted	Operations	
	Repair and reopen airport to normal operations As soon as possible	Airport Manager	
	See AEP for detailed response actions	All affected personnel	

Section 3 Response Actions and Checklists

COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of Coastal Erosion exists	Activate IMT, establish EOC	IC, Logistics	Kenai City Manager
	Identify areas at risk	IC	KPB OEM
	Evaluate need for evacuation, relocation and sheltering	IC	National Weather Service (for weather forecasts)
	Identify safe areas suitable for relocating evacuees	Planning	ADOT&PF Central Region Maintenance (if roadways are threatened)
	Determine whether roadways or transpiration facilities are at risk	Planning	
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	Kenai Police Department Kenai Fire Department
	Inventory heavy equipment for use in response & recovery	Logistics	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response	Logistics	
	Establish resource tracking	Logistics	
	Establish cost accounting system	Finance	
	Keep record of actions taken and resources used	All personnel	
COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Coastal Erosion is occurring.	Review Warning checklist	All Personnel	Kenai Police Department (relocation)
	Establish a watch/observation system for erosion progression	Planning	AST (Soldotna post)
	Issue evacuation orders as needed	IC	DHS&EM (disaster relief)
	Facilitate relocation of displaced residents	Planning	American Red Cross (disaster relief & relocation/sheltering)
	Account for all persons in affected area	Operations	
	Establish Disaster Help Center(s), if necessary	Logistics	Salvation Army (disaster relief)
	Secure evacuated areas	Operations	
	Estimate extent of damage	Planning	
	If conditions warrant, declare a local disaster emergency and request state declaration of disaster emergency	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

COASTAL STORM SURGE/EROSION CHECKLIST			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Coastal erosion has occurred	Review Warning and Response checklists	All Personnel	Ensure that all organizations listed under WARNING and RESPONSE phases have been notified, as appropriate.
	Coordinate recovery activities with State and Federal relief agencies	IC	
	Reevaluate zoning ordinances and setback policies	Planning	
	Identify safety hazards and undertake corrective action	Safety Officer	
	Facilitate debris clearance	Operations	
	Work to restore damaged utilities, transportations systems and port facilities, if any	Operations	
	Arrange for emergency housing if needed	Planning	
	Establish disaster aid centers to process applications for the rehabilitation of individuals and families	Logistics	
	Establish Community Helping Program, if needed.	Liaison	
	Develop monetary damage estimates for disaster declaration	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions.	

Section 3 Response Actions and Checklists

EARTHQUAKE CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Earthquake is occurring or immediately following occurrence	Activate IMT, establish EOC	IC, Logistics	Kenai City Manager
	Establish resource tracking	Logistics	Kenai Fire Dept.
	Establish cost accounting	Finance	Kenai Police Dept. (relocation)
	Develop, coordinate disseminate public information and alerts for current and ongoing efforts	PIO	AST (Soldotna Post)
	Warn public of the dangers of weakened or collapsing buildings	Operations (LE, Fire), PIO	CPH (human health risks)
	Inventory heavy equipment for response and recovery	Operations (public Works) Logistics	Alaska Dept. of Public Health (human health risks, fatalities)
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics	Alaska Tsunami Warning Center
	Evaluate need for evacuation, relocation and sheltering	IC	DHS&EM (disaster relief)
	Issue evacuation orders as needed	IC	FEMA (disaster relief)
	Facilitate relocation of displaced and/or evacuated persons	Planning	America Red Cross (disaster relief, relocation, sheltering)
	Secure evacuated areas	Operations (LE)	Salvation Army (disaster relief)
	Restore essential public utilities and facilities	Operations (Public Works)	Medical Examiner (fatalities)
	Control fires and HazMat release.	Safety (KFD)	Neighboring Communities
	Maintain public order and crowd control	Operations (LE)	Ensure all organizations listed under RESPONSE phase has been notified.
	Account for all persons in community	Operations (LE)	
	Establish shelters	Logistics	
	Establish safe site for emergency medical care and arrange for medical evacuations	Operations (Medical)	
	Keep records of actions taken and resources used	Planning	
	Establish system to account for field personnel	Operations Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	Estimate extent of damage	Operations	

Section 3 Response Actions and Checklists

	If warranted, declare a local disaster and seek State declaration of disaster emergency	IC, Emergency Manager or Designee	
EARTHQUAKE CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Earthquake has occurred	Review Response checklist	All personnel	
	Coordinate recovery efforts with State and Federal relief agencies	IC	
	Facilitate debris clearance	Operations (Public Works)	
	Restore damaged utilities and transportation systems (airport, roads, port facilities)	Operations (Public Works, Airport, Harbor)	
	Assess critical infrastructure for safety of operations/occupants	Operations Safety Officer	
	Arrange emergency housing as needed	Planning	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families.	Planning	
	Survey safety hazards, begin corrective action; include health and sanitation survey and disease prevention measures.	Operations Safety Officer	
	Request AST, American Red Cross to activate designated temporary morgues. Consult Airport Emergency Plan (AEP) for facility locations	IC, Operations	
	Arrange handling and ID of fatalities; arrange mental health support services.	Operations (Medical) Planning	
	Disseminate public information on ongoing hazard and relief efforts	PIO	
	Continue to restore and maintain essential public utilities and facilities	Operations (Public Works)	
	Establish Community Healing Program as needed	Liaison	
	Perform damage assessments	Operations	
	Provide dollar value to support request for disaster assistance	Finance	
	Complete and submit reports & paperwork to proper agencies.	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

		IC, with input from all positions	
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WARNING

Earthquakes occur without sufficient warning for preparation. A strong earthquake whose epicenter is a short distance away may generate a local tsunami. The tsunami could reach coastal areas before warnings are issued. Historically, tsunamis have reached heights of 100 feet or more, surging up to one mile inland. Coastal areas are considered to have a local tsunami hazard potential. (See the Hazard Response Checklist for Tsunamis in this section.)

Section 3 Response Actions and Checklists

ENERGY SHORTAGE/INTERRUPTION CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of an Energy Shortage or Interruption Exists	Activate IMT, establish EOC	IC, Logistics	Kenai City Manager
	Identify areas at risk	IC	Kenai Police Dept.
	Estimate possible consequences	IC	KPB OEM
	Establish and maintain contact with other affected areas	IC	AST (Soldotna Post)
	Coordinate with State and Federal agencies.	IC	Homer Electric Association
	Establish resource tracking	Logistics	Public Works (water/sewer)
	Establish cost accounting	Finance	
	Alert public utilities and review emergency shutdown procedures.	Operations (Public Works)	
	Inventory heavy equipment for use in response and recovery	Operations (Public Works)	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics	
	Estimate nature and scope of assistance required by City and threatened utilities.	Planning	
	Keep records of actions taken and resources used	Planning	
	Establish system to account for field personnel	Operations Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	
ENERGY SHORTAGE/INTERRUPTION CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Energy Shortage or Interruption is Occurring	Review Warning checklist.	All personnel	DHS& EM (disaster relief)
	Determine extent of interruption	Operations	FEMA (disaster relief)
	Evaluate need for evacuation, relocation and sheltering	IC	
	Account for all persons	Operations (LE), Safety Officer	American Red Cross (disaster relief, relocation, sheltering)
	Activate shelters or locate emergency housing for evacuees	Planning, Logistics	
	Issue evacuation orders as needed	IC	KPBSD

Section 3 Response Actions and Checklists

	Facilitate relocation of displaced and/or evacuated persons	Planning	
	Secure evacuated areas	Operations (LE)	
	Arrange emergency and backup power for critical services	Operations (Public Works)	
	Develop energy conservation plan and coordinate with other jurisdictions	Planning	
	Identify potential “back-up” fuels, like firewood, and plan for allocations	Planning	
	Prepare for issues like inactive traffic signals, streetlights, heating problems, low water pressure	Operations (LE, Public Works)	
	Provide special assistance to low income and homeless as needed	Planning, Liaison Officer	
	As warranted, declare a local disaster and seek State disaster declaration	IC, Emergency Manager or Designee	
ENERGY SHORTAGE/INTERRUPTION CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Energy Shortage or Interruption has occurred	Review Warning and Response checklists	All personnel	Ensure all organizations listed under Warning and Response phases have been notified as appropriate
	Coordinate recovery activities with State and Federal relief agencies	IC	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning	
	Establish priorities for utility restoration	Operations	
	Restore essential public utilities and facilities	Operations (Public Works)	
	Perform damage assessments	Operations	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports & paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

EXTREME WEATHER CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of Extreme Weather or High Winds exists	Confirm forecasts with National Weather Service	IC	Kenai City Manager
	Identify areas at risk	IC	AST (Soldotna Post)
	Activate IMT, establish EOC	IC, Logistics	AKDOT&PF Central Region Maintenance
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	Kenai Police Dept.
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response	Logistics	American Red Cross (relocation)
	Inventory heavy equipment for snow removal, response and recovery	Operations (Public Works), Planning	National Weather Service (forecasts)
	Assess fuel levels; initiate conservation program as needed	Operations (Public Works), Planning	
	Check generators and alternative backup power	Operations (Public Works)	
	Establish resource tracking	Logistics	
	Establish cost accounting	Finance	
	Keep records of actions and resources used	Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	EXTREME WEATHER CHECKLIST (Risk is High)		
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Extreme Weather is occurring NOTE: Response & Recovery phases may be simultaneous, as the response period is usually very brief for a Tsunami	Review Warning checklist	All personnel	ADNR Forestry (fire risk)
	Evaluate need for evacuation, relocation and sheltering	IC	CPH (injury, death)
	Issue evacuation orders as needed	IC	DHS&EM (disaster relief)
	Facilitate relocation of displaced and/or evacuated persons	Planning	FEMA (disaster relief)
	Secure evacuated areas	Operations (LE)	American Red cross (disaster relief, relocation, sheltering)
	Account for all persons in affected areas	Operations (LE), Safety Officer	Salvation Army (disaster relief)
	Activate shelters for those without heat or essential shelters	Planning	
	Maintain communications with State and Federal response agencies	IC	
	Inform EMS and hospital of injuries	Safety Officer, Operations (Medical	
	If warranted, declare local disaster, seek state disaster declaration	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

EXTREME WEATHER CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Extreme Weather has occurred	Review Warning and Response checklists	All personnel	Ensure all organizations lied under Warning and Response phases have been notified as appropriate
	Coordinate recovery activities with State and Federal relief agencies	IC	
	Provide Storm Damage Report for forwarding to NWS	IC, Emergency Manager or Designee	
	Identify safety hazards; begin corrective actions	Operations	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Logistics	
	Arrange snow and debris clearance	Operations (Public Works)	
	Restore essential public utilities and facilities	Operations (Public Works)	
	Perform damage assessment	Operations	
	Establish Community Healing Programs as needed	Liaison	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports and paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

FLOOD CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of a Flood exists	Activate IMT, establish EOC	IC	Kenai City Manager Kenai Fire Dept. Kenai Police Dept. ADOT&PF Central Region Maintenance (road threats) KPB OEM Army Corps of Engineers National Weather Service (rain forecasts) USGS Stream Flow Data https://waterdata.usgs.gov/nwis Category: "Current Conditions" Geographic Area: "Alaska"
	Receive and evaluate forecasts & predictions	IC	
	Identify areas, facilities, infrastructure at risk	IC	
	Develop estimates: <ul style="list-style-type: none">Anticipated flood levels and timelineAreas at riskHow much warning time will elapseWhat can be done to eliminate obstructions and aid run-off in streams	IC	
	During winter, monitor potential for river ice jams and potential local stream flooding	IC	
	Evaluate status of existing flood control devices and barriers	Operations (Public Works)	
	Evaluate need for evacuation, relocation and sheltering	IC (KPD)	
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics	
	Inventory heavy equipment, vehicles and vessels to support response	Operations (Public Works, Logistics)	
	Establish resource tracking	Logistics	
	Establish cost accounting	Finance	
	Keep records of actions and resources used	Planning	
	Establish system to account for field personnel	Operations, Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
FLOOD CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
	Review Warning checklist	All personnel	

Section 3 Response Actions and Checklists

Response Phase: Flood is Occurring	Establish watch/observation system for flood progression or recession	Operations, Planning	Kenai Police Dept. Kenai Fire Dept. AST (Soldotna Post)
	Limit travel/recreation in affected areas	Operations (LE), Safety Officer	DHS&EM (disaster relief)
	Conduct reconnaissance, search and rescue in flooded areas	Operations (KFD)	FEMA (disaster relief)
	Account for all persons in affected areas	Operations, Safety Officer	American Red Cross (disaster relief, relocation, sheltering)
	Establish shelters as needed	Logistics	Salvation Army (disaster relief)
	Issue evacuation orders as needed	IC	
	Facilitate relocation of displaced and/or evacuated persons	Planning	
	Secure evacuated areas	Operations (LE)	
	Inform EMS and hospitals of injuries	Operations (Medical), Safety Officer (KFD)	
	Estimate extent of damage	Operations, Planning	
	As warranted, declare local disaster, seek State disaster declaration	IC, Emergency Manager or Designee	
FLOOD CHECKLIST (Risk = High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Flood has Occurred	Review Warning and Response checklists	All Personnel	Ensure all organizations listed under Warning and Response phases have been notified as appropriate
	Coordinate recovery activities with State and Federal relief agencies	IC	
	Identify safety hazards and take corrective action including health, sanitation and disease prevention	Operations (LE), Safety Officer	
	Facilitate debris clearance, especially culverts/drainage areas	Operations (Public Works)	
	Restore essential utilities and transportations systems (airstrips, roads, ports)	Operations (Public Works)	
	Arrange emergency housing as needed	Planning	
	Establish disaster aid center(s) to process applications to rehabilitate families and individuals	Planning, Logistics	
	Establish Community Healing Programs as needed	Liaison	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports and paperwork to proper agencies	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

	Perform incident critique	IC with input from all positions	
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IF FLOOD WARNING TIME IS EXTREMELY LIMITED:

Use procedures in Alert and Warning Section to notify public to evacuate and where to go to. Evacuate low-lying areas first, starting with homes and other buildings nearest approaching water. Work towards Safe Area. Use evacuees to help move others as they move along.

Section 3 Response Actions and Checklists

OIL SPILL/HAZMAT RELEASE CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Oil, Spill or Hazardous Materials release is occurring	Activate IMT, establish EOC	IC, Logistics	City Manager
	Assess situation, determine type of release, approximate size, weather factors, etc.	IC	Kenai Fire Dept.
	Secure area where release occurred	Operations (LE), Safety	Harbor Master (vessel/port spill)
	ID materials involved; find info on labels, shipping papers	IC, Safety Officer	CPH (health risks)
	If safe to do so, stop leak and initiate containment	IC, Operations (Fire/HazMat)	National Response Center
	Establish resource tracking	Logistics	ADEC (report spill)
	Establish cost accounting	Finance	Alaska Chadux (oil spill cleanup)
	Evaluate location of emergency equipment, fuel and medical supplies to provide most efficient response. Relocate if warranted	Logistics	CISPRI (oil spill cleanup)
	Keep records of actions taken and resources used	Planning	Alyeska SERVS (oil spill cleanup)
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	USCG MSD Kenai
	Evaluate need for evacuation, relocation and sheltering	IC	CHEMTREC
	Activate shelters or locate emergency housing for evacuees	Planning, Logistics (Shelter)	Call 800# on Bills of Lading
	Issue evacuation orders as needed	IC	
	Facilitate relocation of displaced and/or evacuated persons	Planning	
	Secure evacuated areas	Operations (LE)	
	Inform EMS and hospitals of actual or potential injuries	Operations (LE), Safety	
	Monitor public health and safety; respond to developing hazards	Operations (Fire/EMS/HazMat), Safety Officer	
	Restore, maintain essential services	Operations (Public Works)	
	As warranted, declare local disaster, seek State disaster declaration	IC, Emergency Manager or Designee	
	Establish system to account for field personnel	Operations, Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	Refer to proper Facility Response Plan (FRP), Vessel Response Plan	All personnel	

Section 3 Response Actions and Checklists

	(VRP) or if no plan exists, Regional and Area Plans		
OIL SPILL/HAZMAT RELEASE CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Oil Spill or Hazardous Materials release has occurred	Review Response checklist	All Personnel	Ensure all organizations listed under Response checklist phase have been notified as appropriate
	Ensure all hazardous materials have been disposed of or neutralized	Operations (Fire/HazMat), Safety Officer	
	Identify safety hazards and begin corrective action	Operations (Fire/HazMat), Safety Officer	
	Perform post-incident cleanup, restore damaged utilities and transportation systems	Operations (Public Works)	
	Coordinate recovery activities with State and Federal relief agencies	IC	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning	
	Establish Community Healing Programs as needed	Liaison	
	Perform damage assessments	Operations	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports & paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

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

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

ALASKA DEPARTMENT OF ENVIRONMENTAL CONSERVATION (ADEC) (Outside business hours call: 1-800 478-9300)

Alaska law requires oil and hazardous substance releases be reported to ADEC. During normal hours, call or fax completed spill report forms to the nearest ADEC Area Response Team. Only trained responders with Hazardous Materials Certifications should participate in tactical oil spill response operations.

Central Response Team: Phone: 1-907-269-3063 FAX: 1-0907-269-7648

CONTINGENCY PLANS

Refer to Alaska Regional, Arctic & Western Alaska and Alaska Inland Contingency Plans for additional information on organizing for Oil Spill and Hazardous Materials Response and response strategies and additional notification information.

Section 3 Response Actions and Checklists

PANDEMIC/HEALTH EMERGENCY CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of Pandemic or Health Emergency exists	Consult with public health and medical experts to determine potential scope of event; consult CPH for hospital response capability	IC	Kenai City Manager
	Monitor event progression	IC	Kenai Police Dept.
	Activate IMT, establish EOC; plan for significant staff shortages	IC, Logistics	Kenai Fire Dept.
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	KPB OEM
	Evaluate location and amount of emergency equipment, fuel, and medical supplies (including PPE) to provide most efficient response	Logistics	State DOH (Public Health)
	Assess IT capability to ensure it can accommodate remote work arrangements if needed	Operations, Planning, Logistics	City of Kenai IT Department
	Establish or review pandemic policy for employees; ensure employees are educated on policy	IC, Operations, Planning	
	Identify critical facilities and supplies that must stay operational and available.	IC, Planning, Logistics, Operations	
	Identify backups for critical positions to accommodate staff shortages caused by infection or exposure; cross-trained staff provides a larger resource to handle multiple positions and critical operations	IC (City Manager), Planning	
	Establish resource tracking	Logistics	
	Establish cost accounting	Finance	
	Keep records of actions and resources used	Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	Initiate enhanced sanitation procedures	Logistics, Operations	
	Identify the lead agency that will provide health and medical support to individuals with disabilities and others with access or functional needs.	IC, Emergency Manager or Designee, Planning	

Section 3 Response Actions and Checklists

PANDEMIC/HEALTH EMERGENCY CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Pandemic or Health Emergency is occurring	Review Warning checklist	All personnel	CPH (injury, death)
	Protect employee health by following established protocols from Public Health, CDC or other State agency; keep staff informed	IC, Planning, Operations	Kenai Fire Dept. Public Health Dept.
	Determine if limiting or controlling access to public facilities is warranted; notify public of any closures or limitations	IC, PIO	DHS&EM (disaster relief) FEMA (disaster relief)
	Provide public information on safety protocols and testing locations	IC, PIO	American Red cross (disaster relief, relocation, sheltering)
	Evaluate need for testing and quarantine; issue or implement quarantine or shelter-in-place orders as needed	IC, Planning, Operations, PIO	Salvation Army (disaster relief)
	Provide quarantine facilities as needed	Planning, Logistics, Operations	
	Work with health care providers to ensure adequate testing facilities are available	Planning, Logistics, Operations	
	Evaluate economic effects; provide fast and efficient dispersal of relief funding	IC, Finance	
	Evaluate supply availability for community; provide relief where possible	Logistics, Operations, Safety Officer	
	Maintain communications with State and Federal response agencies	IC, Liaison, Planning, Logistics	
	Maintain communications with hospital and medical facilities	Safety Officer, Liaison, Operations (Medical)	
	Establish procedures for receiving, storing and distributing medical countermeasures such as vaccines	Planning, Logistics, Operations	
	Provide policy for dealing with medical surge capacity if it is reached.	Planning, Logistics, Operations	
	If warranted, declare local disaster, seek state disaster declaration	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

PANDEMIC/HEALTH EMERGENCY CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Pandemic or Health Emergency has occurred or is decreasing	Review Warning and Response checklists	All personnel	Ensure all organizations listed under Warning and Response phases have been notified as appropriate
	Reopen access to public facilities; may be a phased process based on infection rates	IC, Planning, Operations	
	Coordinate recovery activities with Borough, State and Federal relief agencies	IC, Planning, Finance, Logistics, Operations	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning, Logistics, Finance, Operations	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports and paperwork to proper agencies	IC, Emergency Manager or Designee	
	Identify measures that can increase community resilience for future pandemics	IC, Planning	
	Identify gaps in response or new issues by reviewing policies and procedures; begin corrective actions	IC, Planning, Operations	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

TERRORISM/WMD CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of a Terrorist Attack exists	Investigate threats through local, State and Federal LE channels. Identify: <ul style="list-style-type: none"> • Type of threat • What areas will be impacted and to what extent • How much warning time will elapse • Measures that can be taken to mitigate possible effects 	IC with support from all functions	Terrorism warnings may be directly from the FBI. If a warning is locally generated, the FBI Terrorism Hotline is the central point of contact for all Federal agencies.
	Estimate nature/scope of outside assistance required	IC, Planning	Alaska 24-Hour Terrorism Hotline (FBI)
	Activate IMT, establish EOC	IC	Kenai City Manager
	Establish resource tracking	Logistics	Kenai Police Dept.
	Establish cost accounting	Finance	Kenai Fire Dept.
	Initiate Incident Communications plan	IC, PIO, Planning, Logistics	AST (Soldotna Post)
	Develop, coordinate, and disseminate public information and alerts for current and ongoing efforts, including: <ul style="list-style-type: none"> • Description of the situation • Identification of areas at risk • Guidelines on protection of real and personal property • Location of emergency shelters or need to shelter-in-place • Closures of schools, offices and other facilities • Evacuation routes and reception areas & how future warning and evacuation instructions will be disseminated 	PIO, Planning, JIC, JIS	CPH Alaska DOH (health risks, fatalities) Other State and Federal LE as needed
	Keep records of actions taken and resources used	Planning, Logistics	
	Establish system to account for field personnel	Operations, Planning, Logistics	
	Initiate emergency procurement procedures	Finance, IC	
	Evaluate need for evacuation, relocation and sheltering	IC, Planning	

Section 3 Response Actions and Checklists

TERRORISM/WMD CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Terrorist Attack is occurring	Review Warning checklist	All personnel	DHS&EM (disaster relief)
	Coordinate response with State and Federal agencies	IC	
	In case of attack using hazardous materials, see HazMat checklist	All personnel	FEMA (disaster relief)
	If anthrax is suspected, contain substance in double bag, wash hands using soap and water; no decontamination is needed if substance contained	Operations (LE, Fire, EMS), Safety Officer	American Red Cross (disaster relief, relocation, sheltering)
	Maintain order, control crowds, protect property	Operations (LE), Safety Officer	Kenai Police Dept.
	Issue evacuation orders as needed	Operations (LE), Safety Officer	AST
	Facilitate relocation of displaced and/or evacuated persons	Planning	FBI
	Secure evacuated areas	Operations (LE)	Kenai Fire Dept.
	Account for all persons in affected, evacuated areas	Operations (LE), Safety Officer	KPB OEM
	Establish crowd control, reconnaissance, rescue & medical strike teams/task forces with command center communications	Operations (LE, FD), Safety Officer	Central Peninsula Hospital
	Control fires and escapement and/or spread of hazardous or toxic substances	Operations (Fire/HazMat), Safety Officer	103 rd Civil Support Team (Haz-Mat)
	Search for secondary devices	Operations (LE/Fire/HazMat)	
	Inform EMS and hospitals of injuries, especially with contaminated victims involved	Operations (LE/Fire/HazMat)	
	Conduct emergency decontamination	Operations (Fire/HazMat)	
	Establish shelters as needed	Logistics (shelters)	
	Request AST, American Red Cross to activate designated temporary morgues. Consult Airport EOP for facility locations	IC, Operations	
	As warranted, declare local disaster; seek State disaster declaration	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

TERRORISM/WMD CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Terrorist Attack has occurred	Review Warning and Response checklists	All personnel	Ensure all organizations listed under Warning and Response phases have been notified as appropriate
	Take actions to restore public confidence and solve problems at root of disturbances	IC, Operations, Liaison	
	Initiate criminal investigations as needed	IC, Operations (LE)	
	Arrange emergency housing as needed	Planning, Logistics	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Logistics, Finance	
	Survey safety hazards, begin corrective measures including surveys of health, sanitation and disease prevention	Operations (Fire, HazMat), Safety Officer	
	Facilitate debris clearance,	Operations (Public Works)	
	Facilitate restoration of essential public utilities and facilities	Operations (Public Works)	
	Arrange handling and ID of fatalities; arrange mental health support services	Operations (LE, EMS), Liaison	
	Initiate immediate and long-range rehabilitation measures and programs	IC, Liaison, Planning	
	Establish Community Healing Programs as needed	Liaison, Planning	
	Develop monetary damage estimates for disaster declaration	Finance	
	Complete and submit necessary reports and paperwork to appropriate agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

TRANSPORTATION ACCIDENT CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Accident is Occurring	Secure the area and control crowds	Operations (LE), Safety Officer	Kenai City Manager
	Control fires and HazMat releases as needed (refer to appropriate checklist)	Operations (Fire/HazMat), Safety Officer	Kenai Police Dept.
	Activate IMT, establish EOC	IC, Logistics	Kenai Fire Dept.
	Inform EMS, hospital if injuries	Safety Officer, Operations (EMS)	KPB OEM
	Develop, coordinate and disseminate public information and alerts for current on ongoing efforts	PIO	AST (Soldotna Post) CPH
	Establish resource tracking	Logistics	AKDOT&PF
	Establish cost accounting	Finance	Central Region Maintenance (if roads are impacted)
	Evaluate need for evacuation, relocation and sheltering	IC	DHS&EM (disaster relief)
	Activate shelters or locate emergency housing for evacuees	Liaison, Planning, Logistics	Medical Examiner (fatalities)
	Issue evacuation order as needed	IC, PIO, Operations (LE)	
	Facilitate relocation of displaced and/or evacuated persons	Planning, Logistics	American Red Cross (disaster relief, relocation, sheltering)
	Secure evacuated areas	Operations (LE)	
	If there is an oil, gas or hazardous materials leak, refer to Oil Spill/Hazardous Materials checklist	All positions	Salvation Army (disaster relief)
	Account for all persons in affected area	Operations (LE), Safety Officer	Social support and mental health services
	Ensure evacuation routes are passable	Operations (LE), Safety Officer	
	Establish radiological monitoring strike teams and/or task force(s) if radioactive materials are believed to be involved	Operations (Fire/HazMat), Planning	
	Establish emergency medical care facilities and arrange medical evacuations as needed	Liaison, Safety Officer, Logistics, Operations (EMS)	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics, Operations	
	Inventory heavy equipment for use in response and recovery	Operations (Public Works), Logistics	
	Request AST, American Red Cross to activate designated temporary morgues. Consult Airport EOP for facility locations	IC, Logistics, Operations	

Section 3 Response Actions and Checklists

	Keep records of actions taken and resources used	Planning, Logistics	
	Establish system to account for field personnel	Operations, Planning	
	Initiate emergency procurements procedures	Finance, City Manager, IC	
TRANSPORTATION ACCIDENT CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Accident has Occurred	Review Response checklist	All personnel	Ensure all organizations listed under Response phase have been notified as appropriate
	Maintain scene security	Operations (LE)	
	Restore and maintain essential services	Planning, Operations (Public Works)	
	Identify safety hazards and undertake corrective action	Planning, Operations (Fire/Hazmat), Safety Officer	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning, Logistics, Liaison	
	Facilitate debris clearance	Operations (Public Works)	
	Facilitate restoration of essential public utilities, facilities and transportation systems	Operations (Public Works)	
	Arrange handling and ID of fatalities; arrange mental health services	Operations (Medical), Liaison, Logistics	
	Establish Community Healing Programs as needed	Liaison, Planning	
	Develop monetary damage estimates for disaster declaration	Finance	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

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

TSUNAMI CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Tsunami Watch or Warning has been issued	Confirm reports with Alaska Tsunami Warning Center; gather as much information as possible	IC, PIO	Alaska Tsunami Warning Center
	Develop estimates of wave size and ETA; inundation area; and amount of warning time	IC, PIO, Planning, Logistics	Kenai City Manager
	Activate IMT, establish EOC	IC, Logistics	Kenai Police Dept
	Establish resource tracking	Logistics	Kenai Fire Dept
	Establish cost accounting	Finance	AST (Soldotna Post)
	Develop, coordinate, disseminate information and alerts for current and ongoing efforts	PIO	American Red Cross (for relocations as needed)
	Sound alarm/alert	Safety Officer, Operations (LE)	KPB OEM
	Attempt to notify outlying populations via VHF radio/marine radio (fish camps, vessels, etc. beyond siren systems)	Safety Officer, Operations (LE)	
	Initiate evacuation to higher ground; provide essential assistance to special populations as needed	Safety Officer, Operations (LE)	
	Identify safe locations for sheltering evacuees; establish shelters	Planning, Logistics	
	Initiate boat evacuations (to deep water) if safe to do so	Operations (Harbor)	
	Inform EMS, clinics, hospitals of injuries	Safety Officer, Operations (LE, EMS)	
	Notify local responders of potential need for SAR	Safety Officer, Operations (LE, Fire)	
	Inventory heavy equipment for response and recovery	Operations (Public Works), Logistics	
	Keep records of actions and resources used	Planning, Logistics	
	Establish system to account for field personnel	Operations, Logistics, Planning	
	Initiate emergency procurement procedures	Finance	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Planning, Logistics	

Section 3 Response Actions and Checklists

TSUNAMI CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Tsunami is occurring	Review Warning checklist	All personnel	CPH (injury, death)
	Continue to monitor situation through Tsunami Warning Center	IC, Planning	
	Monitor sea conditions from safe location	Operations (Harbor), Planning	DHS&EM (disaster relief)
	Establish emergency medical care facilities; arrange for medical evacuations as needed	Logistics, Operations (Medical)	FEMA (disaster relief)
	Account for all persons in affected areas	Logistics, Operations (LE), Safety Officer	American Red Cross (disaster relief, relocation, sheltering)
	Implement emergency utility cut-off as needed	Operations (Public Works)	Salvation Army (disaster relief)
	If warranted, declare a local disaster, seek State disaster declaration	IC, Emergency Manager or Designee	Social support and mental health services
	Arrange emergency housing and sheltering as needed	Liaison, Planning, Logistics	
TSUNAMI CHECKLIST (Risk is Low)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Tsunami has occurred	Review Warning and Response checklists	All personnel	
	Coordinate recovery activities with State and Federal relief agencies	IC, Liaison	
	Facilitate restoration of damaged utilities and transportation systems (airstrips, roads, ports)	Operations (Public Works)	
	Identify safety hazards and take corrective actions; include health and sanitation survey and initiation of disease prevention measures	Planning, Operations (LE, Fire/HazMat), Safety Officer	
	Arrange debris clearance, especially around culverts/drainage areas	Planning, Operations (Public Works)	
	Restore essential public utilities and facilities (airstrips, roads, ports)	Planning, Operations (Public Works, Airport, Harbor)	
	Arrange emergency housing as needed	Planning, Logistics	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Liaison, Logistics	
	Request AST, ARC assistance with temporary morgues and burials. Consult Airport EOP for facility locations	IC, Liaison	

Section 3 Response Actions and Checklists

	Establish Community Healing Programs as needed	Liaison, Planning, Logistics	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports and paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

IF WARNING TIME IS EXTREMELY LIMITED:

Two conditions the City should be concerned with regarding volcanic activity: EARTHQUAKES and TSUNAMIS. Tsunami is most emergent. A “local tsunami” can generate large waves with little or no warning. Historically such waves have been highest, reaching 100 feet or more, surging up to a mile inland. Most of the City's coastal areas are considered to have a “local tsunami” hazard

Section 3 Response Actions and Checklists

VOLCANO CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of Volcano Activity exists NOTE: NOAA Weather Radio will broadcast periodic updates during volcanic eruptions	Evaluate forecasts and predictions. Confirm risks with Alaska Volcano Observatory.	IC	Alaska Volcano Observatory
	Identify types of risks (mudslides, ash, etc.) and areas at risk.	IC	Alaska Tsunami Warning Center
	Activate IMT, establish EOC	IC, Logistics	National Weather Service
	Establish resource tracking	Logistics	Kenai City Manager
	Establish cost accounting	Finance	American Red cross (relocation as needed)
	Evaluate need for evacuation, relocation and sheltering	IC, Planning, Logistics, Operations	Kenai Police Dept.
	Identify high-risk populations needing special attention or early evacuation	Safety Officer, Planning, Operations (LE)	Kenai Fire Dept.
	Ensure evacuation routes are passable	Safety Officer, Operations (LE)	AST (Soldotna Post)
	Develop, coordinate, disseminate public information and alerts for current and ongoing efforts	PIO	KPB OEM
	Notify public of ash fall safety, vehicle travel considerations and other appropriate information	PIO	
	Contact and warn outlying populations, small aircraft, fishing vessels and others that may be threatened by ash fall.	PIO, Operations (LE), Safety Officer	
	Inventory heavy equipment for response and recovery	Operations (Public Works), Logistics	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics	
	Keep records of actions and resources used	Planning, Logistics	
	Establish system to account for field personnel	Logistics, Operations, Planning	
	Initiate emergency procurement procedures	Finance, City Manager	
	Prepare emergency services for possible operations in heavy ash and dust environments	Operations (Public Works, Fire)	

Section 3 Response Actions and Checklists

VOLCANO CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Volcanic Activity is occurring NOTE: NOAA Weather Radio will broadcast periodic updates during volcanic eruptions	Review Warning checklist	All personnel	CPH (injury, death)
	Establish watch/observation system for volcanic activity	Planning, Operations	DOH (health, injury, death)
	Continue to assess eruption situation	Planning, Operations	
	Activate shelters or locate emergency housing for evacuees	Planning, Logistics	AKDOT &PF Central Region Maintenance (road threats)
	Issue evacuation orders	IC, PIO, Operations	
	Facilitate relocation of displaced and/or evacuated persons	Liaison, Planning, Logistics	DHS&EM (disaster relief)
	Secure evacuated areas	Operations (LE), Safety Officer	FEMA (disaster relief)
	Account for all persons from affected areas	Operations (LE), Safety Officer	American Red Cross (disaster relief, relocations, sheltering)
	Establish facility/safe site for emergency medical care	Operations (Medical), Logistics	
	Establish EMS care facilities, arrange medical evacuations as needed	Operations (Medical), Logistics	Salvation Army (disaster relief)
	Inform EMS and hospital of injuries	Safety Officer, Operations (Medical)	
	Implement emergency utility cut-off as needed	Operations (Public Works)	Social support and mental health services
	Conduct reconnaissance of impacted and potentially impacted areas, especially heavy ash fall. Be alert to building and structural failure due to increased roof loads from ash and debris	Operations (LE, Fire, HazMat), Safety Officer	KPB OEM Kenai Fire Dept.
	Work to restore damaged utilities and transportation systems (airstrips, roads, ports)	Planning, Operations (Public Works)	Kenai Police Dept. AST
	As warranted, declare a local disaster, seek State disaster declaration	IC, Emergency Manager or Designee	

Section 3 Response Actions and Checklists

VOLCANO CHECKLIST (Risk is Moderate)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Volcanic Activity has occurred	Review Warning and Response checklists	All personnel	Ensure all organizations listed under Warning and Response Phases have been notified as appropriate
	Coordinate recovery activities with State/Federal relief agencies	IC	
	Identify safety hazards and take corrective actions; include health & sanitation surveys and initiation of disease prevention measures	Planning, Operations (LE, Fire, HazMat), Safety Officer	
	Facilitate debris clearance, especially around culverts/drainage areas and tops of structures	Planning, Operations (Public Works)	
	Restore essential public utilities and facilities (airstrips, roads, ports)	Planning, Operations (Public Works, Airport, Harbor)	
	Arrange emergency housing as needed	Planning, Logistics	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning, Liaison, Logistics	
	Establish Community Healing Programs as needed	Liaison	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports and paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critique	IC with input from all positions	

Section 3 Response Actions and Checklists

WILDLAND FIRE CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Warning Phase: Threat of a Fire exists	Identify areas at risk	IC	Kenai City Manager Kenai Fire Dept. KPB OEM American Red Cross (for relocation as needed) ADNR Forestry National Weather Service (wind, rain forecasts)
	Determine fire readiness of vehicles and equipment	Safety Officer, Logistics, Operations (Fire)	
	Evaluate location of emergency equipment, fuel, and medical supplies to provide most efficient response. Relocate if warranted	Logistics	
	Determine water levels for fire fighting	Safety Officer Operations (Fire)	
	Check auxiliary generators and other power, lighting and communications equipment	Logistics, Operations (Public Works)	
	Inventory heavy equipment for use in response and recovery	Operations (Public Works), Logistics	
	Restrict outdoor burning	Safety Officer, Operations (Fire)	
	Establish contact with fire agencies (local, State, Federal)	Fire IC or Fire Chief	
	Survey existing communications	Operations, Logistics	
	Activate IMT, establish EOC	IC	
	Establish resource tracking	Logistics	
	Establish cost accounting	Finance	
	Keep records of actions and resources used	Planning, Logistics, Operations	
	Establish system to account for field personnel	Planning, Logistics, Operations	
	Initiate emergency procurement procedures	Finance, City Manager	
	Develop, coordinate, disseminate public information and alerts about current and ongoing efforts	PIO, Planning	

Section 3 Response Actions and Checklists

WILDLAND FIRE CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Response Phase: Fire is occurring	Review Warning checklist	All Personnel	CPH (human health risks)
	Assess and identify affected areas	Operations, Planning	
	Evaluate need for evacuation, relocation and sheltering	IC, Planning, Logistics	Alaska Dept. Of Health (human health risks & fatalities)
	Activate shelters or locate emergency housing for evacuees	Planning, Logistics	
	Issue evacuation orders as needed	IC	DHS&EM (disaster relief)
	Facilitate relocation of displaced and/or evacuated persons	Planning, Logistics	FEMA (disaster relief)
	Secure evacuated areas	Operations (LE)	American Red Cross (disaster relief, relocation, sheltering)
	Account for all persons in affected areas	Operations, Logistics	
	Inform EMS and hospitals of injuries	Operations (Medical), Safety Officer	Salvation army (disaster relief)
	Establish facility/safe site for Emergency Medical Care	Operations (Medical), Safety Officer	
	As warranted, declare local disaster, seek State disaster declaration	IC, Emergency Manager or Designee	
WILDLAND FIRE CHECKLIST (Risk is High)			
SITUATION	RESPONSE ACTIONS	RESPONSIBILITY	CONTACTS
Recovery Phase: Fire has occurred	Review Warning and Response checklists	All Personnel	Ensure all organizations listed under Warning and Response phases have been notified as appropriate
	Coordinate recovery activities with State and Federal relief agencies	IC, Liaison, Planning	
	Identify safety hazards and take corrective actions	Operations, Safety Officer	
	Establish disaster aid center(s) to process applications for rehabilitation of individuals and families	Planning, Logistics	
	Restore essential public utilities and facilities	Planning, Operations (Public Works)	
	Arrange emergency housing as needed	Planning, Liaison, Logistics	
	Establish Community Healing Programs as needed	Liaison	
	Perform damage assessments	Operations	
	Provide monetary figures to support request for disaster declaration	Finance	
	Complete and submit reports & paperwork to proper agencies	IC, Emergency Manager or Designee	
	Perform incident critiques	IC with input from all positions	

3.4 VITAL SERVICES AND FACILITIES RESTORATION SEQUENCE

Priorities reflected in this list are continuity guidelines for stabilizing and restoring vital local infrastructure and services following a major disaster.

Types of Service	Priority 1	Priority 2	Priority 3
Communications	<ul style="list-style-type: none"> • Emergency response • EOC • Police Dispatch • AST Dispatch 	<ul style="list-style-type: none"> • Essential phone circuits • EAS radio station services 	<ul style="list-style-type: none"> • Data & other commercial • Non-EAS radio stations
Facilities	<ul style="list-style-type: none"> • EOC • Dispatch Center • Fire Stations • Hospital • Shelters • Water treatment plant • Police • AST 	<ul style="list-style-type: none"> • Grocery stores • Public works • Sewer treatment plant • City/Borough offices • Port/Harbor office • State/Federal offices 	<ul style="list-style-type: none"> • Schools (non-shelters) • Library • Businesses
Energy	<ul style="list-style-type: none"> • Power to fuel pumps • Power to EOC • Power to shelters • Power to hospital • Power to water treatment plant 	<ul style="list-style-type: none"> • Power to sewer treatment plant • Heating/cooking • Power public facilities 	<ul style="list-style-type: none"> • Dwellings • Businesses
Transportation	<ul style="list-style-type: none"> • Primary routes • Evacuation routes • Airport 	<ul style="list-style-type: none"> • Secondary routes • Port facilities 	<ul style="list-style-type: none"> • Harbor facilities
Equipment	<ul style="list-style-type: none"> • Emergency generators • Emergency response vehicles 	<ul style="list-style-type: none"> • Heavy equipment 	<ul style="list-style-type: none"> • Buses
Personnel	<ul style="list-style-type: none"> • ICS staff • Emergency response personnel 	<ul style="list-style-type: none"> • Workers essential to reconstruction, debris & waste disposal 	<ul style="list-style-type: none"> • Personnel necessary for economic recovery
Water	<ul style="list-style-type: none"> • Fire suppression • Potable water • Sanitation 	<ul style="list-style-type: none"> • Industrial processes 	

Section 4: Alert, Warning and Evacuation

4.1 INTRODUCTION

Effectiveness of an Alert and Warning System depends upon the specificity and clarity of instructions given and whether the public perceives the warning entity as credible when the warning is issued. Studies show warnings issued in the names of several authorities are likely to be perceived as more credible than those issued under a single authority. For example, an alert issued in response to a HazMat incident might be issued in the name of the IC, Emergency Manager and Facility Environmental Coordinator. Additionally, messages must be geographically precise, repeated more than once and presented in more than one medium.

The following methods can be used for Alert and Warnings:

- All Hazard Alert Broadcast (AHAB) siren system:
 - AHAB has been in place in KPB coastal communities since 2007 with capability to sound pre-recorded and/or text-to-speech Alerts. These sirens are in Seward, Lowell Point, Homer, Nanwalek, Port Graham and Seldovia.
- The local Emergency Alert System (EAS) and Wireless Emergency Alerts (WEA)
 - Can be activated on the State level or locally by KPB OEM
- KPB “Alerts” Emergency Telephone Notification System (ALERTS System)
 - OEM will activate upon request
- KPB Alerts Social Media and KPB OEM JIS Website
- Local media outlets (radio, print, TV)
- Mobile LE and Fire department public address systems
- Door to door contact

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

4.2 GENERAL GUIDELINES

- Upon detection or notification of an emergency, the IC or command staff of the department/agency with response authority 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 (PIO) 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 radio station for immediate broadcast
- KPB ALERTS system authorized personnel shall provide preliminary (best available) public safety information for immediate call-out
- Local warnings of national significance should be relayed through DHS & EM to the National Warning System (NAWAS). KPB monitors NAWAS for imminent hazards or threats with local implications.
 - KPB OEM may receive warning information from DHS & EM by various means
 - KPB activation of Alerts Notification by authorized personnel
- The National Weather Service (NWS) radio system may be used to augment dissemination of specific warnings or emergency information. The NWS currently has coverage throughout most of the Borough.

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- Updated information will be given to the public through the PIO, LIC/JI, with guidance from the IC
- A log of all incident warnings issued shall be maintained by the PIO or City official issuing the warning. An example of the [Warning Message Log](#) can be found in Appendix A.
- Rumor control may be essential to the Public Information effort. The KPB incident web page, social media pages and Call Center assigned to the Public Information function within the EOC may be activated under direction of the PIO to respond to public inquiries.

SPECIALIZED FACILITIES: Neither the City nor KPB maintain active lists of populations with access/functional needs. In case of evacuation, KPB will work with local health care providers and emergency services to identify and assist evacuating special populations. Responsibility for evacuating specialized facilities including long-term care facilities, community centers and similar facilities remains with the facility. Providers are encouraged to have an Emergency Evacuation Plan for their facilities

4.3 EMERGENCY ALERT SYSTEM (EAS)

The EAS consists of broadcast radio and television stations linked together and linked to government offices to provide public emergency alert and warning. The system may also be used to call duty personnel in the event of phone system failure. EAS warnings are broadcast via radio and television stations; therefore, the system is not practical for highly localized emergencies.

Acceptance of or participation in EAS by broadcast and cable stations shall not be deemed a relinquishment of program control and shall not be deemed to prohibit a broadcast licensee or cable operator from exercising their independent discretion and responsibility in each situation. Broadcast stations and cable systems originating emergency communications shall be deemed to have conferred re-broadcast authority. The concept of management of each broadcast station and cable system to exercise discretion regarding transmission of emergency information and instructions to the public is provided by FCC Rules (Title 47 U.S.C. 151, 154 (i) & (o), 303(r), 525(g) & 606; and 47 CFR Part 11, FCC Rules & Regulations, Emergency Alert System).

KPB OEM is a Collaborative Operating Group (COG) that provides access directly to the EAS without intervention by broadcast operators. In addition to technical tools available to OEM, authorized persons can contact the SEOC, NWS or LP-1 station to initiate EAS activation.

Users should reference the most current KPB Local Area EAS Plan for detailed instructions.

KEY EMERGENCY ALERT SYSTEM SOURCES	
LOCAL SOURCE	PRIMARY SOURCE (LP-1): KSRM Alternate Source: None
LOCATION	40960 K-Beach Rd. Kenai, AK 99611
Emergency Alert System EMERGENCY CODES	See Table below

Section 4 Alert, Warning and Evacuation

Emergency Alert System MONITORING ASSIGNMENTS	KFQD-AM, KTVA-TV, KAKM-TV, APRN, NWS and NOAA Weather Radio (NWR)
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The following individuals have authority to activate EAS within the KPB:

- KPB Emergency Management Director or Designee
- Manager – Soldotna Public Safety Communications Center
- AST Commander A-Detachment
- City Police Chiefs, in coordination with KPB OEM

This authority may be delegated in writing as needed.

Assigned EAS Codes		
Key EAS Source (County FIPS #)	ORG - Originator	EEE - Event
02122 Local Code	CIV/WXR	CDW Civil Danger Warning
02122 Local Code	CIV/WXR	EVI Evacuation Immediate
02122 Local Code	CIV/WXR	HMW Hazardous Materials Warning
02122 Local Code	CIV/WXR	SPW Shelter In Place Warning
02122 Weather Code	WXR	BZW Blizzard Warning
02122 Weather Code	WXR	CFW Coastal Flood Warning
02122 Weather Code	WXR	FFW Flash Flood Warning
02122 Weather Code	WXR	FLW Flood Warning
02122 Weather Code	WXR	HWW High Wind Warning
02122 Weather Code	WXR	SMW Special Marine Warning
02122 Weather Code	WXR	SVR Severe Thunderstorm Warning
02122 Weather Code	WXR	TOR Tornado Warning
02122 Weather Code	WXR	WSW Winter Storm Warning
02000 State Code	CIV	ADR Administrative Message
02000 State Code	CIV	CAE Child Abduction Emergency
02000 State Code	CIV	EQW Earthquake Warning
02000 State Code	CIV	FRW Fire Warning
02000 State Code	CIV	HMW Hazardous Materials Warning
02000 State Code	CIV	LEW Law Enforcement Warning
020000 State Code	CIV	VOW Volcano Warning
00000 National Code	EAN	EAN Emergency Action Notification
00000 National Code	EAT	EAT Emergency Action Termination
00000 National Code	RMT	RMT Required Monthly Test

4.4 PROCEDURES FOR EMERGENCY ALERT SYSTEM ACTIVATION

To request activation of Emergency Alert System (EAS), contact KPB Office of Emergency Management (OEM) to activate a broadcast outlet. Provide authentication (callback number) information so an EAS station can authenticate the source and authority.

Establish broadcast details (i.e., live or recorded, immediate or delayed) for broadcast personnel. The following format is recommended when delivering an emergency announcement to a broadcast station:

“THIS IS (*name title and name of agency*); I request to activate the area emergency alert system. I authenticate as follows (*your office or home telephone number*).”

Furnish the following information:

- Situation summary (nature of emergency)
- Type of response required (evacuate, shelter-in-place, etc.)
- Anticipated time, location and extent of the emergency
- Action being taken by authorities locally
- Instructions and where to find additional information (radio stations, website, public briefings, etc.)

NOTE: NWS received via NOAA Weather Radio, NOAA Weather wire or Reuters, AP or UPI wire do not need additional authentication.

A separate Termination of Warning message, approved by the IC, may be appropriate when the warning is no longer in effect.

EAS Activation Authority

Personnel authorized to activate the EAS Plan are as follows:

- Emergency Manager, and/or IC during an incident in which the IC determines a public threat exists.
- Any City Command Staff IMT member at direction of the IC. Delegation of authority by the IC to another IMT member must be in writing at the time of the order.
- Positions with general authority to activate the EAS Plan should do so only with knowledge and concurrence of the IC.
- The following personnel have authority to activate the EAS Plan, with knowledge and concurrence of the IC:
 - Alaska State Troopers: Local Detachment Commander
 - KPB: Emergency Management Director or Designee
 - Soldotna Public Safety Communications Center: Manager
 - City of Kenai: Fire Chief, Police Chief

KPB Alerts

The computerized “KPB Alerts” phone warning system allows KPB to notify many residents simultaneously of impending disasters or provide other emergency information. KPB Alerts

Section 4 Alert, Warning and Evacuation

and/or the Emergency Alert System (EAS) and Wireless Emergency Alert System (WEA) can be activated by KPB or the State.

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

The following agency personnel have authority to request activation of the “KPB Alerts” system through OEM. However, this should not be done without knowledge and concurrence of the IC:

- AST: Detachment Commander or Designee
- KPB: Mayor, OEM Director, KPB Dispatch Supervisor
- Cities: Local Emergency Manager (City Manager or Designee, i.e. Mayor , Fire Chief, Police Chief)
- Other agencies such as hospitals, cities and others may have pre-planned lists and information loaded in the system for use. City emergency dispatch centers and KPB facilities may have credentials for direct access to the system. All other entities must activate through OEM.

KPB Alerts Activation

To request system activation:

- OEM Duty Officer after hours: 907-714-2415
- OEM Office during business hours: 907-262-4910
- Soldotna Public Safety Communications Center 24-hrs: 907-262-4453

Mobile Public Address

MOBILE PUBLIC ADDRESS SYSTEM	
Available mobile public address systems	In every Police & Fire vehicle in City fleet
Authority to activate mobile public address system	Emergency Manager, Fire Chief, Police Chief
Procedures for activating mobile public address system	Emergency Manager calls Fire or Police Chief, requests activation of PA System

The Mobile Public Address System may be used alone or to supplement other alert and warning systems. It is used most effectively in combination with “KPB Alerts” and door-to-door contact. It may be used to alert and warn the public before a request to evacuate is issued, or to advise of protective actions short of an evacuation. Mobile public address messages should briefly explain the nature of the emergency and type of public response required. When deploying mobile public address, repeat the message at each intersection and at least once mid-block, depending upon length of the block. Do not stop to answer questions.

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When an assigned area is covered, note time and date and report completion to a supervisor. A supervisor should advise the IC or Operations Section Chief and Planning Section of assignment completion.

Door-to-Door Alert

Door-to-door alerts may be needed in the event of a rapidly emerging incident posing a clear public safety threat. Residents will be directed to temporary shelters depending upon weather and expected duration of the emergency. Direction of this activity is the responsibility of the IC through the Operations Section Chief. All messages should be approved by the IC and coordinated with the PIO to ensure no conflicting information is used.

Door-to-door contact is effective, but a time consuming and labor-intensive method of alerting, warning and evacuating an area. However, it allows more detailed information to be shared with the populace and positive confirmation from individuals that they received the warning, understood instructions and understand the consequences of their actions can be obtained. To conduct door-to-door alerting:

- Knock, ring bell, etc. Allow at least one minute for response, more at night
- If no answer, document time and address, move to next home or facility
- If answered, provide written information (preferred) or read a prepared statement
- Determine number of persons at location
- Determine whether they intend to leave, have a place to go and have transportation. If yes to all, document time and address. Using plastic flagging, conspicuously mark the building or driveway close to the road to indicate contact has been made. Go to next facility or structure/residence.
- If they do not intend to leave, ask if they understand the possible dangers, document time, address, number of people remaining. Use plastic flagging to conspicuously mark the building to indicate contact has been made. Move to next structure/residence.
- If they intend to leave but don't have transportation, document number of people needing assistance, time and address, special transport requirements (ambulance, ADA accessible van, etc.) and report the information to the Evacuation Manager. Advise citizens able to walk to proceed to designated congregation point, if one has been designated. Do not stop activities to remove them from the area.
- If they intend to leave but have no place to go, refer them to the Disaster Help Center or reception point. Document time and action taken. Use plastic flagging to conspicuously mark the building to indicate contact has been made. Move to next structure/residence.
- Documentation should take place on general notepaper, pre-established form or performed electronically on compatible mobile devices using the ArcGIS Collector or updated application if available.

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

4.5 SAMPLE ALERT AND WARNING MESSAGES

Examples of various types of emergency alert and warning messages:

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GENERAL INFORMATION MESSAGE

At [time] today, City of Kenai public safety officials reported a [describe the event emergency incident]. The [event] occurred at [location and time] today. The [City of Kenai or KPB] Incident Commander, [Borough or City of Kenai] Manager or the [Borough or City of Kenai] Mayor and the Chiefs of City of Kenai Police and Fire Departments request all persons in the City of Kenai area listen to radio [stations] or television [stations] for further information.

SHELTER-IN-PLACE MESSAGE

This is [Agency or official] reporting mandatory shelter in-place for residents in [location] due to a hazardous materials release. Take self-protective actions immediately:

1. Go inside immediately and stay inside your house or building.
2. Bring pets indoors only if you can do so quickly.
3. Close all windows and doors.
4. Turn off air conditioners and heating system blowers.
5. Close fireplace dampers.
6. Gather radio, flashlight, food, water and medicines.
7. Call 911 only if you have a true emergency.

You will be advised when this dangerous condition has passed and it is safe to go outside and resume normal activities. For more information, please tune to local radio and television stations, visit [url], or call [###-###-####]. The Fire Department requests everyone within a ½ mile radius of [location] to get inside and remain inside due to a hazardous materials release. Stay indoors, close your windows, turn off your air conditioner, and bring your pets indoors. More information to follow. [link]

PREPARE TO EVACUATE MESSAGE

At [time] today, City of Kenai officials reported a potentially serious condition involving [description of situation]. The incident is occurring at [location]. The Incident Commander, City Manager, Mayor, Fire and Police Chiefs ask 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 now but stay tuned to this station [station] for further instructions. This message will be repeated until conditions change.

EVACUATION MESSAGE

This is [Agency or official] with a mandatory evacuation order for [location]. Take the following protective actions and leave immediately:

1. Gather all family members.
2. Gather all pets.
3. Gather only essential items.
4. Be sure to bring essential medications with you.
5. Turn off all appliances and lights in your home
6. Lock your home.

The evacuation route is: [Evacuation Route]. An Evacuation Center is open at [Name and Location of Evacuation Center]. For more information, please tune to local radio and television stations, visit [url], or call [###-###-####]. [Agency] is issuing a mandatory evacuation order for [location]. The National Weather Service has issued a flood warning for [location]. All residents in the impacted area should evacuate immediately. An Evacuation Center/Shelter is open at [location]. For more information go to [insert resource]. Please listen to [radio station] for updated details.

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TERMINATION OF DISASTER EMERGENCY MESSAGE

This is [Agency or official]. The [insert name of disaster warning] has ended [for specified area or for all areas, as applicable]. Additional information may be found on KPB OEM or the City of Kenai web site or by calling the City at [insert number].

4.6 CITY OF KENAI ALERT AND WARNING PROCEDURE

- Monitor situation and determine need to issue basic public alert/warning
 - Receive warnings from NOAA, NWS, KPB OEM, AST & others
- Coordinate with KPB OEM as needed
- Select one or more of the following alert systems (see operating procedures in this section):
 - All Hazard Alert Broadcast sirens (AHAB)
 - Coastal Communities (Homer, Seward, Nanwalek, Port Graham, Seldovia)
 - KPB Alerts Notification System
 - Voluntary enrollment
 - Emergency Alert System (EAS)
 - Wireless Emergency Alerts (WEA)
 - Social Media
 - KPB Virtual Joint Information System (JIS) website (<http://www.kpboem.com/>)
 - KPBSD Notification System
 - Mobile public address, if available
 - Door to door alerts
- Formulate Alert and Warning Message (sample messages included in this section) to include:
 - Nature of emergency
 - Type of response required (evacuate, shelter in place etc.)
 - Anticipated time, location and extent of emergency
 - Location of additional information (radio stations, websites, public briefings etc.)
- Issue regular and consistent updates after initial alert and warning messages are distributed.

4.7 EVACUATION AND EVACUATION CONSIDERATIONS

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

The City of Kenai uses the **Ready-Set-Go** levels of evacuation:

- **Level 1 READY.** Pack your valuables, including important documents and put in your car. Get your house prepared to be left. Make sure all your needed electronics are charged. Put your emergency supply kit in your car or within easy access.
- **Level 2 SET.** Follow news and progression of the event. This may be available on local or State websites, radio and local television. If information is available, familiarize yourself with proposed evacuation route.

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- **Level 3 GO.** Notice of Evacuation Order will be provided by KPB Alerts, door-to-door notification, radio or TV broadcasts and on KPB or City websites. Evacuate immediately.

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

- Determine the area at risk
- Compare risks associated with evacuation to risks of leaving the threatened population in place
- Designate appropriate low risk areas
- Provide transportation for those without transportation
- Open and staff shelters to house and feed the evacuated populations (request Red Cross assistance)
- Provide clear, understandable instructions to the public

KPB OEM has shelter assistance available, in cooperation with American Red Cross (ARC) and KPB School District (KPBSD). Local incident commanders should consider notifying OEM for assistance in sheltering needs.

Evacuation may occur in one of two ways. Residents may be evacuated from their homes into one or more pre-designated shelters or into safe homes of family and neighbors. Alternatively, a situation may be severe enough that most or all the population is evacuated outside of the City to a neighboring community or facilities such as a cannery, barge or other temporary housing.

Evacuate to safe locations as deemed necessary by emergency response crews, Incident Commander or other informed personnel.

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

In Alaska, authority for ordering a mandatory evacuation rests with the Governor. For general evacuation considerations, see Annex 1 of the KPB EOP. For warning message log examples and sample evacuation order forms, see City of Kenai EOP Appendix A: Forms

CITY OF KENAI EVACUATION SITE CONSIDERATIONS	
Emergency shelters within the City	Kenai Central High School Kenai Middle School Mountain View Elementary School Kaleidoscope School Kenai Alternative High School First Baptist Church National Guard Armory Kenaitze Education Facility (spring 2022) Challenger Learning Center of Alaska (verify)
Evacuation route signs	None

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Emergency shelters or locations available outside the City	The Soldotna Sports Center may shelter and serve as marshalling point to gather then route evacuees to other shelters; it may also provide RV and camping space. Kenai Peninsula College and Cook Inlet Academy, as well as the KPBSD schools outside the City, are listed as shelter options with the KPB.
Authority to sign evacuation order	City Manager, IC, LE-in-charge at time of evacuation order is required
Identification of special populations to evacuate and provision of assistance in their evacuation	Planning, Logistics and Operations Sections of ICS; assistance from KPB, AST, SOA, KPD, KFD

CITY OF KENAI EVACUATION CHECKLIST		
Primary Action	Supporting Actions	Responsibility
Review specific event checklist, including Alerts and Warnings checklist	Special attention should be given to all evacuation related items on checklist	All personnel involved in evacuation
Coordinate and evaluate situation, areas at risk and evacuation needs through IMT established for event	Coordinate with KPB OEM to activate CERT volunteers and others involved in evacuations or mass care of evacuees; ARC to assist with shelter management	IC, Operations, Planning, Logistics, Finance
Notify Kenaitze Native Association and any other affected native entities as needed	Coordinate with native association for evacuation and sheltering if appropriate	IC, Liaison
Refine evacuation plan to address specific event	Include refusal and/or special needs forms in Evacuation Orders	IC, City Manager or Designee, Planning, Logistics
Secure and control evacuation routes		Operations (LE, Public Works)
Activate issued evacuation orders, alerts and/or warnings	Activation of evacuation orders, security and safety coordinated by Kenai Police, Kenai Fire and AST	Logistics, Operations, Planning, PIO
Establish and maintain safety perimeters		Operations (LE), (Fire)
Establish and maintain security of evacuated area		Operations (LE), (Fire)
Coordinate evacuation and sheltering with KPB OEM	Ensure populations with access and functional needs receive evacuation assistance	Planning, Operations, Logistics
Monitor evacuated areas for safety; notify evacuees when safe to return	Coordinate return of evacuees to ensure emergency services retain access as needed	Operations (LE), Planning, PIO

4.8 SPECIAL POPULATIONS

KPB and City Plans and emergency services organizations have identified groups to be considered special for the purposes of emergency planning.

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Evacuation considerations for Special Populations are addressed in this section under EVACUATION.

Schools

The City of Kenai is served by three traditional KPBSD schools, an alternative high school, two charter schools, a religious school and a Tribal educational facility. The approximately 1,300 students (plus staff) in public and private schools comprise one of the largest special populations. This represents a special population only in the sense that it is a locally concentrated group in a facility. This population may and or may not require special attention during an emergency by an IMT because the specific schools involved in an incident may be able to shelter-in-place or feed and care for its population for a period. The schools typically have people trained in first aid to assess any initial injuries. The IMT may need to consider moving many students (up to 500) from a school to a suitable collection point or shelter or assist the school in reuniting children and parents. The KPBSD has emergency plans in place and is responsible for that process. The Kenaitze Indian Tribe is responsible for their facility plans.

Correctional Facilities

Wildwood Correctional Center and Wildwood Pre-trial Facility are immediately adjacent to the City. These facilities fall under State of Alaska responsibility and emergency planning, but an event could impact City services.

Youth Facilities

The Kenai Peninsula Youth Facility is located within the City of Kenai. In the event this facility is impacted by an incident, the IMT and City of Kenai should assign a liaison for communications with the Youth Facility. Responsibility for evacuation of the facility rests with the State of Alaska Division of Juvenile Justice.

Homebound Residents

An unknown number of individuals who are home bound needing home health care reside within the City. These can include patients with minimal mobility and/or ability to care for themselves. They may include patients on ventilators and other life support systems. It is necessary to work with local home health care providers and the hospital to identify and locate these patients in an emergency. These patients will most likely present unique needs and require special resources for evacuation and sheltering.

Alternate Residential Housing

Within the City there are group homes, shelters and other types of facilities housing people. Many of these facilities do not want their location known for security and safety reasons, nor the number or identity of occupants. These facilities pose special issues for evacuation and sheltering given impacts of a specific incident. Each individual facility should have procedures for accepting into or transferring individuals from their facility to maintain confidentiality, accountability and safety for those individuals.

Senior Residential Housing

Within the City, facilities such as Vintage Pointe will require special evacuation procedures for evacuation and sheltering. The City recommends these facilities have procedures in place for evacuation when needed.

Medical Facilities

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There are multiple medical facilities in the City. Most are clinics and emergency treatment centers. Some are State and Borough facilities providing daily medical services to City residents and a broad transient, non-city population, and one is a larger Tribal full service medical facility.

SPECIAL POPULATIONS IN THE CITY				
YOUTH CORRECTIONAL FACILITIES				
Organization	Approx # occupants inc. employees	Address	Contact Information	Special Needs, Considerations
Kenai Peninsula Youth Facility	25-30 (includes facility and probation staff)	405 Marathon Road Kenai	907-335-3100 Superintendent: 907-335-3120	Up to 10 juveniles in restraints
SENIOR FACILITIES				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations
Kenai Senior Center	Approx. 41 home bound and 100 onsite	361 Senior Court Kenai	907-283-4156	Center maintains a list of the homebound residents
Vintage Pointe Senior Housing	Approx. 66 (50 residents plus staff)	361 Senior Court Kenai	907-953-0092 Alternate: 907-283-4156	24 hours
Forget-Me-Not Adult Day Center	35-37 (includes staff)	905 Cook Avenue Ste B Kenai	907-714-6622 Alternate: 907-283-7294	Hours: M-F 8:30AM - 4:30PM Mobility issues
CHURCHES				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations
Calvary Baptist Church	100	208 Lawton Drive Kenai	907-283-4781	Services and activities Sunday AM & Wednesday PM
First Baptist Church of Kenai	100	12815 Kenai Spur Hwy Kenai	907-283-7672	Services and activities Sunday AM & Wednesday PM
Kenai Bible Church	30	600 Main Street Kenai	907-283-7821	Services and activities Sunday AM and PM, Wednesday & Thursday PM
Kenai Christian Church	200	104 McKinley Street Kenai	907-283-4559	Services and activities Sunday AM, Tuesday AM and PM, Wednesday PM,

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				Thursday mid-day and PM
KENAITZE FACILITIES				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations
Kenbaitze Kuya Qyut'Anen Early Childhood (learning & daycare)	closing	130 N Willow Street Kenai	907-335-7260	Closing and moving to Kenaitze Education Facility spring 2022
Kids Class Alaska	closing	130 S Willow St Suite 9 Kenai	907-335-1555	Closing and moving to Kenaitze Education Facility spring 2022
Kenaitze Housing	50	1001 Mission Ave Kenai	907-335-7228	Hours: M-F 8AM-5PM
Kenaitze Elders Center	100	1000 Mission Avenue Kenai	907-335-7280	Hours: M-F 8AM-5PM
Denaina Wellness Center	200	508 Upland St Kenai	907-335-7500	Bldg. Hours: M-Sat 7AM – 6PM
Kenaitze Education Facility	100 +	12271 S Forest Dr	907-335-7200 (Kenaitze Admin)	Opening spring 2022
ASSISTED/CONGREGATE LIVING AND SHELTER FACILITIES				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations
Lee Shore	40-50, inc. staff	325 S Spruce Street Kenai	Office: 907-283-9479 Crisis: 907-283-7257	Population may include infants and children, there may be some with mobility issues for adults and children
Alpha House	7 residents	160 Phillips Dr		
Charis Place Assisted Living	46 apartments plus 12 IDD suites	701 N Forest Dr Kenai	907-335-2050	Possible mobility issues
FCS-Snowflake	2 senior apartments	1406 Hedley Dr Kenai	907-262-6331	Possible mobility issues

Section 4 Alert, Warning and Evacuation

FCS-Walnut	3 senior apartments	1083 Walnut Ave Kenai	907-262-6331	Possible mobility issues
Hope Eadies Way (senior housing)	3 senior apartments	407 Eadies Way Kenai	907-283-7767	Possible mobility issues
Hope First Street (senior living)	3 seniors plus staff	1009 First Street Kenai		Possible mobility issues
Martin Property	10 bed dormitory	702 Lawton Dr		Possible mobility issues
Otcheck Alh	2 senior apartments	1540 Stellar Dr Kenai	907-598-1993	Possible mobility issues
Pribbenow Place	2 senior apartments	1115 Walnut Ave Kenai	907-252-5048	Possible mobility issues
Kenai Peninsula Community Care Facility (Dimmick Retreat)	10 beds plus staff	320 S Spruce Street Kenai	907-283-7635	Behaviorally and emotionally disturbed adolescents
BOROUGH SCHOOLS				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations
Mountain View Elementary School PK-5	63 staff + 450 students	315 Swires Road Kenai	907-283-8600	
Kenai Middle School 6-8	48 staff + 400 students	201 Tinker Lane Kenai	907-283-1700	
Kenai Central High School 9-12	40 staff + 455 students	9583 Kenai Spur Hwy. Kenai	907-283-2100	
Kenai Alternative High School 9-12, Pre.	10 staff + 85 students	705 Frontage Road Ste. C Kenai	907-335-2870	
Aurora Borealis Charter School K-8	20 staff + 180 students	705 Frontage Road Ste. A Kenai	907-283-0292	
Kaleidoscope Charter School K-5	28 staff + 260 students	549 N Forest Drive Kenai	907-283-0804	
LICENSED DAYCARE AND PRE-SCHOOL FACILITIES (5+ CHILDREN)				
Organization	Approx # occupants or employees	Address	Contact Information	Special needs or considerations

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Adventures in Learning (daycare)	20	445 Coral St Kenai	907-335-1555	Toddlers and pre-school (2-4 years) Summer program May - Aug (2-12 years)
AK Kids	20	105 N Gill St Kenai	907-394-5513	Ages 3-5 (pre-school) Ages 3-10 (summer camp)
AK Kids Club (daycare and after school care)	20	135 Bidarka St Kenai	907-335-1555	Ages 6 weeks-12 years
Kenbaitze Kuya Qyut'Anen Early Childhood (daycare)		130 N Willow St Kenai	907-335-7260	Closing and moving to Kenaitze Education Facility spring 2022
Kids Class Alaska (daycare)		130 S Willow St Ste 9 Kenai	907-394-3787	Closing and moving to Kenaitze Education Facility spring 2022
Kenaitze Education Facility	100+	12271 S Forest Dr	907-335-7200 (Kenaitze Admin)	Opening spring 2022
Next Best Thing Daycare	20	607 Frontage Rd Kenai	907-252-1925 907-283-3999	Ages 1 week -12 years
LODGING FACILITIES				
Aspen Extended Stay Suites	78 rooms	10431 Kenai Spur Hwy Kenai	907-283-2272	Summer season may be at capacity
Eagle Rock Lodge	6 rooms	5679 Kenai Spur Hwy Kenai	907-283-1951	Summer season may be at capacity
Kenai Airport Hotel	18 rooms	230 N Willow St	907-283-1577	Summer season may be at capacity
Main Street Hotel	32 rooms	10800 Kenai Spur Hwy	907-395-0394	Summer season may be at capacity
Quality Inn	52 rooms	10352 Kenai Spur Hwy	907-283-6060	Summer season may be at capacity
Uptown Motel	49 rooms	47 Spur View Dr Kenai	907-283-3660	Summer season may be at capacity
SEASONAL FACILITIES/POPULATIONS				

Section 4 Alert, Warning and Evacuation

Organization	Max/Avg Occupancy	Address	Contact Info	Considerations
Pacific Star Seafoods	Jan-Apr: 70 May-Sept/Oct: 265	400 & 520 Bridge Access Rd Kenai	907-283-7000	Some employees may have limited English
Kenai River Dipnet Fishery	2021: approx. max. day 4100 participants for all areas combined	North and south banks of Kenai River mouth, dock area		July 10-31; tidal considerations may be needed
Kenai City Dock	Parking for 303 vehicles	1591 Boat Launch Rd Kenai	907-283-8236	Seasonal; approx.. May 1 through Nov 1; tidal considerations may be needed
Beluga Lookout Lodge and RV Park	72 RV sites (may be closed) plus lodge	929 Mission Ave Kenai	907-283-5999	In summer season may be at capacity

Alaska Department of Health (DOH) Health Emergency Response Operations and/or local EMS may have additional information on locations or households with respirator-dependent residents. Homer Electric Association (HEA) maintains a list of households dependent on electricity to support respirators.

Section 5: Plan Activation and Disaster Declaration

5.1 INTRODUCTION

This section outlines plan evacuation, disaster declaration, notification and reporting processes. It also includes call-out procedures to activate the Incident Management Team (IMT) and damage assessment procedures the Emergency Management Coordinator and IMT will implement in a disaster emergency. Prompt, thorough reporting of disaster conditions will enhance disaster assistance from Mutual Aid, State and Federal agencies.

5.2 PLAN ACTIVATION

Emergencies occur frequently, but rarely in scope and complexity to require implementing this Emergency Operations Plan (EOP). Activation of this Plan is applicable in circumstances where:

- The emergency cannot be effectively managed using only City Department policies, resources and standard operating procedures, guidelines or protocols. A local disaster declaration is needed to implement this Plan, access City funds and implement emergency procurement of needed response resources; or
- The emergency directly impacts, or is likely to impact, more than one Department's jurisdiction, and a coordinated response under a Unified Command structure is desirable or necessary, with a local disaster declaration is needed to implement the Plan or portions of the Plan; or
- The resources of the City and KPB, including resources available through Mutual Aid agreements, are overwhelmed and a local disaster is declared by the Emergency Management Coordinator, or designee, under the terms and authority of AS26.23.140; or
- An impending emergency is likely to cause one of the above conditions.

It's always preferable to activate the Plan TOO EARLY rather than TOO LATE. It's always easier to scale back a response than to ramp one up.

Levels of Incidents

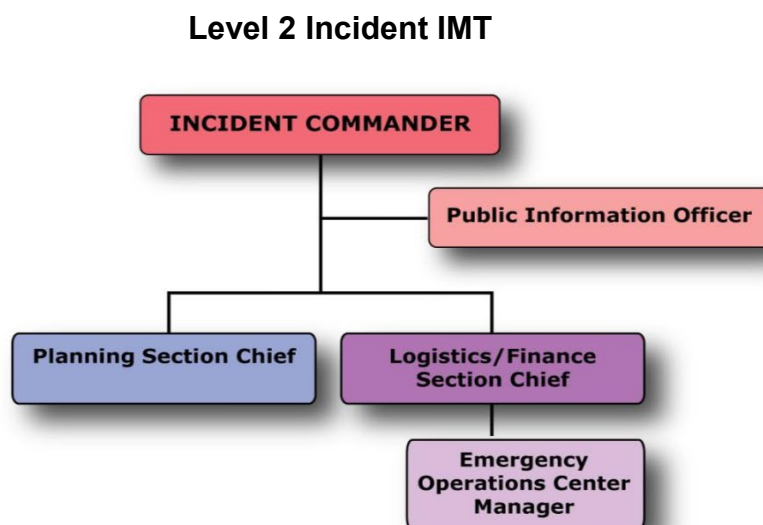
Activation of the Plan will be based on the following definitions and criteria, which are consistent with the KPB EOP:

- **Level 1 Incident** - An incident that can be managed under normal operations of various City departments and can be managed under Department policy, procedures, guidelines and/or protocols. May require implementation of entire or specific sections of the Plan and/or individual IMT positions as requested by the IC. The EOC may be activated. Shelters may be activated. A Level 1 incident does not require a disaster declaration; therefore, it does not require emergency procurement or funding.
- **Level 2 Incident** - A potential or declared disaster emergency having special or unusual characteristics not readily managed by Department policy, procedures, guidelines and/or protocols, and/or requiring response by three or more City Departments, and/or where resources of one or more City Departments are quickly exhausted, and outside assistance is requested. The EOC center may be activated, mutual aid may be required, and shelters may be opened.

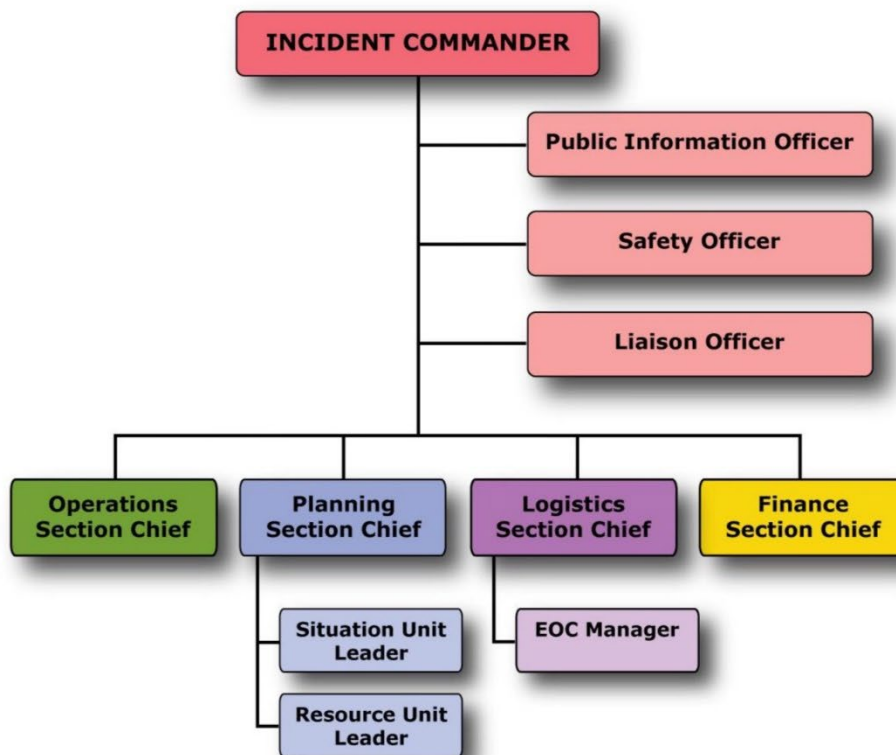
Section 5 Plan Activation and Disaster Declaration

- **Level 3 Incident** - A declared disaster emergency requiring coordinated response of all levels of City government to protect lives of a large portion of the population, protect property and the environment. Such disaster emergency may require sheltering or relocation of affected populations. The EOC will operate on a 24-hour basis. Outside aid and resources are required. Assistance from KPB, State and/or Federal agencies may be required. This Plan will be implemented.
- **Level 1 or 2: In-City Disaster/Emergency:** This Plan goes into effect at the direction of the City Manager when resources of three or more City departments are necessary to respond to a man-made or natural disaster that has destroyed or threatened property or citizen safety.
- **Level 2 or 3: Area-wide Disaster/Emergency:** This Plan, in conjunction with the KPB EOP, goes into effect in the following scenarios:
 - Upon request by the KPB OEM Director
 - At the direction of the City Manager
 - Under the KPB EOP
 - When City resources are required in response to an area-wide disaster
 - When area-wide response involves use of City resources outside the City
 - Situations where outside agency resources are needed to assist the City (does not include routine emergency, police and fire services given or received under Mutual Aid or similar agreements)

Section 6 contains examples of organization charts for Level 1, Level 2 and Level 3 incidents. Specific positions to be activated and filled may vary according to the type of incident



Level 3 Incident IMT



5.3 ACTIVATION PROCEDURES

Designation of Scene/Incident Commander

The City Manager, or Emergency Management Coordinator, may designate an IC. This assignment may change as the City's response to the disaster changes. A written [Delegation of Authority](#) shall be drafted and signed by the City Manager and incoming IC for all Incident Commanders who are not already City employees and who are not already designated as ICs for identified emergencies. These general guidelines will be applied in appointing the IC:

- During a response, or stage of response, when primary operational focus is fire, HazMat or rescue, the Fire Chief or designee will perform this role.
- During a response, or stage of response, when primary operational focus is security, evacuation, body recovery or investigation, the Police Chief or designee will perform this role.
- During a response, or stage of response, when primary operational focus is flood control, debris removal or restoration of City services, the Public Works director or designee will perform this role.
- During an operation on the Kenai Municipal Airport under the Airport Emergency Plan (AEP), the official designated in that Plan will usually perform this role.

Incident Management Team Activation

When the City Manager, Designee or IC determines EOP activation is necessary, the City of Kenai IMT should be activated and directed to report to the EOC. IMT activation procedure is

Section 5 Plan Activation and Disaster Declaration

summarized below. IMT activation proceeds through direct notification of qualified personnel to fill IMT positions. An updated list should be maintained in Appendix E: Qualified Personnel. Qualified individuals will be requested by the IC and contact may be coordinated by Kenai Dispatch or activation of Borough OEM. Initial activation involves Command and General Staff. Other positions will be filled as needed. IMT members will be directed to report to locations as needed.

Depending on the type and severity of incident, not all IMT positions may be needed to manage response. In this case, the IC may choose to deactivate some IMT positions or functions.

In most incidents, Dispatch is responsible for contacting individual IMT members. In an emergency where public address and emergency alert systems are used to alert the public, messages may also broadcast direction for IMT personnel to report to the EOC. However, public address shall not be used as a primary method of activating the EOC.

Activation Procedure		
IC or Local Official contacts Dispatch to request notification of City Manager		
City Manager determines Level of Incident		
LEVEL 1 INCIDENT	LEVEL 2 INCIDENT	LEVEL 3 INCIDENT
<ul style="list-style-type: none">• IC activates selected IMT positions• EOC established as needed• City personnel manage incident along with daily responsibilities	<ul style="list-style-type: none">• Disaster Declaration may be issued by City Manager• Three or more City departments involved• Mutual Aid in use• Outside services are needed or are in use	<ul style="list-style-type: none">• All City and Mutual Aid resources exhausted• Disaster Declaration issued• Need outside assistance from KPB, State, Federal agencies
City IMT	IC Activates Level 2 IMT & establishes EOC	IC Activates Level 3 IMT & establishes EOC
<ul style="list-style-type: none">• Support local response• IC continue to assess situation• Determine whether to escalate to Level 2 or 3	<ul style="list-style-type: none">• IMT members may need to relinquish some or all regular job duties to continue supporting incident	<ul style="list-style-type: none">• IMT member required to relinquish regular job duties to support incident• EOC operates on 24-hour basis

5.4 DECLARATION OF LOCAL DISASTER EMERGENCY

A local Disaster Emergency declaration by the City of Kenai is required to access City funds, expedite procurement of City response resources and access KPB, State and Federal disaster assistance. In the City of Kenai, the City Manager has legal authority to declare a local disaster emergency under Alaska Statute (AS 26.23.140). This Plan does not require a disaster declaration for implementation as it is also used for general large-scale disaster emergency response. The National Response Framework (NRF) does require local Plan activation for disaster emergency response.

If the City Manager is unable to act due to absence or incapacity, the Fire or Police Chief or Designee will exercise local disaster emergency declaration authority. Declaration of a local disaster emergency must include a description of the situation and conditions, must delineate geographic boundaries, and must outline any special powers being activated by the City.

If the City is declaring a local disaster emergency to expedite procurement of City or KPB response resources or to request disaster assistance directly from the State of Alaska, use model declaration forms found in Appendix A. The Alaska Division of Homeland Security and Emergency Management (ADHS&EM) makes recommendations on disaster declarations that are requesting State assistance and forwards those recommendations to the Governor's office. The Governor's Disaster Policy Cabinet also reviews most declarations before forwarding them, with DHS&EM recommendations, to the Governor.

Within the IMT, the Command and General Staff 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 IMT, as well as assisting agencies and the public. The State of Alaska "Situation Report" shall be completed as soon as possible after the onset of an emergency and shall be updated as necessary based on operational periods. The State of Alaska Situation Report shall be prepared by the Planning Section and distributed via phone, fax, email, radio, hard copy, etc., to at least the following:

- Alaska Division of Homeland Security and Emergency Management (ADHS&EM)
- Assisting Federal and State agencies

The Public Information Officer (PIO) may also distribute State of Alaska Situation Reports to the media, public, assisting agencies, adjacent jurisdictions and volunteer organizations at the direction of the IC. The Situation Report may also be used by the Emergency Manager to advise IMT and Department Heads of an incident.

Section 5 Plan Activation and Disaster Declaration

Damage assessment should begin immediately after onset of a disaster, as Preliminary Damage Assessment (PDA) information may be crucial to obtaining outside assistance. For damage assessment procedures refer to [Section 13](#) of this Plan. For sample Disaster Declarations, the Alaska Situation Report and IC Delegation of Authority form, see [Appendix A](#).

Section 6: Organizing for Emergencies

6.1 INTRODUCTION

This Plan is based on the concept that emergency functions for groups and individuals involved in Emergency Management will generally parallel day-to-day functions. It is important to maintain organizational continuity and assign familiar tasks to personnel. In large-scale disasters it may be necessary to draw upon a persons' basic capacities for use in areas of greatest need.

Day-to-day functions that do not contribute directly to emergency operations may be suspended for the duration of an emergency.

Local emergency responders usually know the best ways to use emergency resources in their communities. State response organizations will coordinate their activities with local and Borough governments so State aid is rendered most helpfully. Federal assistance should be supportive of State and local efforts, not substitute for them.

Basic responsibility for emergency planning and response first belongs with individuals and heads of households. Citizens assigned emergency response duties should take care of their families first.

Community and Individual Readiness

Individual and family preparedness is the first step in successful disaster mitigation and response. All citizens must remain well informed about local disaster risks. All citizens must remain well informed about local disaster response plans and policies, including evacuation routes, shelters, mass care facilities and shelter-in-place procedures. When individuals and families cannot respond effectively, agencies within local government responds to protect life and property from the effects of hazardous events.

When an emergency exceeds the local government's ability to respond, assistance will be requested from the State. The Federal government will aid the State, when appropriate.

6.2 INCIDENT MANAGEMENT TEAM

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

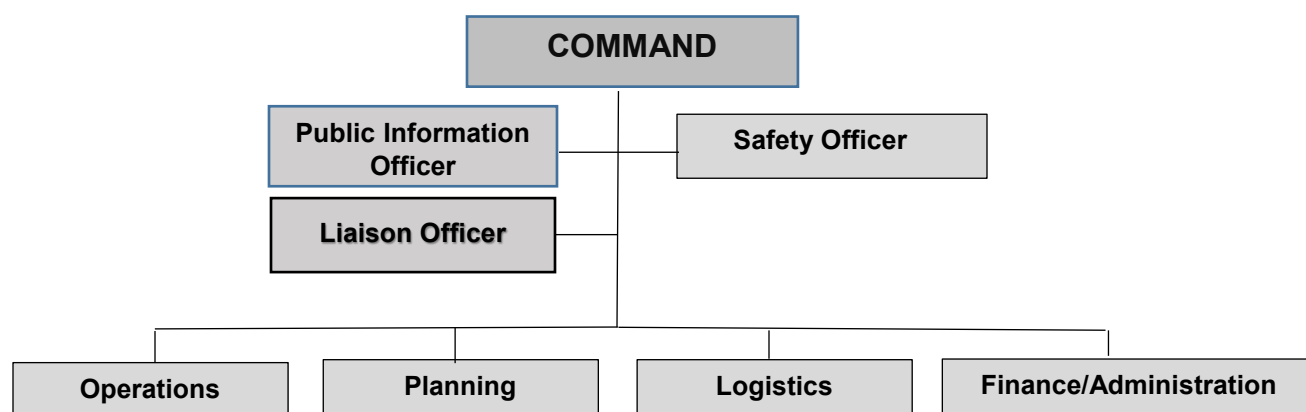
This Plan provides a basic overview of ICS to orient local officials with responsibilities in the City IMT. For more information on the National Incident Management System (NIMS), refer to the DHS NIMS document online at: www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf Or contact FEMA by phone: 202-566-1600 (National Headquarters) or 425-487-4600 (Region X) Online at FEMA-NIMS@fema.dhs.gov

Section 6 Organizing for Emergencies

ICS is a broad, all-hazard Emergency Management system designed to address mitigation, preparedness, response and recovery. When possible, local responders should organize under principles of ICS. Understanding the system will also help coordinate with regional, State and Federal emergency response entities. ICS system is FLEXIBLE, and positions or functions may be combined or eliminated, depending upon the incident. In most cases. The City will not have sufficient personnel to staff a full ICS but will likely activate major functions. The following organization charts show how typical ICS may be adapted by the City.

6.3 INCIDENT COMMAND SYSTEM

The ICS format breaks incident management into five basic functions:



For small-scale incidents that can be managed wholly within resources and capabilities of the City, the IMT may use the five basic ICS functions to organize incident management and emergency response functions.

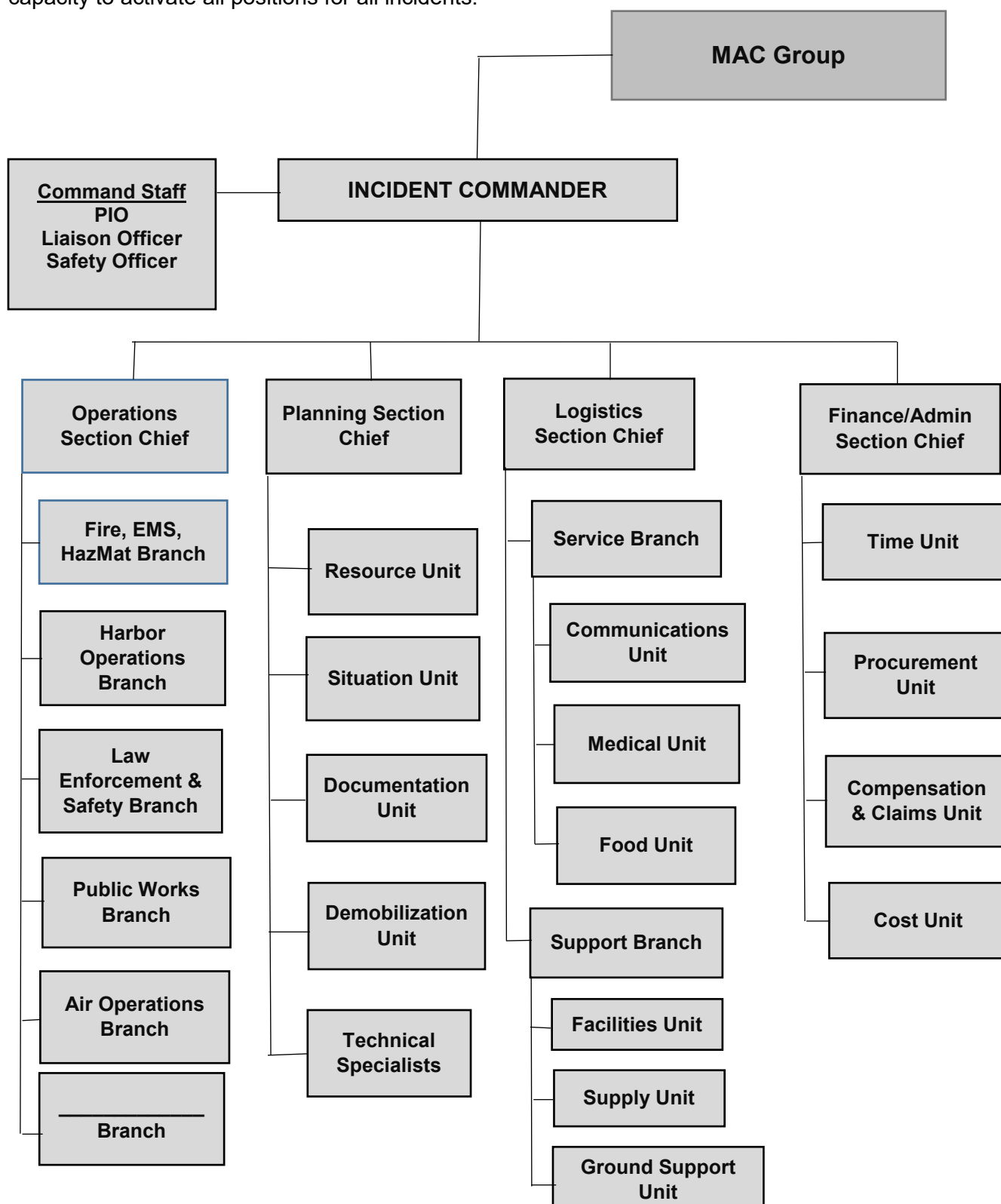
For incidents requiring supplemental response and/or incident management resources from outside agencies or organizations, the IMT will form initial Incident Command. This organization will eventually expand to a Unified Command following ICS format, integrating regional emergency operation plans, Area Contingency Plans and/or private facility emergency response or oil discharge prevention and contingency plans.

In a regional disaster, local personnel from the IMT may incorporate into a regional or private industry IMT organized under a Unified Command.

Section 6 Organizing for Emergencies

Full ICS Organizational Chart

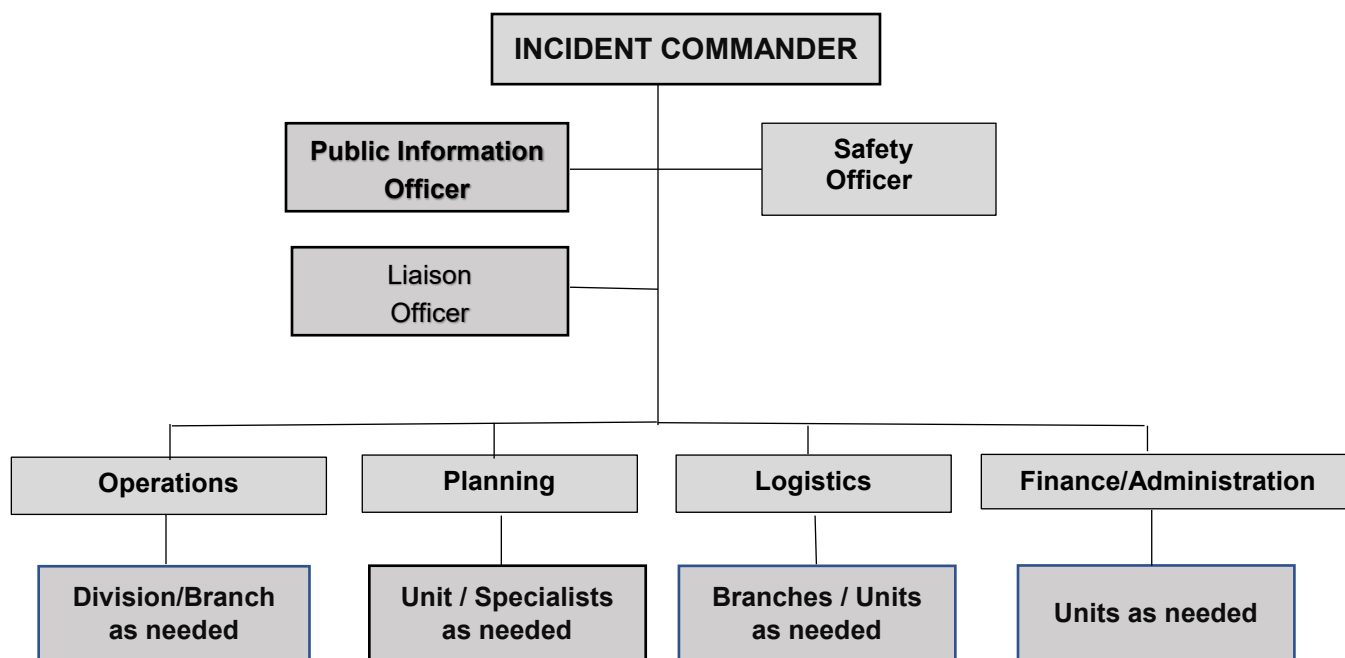
This organizational chart shows a typical ICS structure. The City may not have the need or capacity to activate all positions for all incidents.



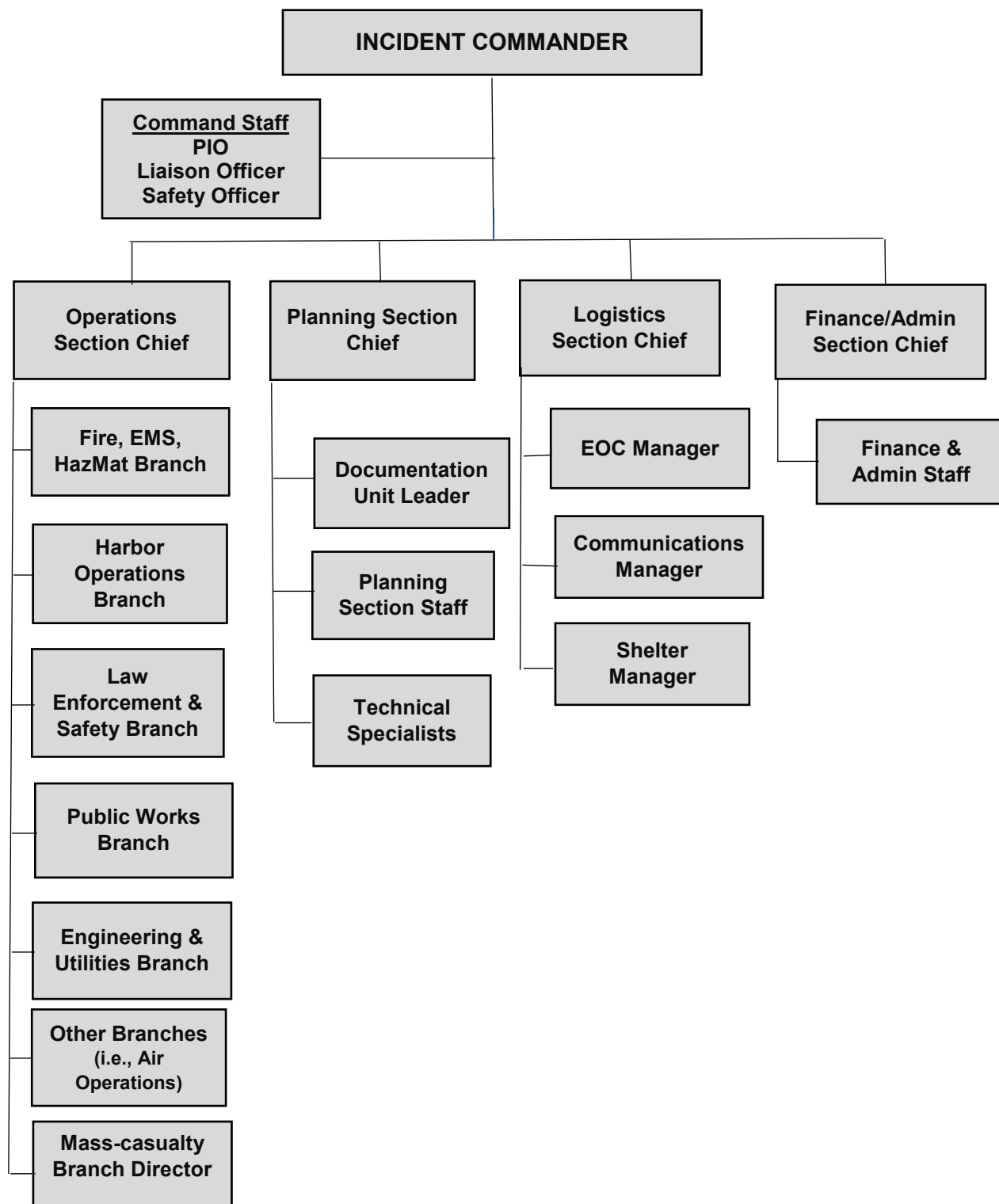
Typical IMT Organization Charts for Level 2 and Level 3 Incidents

The following organization charts show positions that might typically be activated for Level 2 and Level 3 incidents, based on available personnel and typical functions required to support citywide disaster operations. Levels of incidents are discussed in Section 5.

Example of Level 2 IMT Organization



Example of Level 3 IMT Organization



Section 6 Organizing for Emergencies

Common Responsibilities

All Kenai IMT personnel have the following responsibilities:

Before An Incident Occurs:

- Ensure Dispatch has up-to-date contact information
- Inform immediate supervisor of any out-of-town travel
- Acquire training to support IMT functions
- Review and stay familiar with EOP contents

During A Local Emergency:

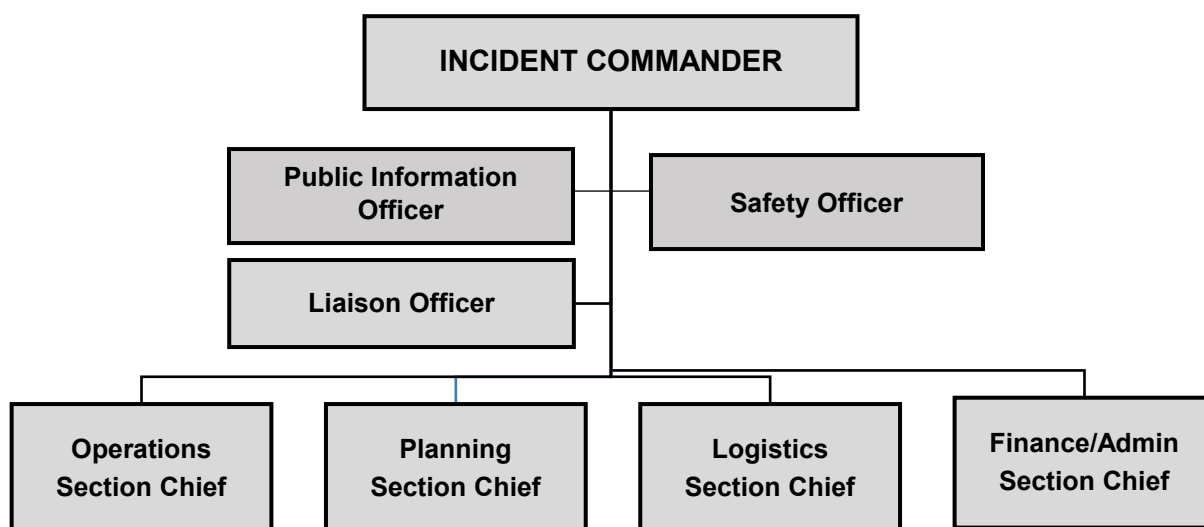
- Take care of family first. Once they are safe and secure, transition to IMT role
- Review position responsibilities and ICS checklist
- Report to EOC or field unit, as directed
- Perform job duties as assigned
- Maintain unit log

After An Emergency Occurs:

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

Appendix A contains copies of ICS Forms

The ICS system is FLEXIBLE, and positions or functions may be combined or eliminated, depending upon the incident. In most cases, the City will not have sufficient personnel to staff a full ICS but will likely activate major functions. The following organization charts show how typical ICS may be adapted by the City.



6.4 KENAI IMT ROSTER AND POSITION DESCRIPTIONS

ICS Position	Order of Succession	Reports to	Supervises	Responsibilities and Authorities
Incident Commander	1. City Manager 2. City Dept. Head as assigned by City Manager (assignment may change as response progresses)	MAC or City Council and KPB/State IMT if established	<i>Direct:</i> Command and General Staff <i>Indirect:</i> All Positions	<ul style="list-style-type: none"> • Management and control of IMT • Declare disaster, activate IMT, establish EOC, implement EOP • Determine IC Objectives and strategy • Continuous assessment of each IMT function and field operations units • Approve all reports, plans, press releases and official correspondence or documentation produced during incident • Authorize release of information to media and public • Order demobilization of incident as appropriate
Command Staff				
ICS Position	Order of Succession	Reports to	Supervises	Responsibilities and Authorities
Public Information Officer	1. City PIO 2. As assigned	Incident Commander	Public Information staff	<ul style="list-style-type: none"> • Gather info for release to public, news media, radio and TV • Determine if IC has limited release of any info • Develop and get IC clearance for emergency instructions to public; arrange expedient release of info • Control rumors and reassure public • Develop info for public and media briefings • Schedule and conduct regular news conferences, public briefings and meetings • Arrange tours and interviews or briefings as needed • Get media info that may be useful in Incident Planning • Maintain current info summaries and/or displays on incident
Liaison Officer	1. Personnel Officer 2. Special Projects Coordinator	Incident Commander	Liaison staff	<ul style="list-style-type: none"> • Provide contact for agency representatives • Assist establishing and coordinating interagency contacts • Keep agencies supporting response aware of incident status • Monitor operations to identify current and potential inter-organizational problems

Section 6 Organizing for Emergencies

				<ul style="list-style-type: none"> Participate in Planning meetings, provide current resource status including limitations and capability of assisting agency resources
Safety Officer	1. Police Chief 2. Police Lieutenant	Incident Commander	Operations Section branches	<ul style="list-style-type: none"> Participate in Planning meetings Identify incident related hazardous situations Review IAP for safety issues Exercise emergency authority to stop and prevent unsafe acts Investigate accidents occurring in incident area Assign assistants as needed Review and approve medical and safety plans
Legal Officer (optional)	1. City Attorney	Incident Commander	Legal staff	<ul style="list-style-type: none"> Monitor operational phases, assure compliance with City ordinances and emergency declarations Provide legal advice and assistance as needed
General Staff				
Section Chiefs				
ICS Position	Order of Succession	Reports to	Supervises	Responsibilities and Authorities
Operations Section Chief	Various Dept. heads depending on incident. Appointed by IC	Incident Commander	Operations Section branches	<ul style="list-style-type: none"> Manage field and tactical operations from EOC Request resources to support tactical operations Continuous assessment of environment and effects, damage and injuries in general population Coordinate with Planning Section Establish parameters for safe movement of people and coordination of essential and emergency activities Provide guidance and direction to private sector for shelter safety, exposure control and countermeasure operation
Planning Section Chief	1. Planning Dept. Head 2. Planning Dept. personnel 3. As appointed	Incident Commander	All Planning Section units, staff and Technical Specialists	<ul style="list-style-type: none"> Collect, manage and disseminate information to support incident operations Provide information to understand current incident status, predict probable course of incident events and prepare alternative strategies Supervise preparation of IAP Establish information requirements and reporting schedules for Planning

Section 6 Organizing for Emergencies

				<p>Section units (e.g. Resources, Situation Units)</p> <ul style="list-style-type: none"> Determine need for specialized resources to support response Establish special information collection as needed, e.g. weather, environment, toxins, etc. Compile, display incident status information Oversee preparation of Demobilization Plan
Logistics Section Chief	<p>1. Public Works Director</p> <p>2. Public Works Supervisor</p> <p>3. As appointed</p>	Incident Commander	All Logistics Section branches and units	<ul style="list-style-type: none"> Manage all incident logistics Provide support for transportation, equipment maintenance, fueling, feeding, supplies, remote communications, medical services and sleeping facilities May set up and manage base camp for IMT Coordinate with Finance Section to procure supplies and services to support response Provide logistical input to IC in preparation of the IAP Brief Branch Directors and Unit Leaders as needed Identify anticipated, known incident service and support needs Request additional resources as needed
Finance/Admin Section Chief	<p>1. City Clerk</p> <p>2. As assigned</p>	Incident Commander	All Finance and Admin staff	<ul style="list-style-type: none"> Manage all incident financial aspects Arrange payment for contracted services and supplies Review resource request orders; approve or deny same Review contracts for payment requirements Track available City funds, notify IC when operation exceeds capacity of City funding Provide financial input to demobilization planning Prepare documentation for emergency disaster assistance Advise IMT on feasibility of acquiring requested support services and financial consequences to overall operations Provide financial and cost analysis as requested Ensure all personnel time records are accurately completed and

Section 6 Organizing for Emergencies

				<p>transmitted to home agencies per policy</p> <ul style="list-style-type: none"> • Ensure all obligation documents initiated at incident are properly prepared and completed • Brief agency administration personnel on all incident-related financial issues needing attention or follow-up
Branch Directors				
ICS Position	Order of Succession	Reports to	Supervises	Responsibilities and Authorities
Fire, HazMat, EMS Branch Director	<ol style="list-style-type: none"> 1. Fire Chief 2. Deputy Fire Chief 3. Others as assigned 	Operations Section Chief	Field personnel in branch and divisions, groups in branch	<ul style="list-style-type: none"> • Oversee branch operations including radiological monitoring, decontamination, SAR and evacuation • Coordinate with Safety Officer to identify and manage hazardous materials and risks • Make tactical assignments to field personnel to manage hazardous materials and fire response • Assign specific tasks to division/group supervisors • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed
Harbor Operations Branch Director	<ol style="list-style-type: none"> 1. Harbor master 2. Harbor personnel 3. As appointed 	Operations Section Chief	Field personnel in branch and divisions, groups within branch	<ul style="list-style-type: none"> • Oversee branch operations including on-water containment of spilled oil, water rescue and marine vessel communications • Coordinate with Safety Officer to identify and manage hazards to port and vessels • Make tactical assignments to field personnel to manage harbor operations • Assign specific tasks to division/group supervisors • Request resources as needed to support field operations • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed
Public Works Branch Director	<ol style="list-style-type: none"> 1. Public Works Director 2. Public Works personnel 3. As appointed 	Operations Section Chief	Field personnel in branch and divisions, groups within branch	<ul style="list-style-type: none"> • Oversee branch operations including heavy equipment operations and provision of vital services such as potable water and sanitation • Coordinate with Engineering and Electrical Branch in assessing damage to vital facilities and restoring local infrastructure • Make tactical assignments to field personnel to manage public works

Section 6 Organizing for Emergencies

				<p>functions including heavy equipment operations</p> <ul style="list-style-type: none"> • Assign specific work tasks to division/group supervisors • Request resources as needed to support field operations • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed
Law Enforcement Branch Director	<ol style="list-style-type: none"> 1. Police Chief 2. Police Lieutenant 3. As appointed 	Operations Section Chief	Field personnel in branch and divisions, groups within branch	<ul style="list-style-type: none"> • Oversee branch operations including protection of vital facilities, EOC security, on-scene security, SAR support and evacuation • Coordinate with Fire and EMS Branch • Make tactical assignments to field personnel to manage safety and law enforcement • Assign specific tasks to division/group supervisors • Provide regular updates to Operations Section Chief and participate in Planning meetings
Air Operations Branch Director	1. Airport Manager	Operations Section Chief	Field personnel in branch and divisions; groups within branch	<ul style="list-style-type: none"> • Oversee branch operations including management of aircraft and air operations • Make tactical assignments to field personnel to manage air operations • Assign specific tasks to division/group supervisors • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed
Mass-Casualty Branch Director	<ol style="list-style-type: none"> 1. Central Peninsula Hospital 2. Public Health 3. By appointment 	Operations Section Chief	Field personnel in branch and divisions; groups within branch	<ul style="list-style-type: none"> • Oversee branch operations including establishment and management of EMS, morgue facilities, mass inoculations and public health advisories • Coordinate with EMS personnel to estimate casualties and plan triage and treatment • Make tactical assignments to field personnel to manage medical treatment and public health functions • Assign specific tasks to division/group supervisors • Request resources to support field operations as needed • Provide regular updates to Operations Section Chief and

Section 6 Organizing for Emergencies

				participate in Planning meetings as directed
Support Branch Director	1. Fire Service Coordinator 2. As appointed	Logistics Section Chief	Support Branch Units and staff	<ul style="list-style-type: none"> Determine facilities to activate in support of response Determine ground support and transportation Determine need for fuel delivery and vehicle support Determine whether mutual aid and contract equipment are in use Confirm method of inspection Staff the Branch as needed
Services Branch Director	1. Public Works Director 2. As assigned	Logistics Section Chief	Service Branch units and staff	<ul style="list-style-type: none"> Determine number of personnel needing to be fed Determine communications systems to be used Determine medical support needs of incident Assemble, brief, assign work locations and preliminary tasks to Branch personnel; provide summary of incident and communications status, food and medical needs of incident
Sections Staff				
ICS Position	Order of Succession	Reports to	Supervises	Responsibilities and Authorities
Operations Section staff (Fire, EMS, HazMat; USAR; Law Enforcement; Public Works; Utilities expanded as needed)	1. Operations Section Chief 2. Branch Managers	Operations Section Chief	Branch units and staff	<ul style="list-style-type: none"> Directing the management of tactical activities Developing and implementing strategies and tactics to achieve incident objectives Organizing Operation Section to meet incident needs, maintain manageable span of control and optimize use of resources Support IAP development for each operational period
Planning Section staff (Documentation, Resources, Situation, Demobilization Units)	1. Planning Dept. staff 2. As appointed	Planning Section Chief	Staff	<ul style="list-style-type: none"> Set up work area, begin organization of incident files Establish duplication service; respond to requests File all official forms and reports Review records for accuracy and completeness; inform appropriate units of errors or omissions Provide incident documentation Store files for post-incident use; oversee resource check-in Track resources

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				<ul style="list-style-type: none"> • Prepare, post or disseminate resource and situation status information as required including special requests • Review incident resource records to determine likely size and extent of demobilization effort • Develop incident demobilization plan detailing specific responsibilities, release priorities and procedures
Planning Section Technical Staff	Scientific or technical experts (public or private)	Planning Section Chief or Unit Leader	Technical support staff	<ul style="list-style-type: none"> • Provide specialized information or analysis as directed
Facilities Unit Leader	1. Public Works personnel 2. As assigned	Support Branch Director (if activated) or Logistics Section Chief	Facilities Unit staff	<ul style="list-style-type: none"> • Determine requirements for each facility to be established: sanitation, sleeping, feeding, supply area, medical support, communications, security needs, lighting • Coordinate negotiations for office and storage rental space
EOC Manager	1. Police/Fire Admin Assistants 2. As assigned	Logistics Section Chief or Support Branch Director (if activated)	EOC staff	<ul style="list-style-type: none"> • Provide necessary support for EOC establishment and management including work space allocation, equipment acquisition, clerical needs, office supplies, food, sleeping facilities, sanitation, message delivery and other duties as needed
Communications (Comms) Unit Leader	1. Comms Dept Supervisor 2. As assigned	Logistics Section Chief Service Branch Director (if activated)	Comms Unit staff	<ul style="list-style-type: none"> • Expedient set-up and operation of communications system in support of response including phones, UHF radio, CB radio, HAM radio and other equipment as needed • Assist managing information between field units and EOC, send and receive communications from involved agencies; for to appropriate EOC personnel • Maintain radio and phone logs; log all entries by time and date • Coordinate communications for agencies not equipped for direct interagency communications • Prepare and implement Incident Radio Communications Plan (ICS Form 205) • Establish, supervise Incident Communications Center and Message Center • Establish phone, computer links and public address systems

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Medical Unit Leader	1. Central Peninsula Hospital	Logistics Section Chief Services Branch Director (if activated)	Medical Unit staff	<ul style="list-style-type: none"> Obtain information on injuries occurring during initial response Identify name and location of Safety Officer Determine: number/location of aid stations, medical supplies, standby ambulances, helicopters and medical personnel that may be assigned and potential for special medical issues (i.e. hypothermia, dehydration, heat stroke, HazMat exposure, etc) Answer requests for medical treatment and transport Request and supervise ambulance support. Order through chain-of-command. Prepare Medical Plan (ICS Form 206) including procedures for major medical emergencies. Plan should be coordinated with medical organizations in Operations Section.
Shelter Managers	1. American Red Cross volunteers	Logistics Section Chief Support Branch Director (if activated)	Shelter staff	<ul style="list-style-type: none"> Establish and operate emergency shelters Identify resources to support shelter operations; prepare resource requests Coordinate with EMS and LE to identify incoming injured or displaced persons Coordinate with ARC and other aid organizations Provide essential shelter services
Other Logistics Staff/Functions (i.e .Food, Medical, Supply Units)	Any available City personnel, as assigned	Logistics Section Chief	Staff	<ul style="list-style-type: none"> Provide resource support and supply Determine food and water needs to support IMT; arrange catering or food supply Coordinate medical support with Operations personnel
Finance/ Administration Section staff	1. Finance Director 2.Accountant 3. As assigned	Finance Section Chief	Staff	<ul style="list-style-type: none"> Provide support for time tracking, procurement, compensation/claims and cost accounting Maintain records Support Finance Section Chief as directed

6.5 TRAINING RECOMMENDATIONS FOR IMT MEMBERS

National Incident Management System (NIMS) Training Program 2020

This program updates and supersedes all prior versions, including the 2017 NIMS training and the Five-Year NIMS Training Plan: [fema nims training-program-may-2020 0.pdf](https://www.fema.gov/nims-training-program-may-2020-0.pdf)

ICS and NIMS Training Courses

<https://training.fema.gov/nims/>

A partial list of available core and advanced classes follows. Some of these classes may be relevant to personnel more numerous and advanced than the City employees who may staff IMT positions. These classes are included for informational purposes and may provide further training opportunities for staff as the need or opportunity arises.

NIMS ICS Training Courses:

- IS-29: NIMS Public Information Systems
- IS-200: Basic ICS (ICS 200)
- IS-300: Intermediate ICS for Expanding Incidents (ICS 300) (E/L/G0300)
- IS-400: Advanced ICS for Command and General Staff (ICS 400) (E/L/G0400)
- IS-700: Introduction to NIMS
- IS-800: National Response Framework – An Introduction (NRF)
- IS-2200: Basic EOC Functions
- G0191: EOC/ICS Interface
- G0290: Basic Public Information Officer
- E/L/G2300: Intermediate EOC Functions
- E0388: Advanced PIO
- E/L0950: ICS All-Hazards
- E/L0952: ICS All-Hazards PIO
- O-0305: National Fire Academy All-Hazards IMT

Emergency Management Institute (EMI) Course Codes

IS = independent study online

G = EMI-developed course delivered by state, local, tribal and territorial instructors

E = EMI resident course delivered at EMI's campus

L = EMI resident course delivered offsite

O = National Fire Academy

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Recommended Core Training by Position

ICS Position	EOP	IS 29	IS 100	IS 200	IS 300	IS 400	IS 700	IS 800	G 0 191	G 0 290	E/L 952	O 0 305
Emergency Management Coordinator	X		X	X	X	X	X	X	X			
Incident Commander/ Deputy IC	X	X	X	X	X	X	X	X	X	X	X	X
Public Information Officer (PIO)	X	X	X	X	X	X	X	X	X	X		
Liaison Officer	X		X	X	X	X	X	X	X			
Safety Officer	X		X	X	X	X	X	X	X			
Legal Officer	X		X	X	X	X	X	X	X			
Operations Section Chief	X		X	X	X	X	X	X	X			
Planning Section Chief	X		X	X	X	X	X	X	X			
Logistics Section Chief	X		X	X	X	X	X	X	X			
Finance/Admin Section Chief	X		X	X	X	X	X	X	X			
Fire, HazMat, EMS Branch Director	X		X	X	X	X	X	X				
Public Works Director	X		X	X	X	X	X	X				
Law Enforcement Branch Manager	X		X	X	X	X	X	X				
EOC Manager	X		X	X	X	X	X	X	X			

6.6 INCIDENT MANAGEMENT TEAM STAFFING

When possible, duties and responsibilities assigned to individuals during emergency response should relate to that individual's daily duties and responsibilities. In small communities it may be difficult to staff an IMT with more than a handful of individuals. In larger communities there may be sufficient personnel to assign individual IMT/ICS positions. Regardless of the level of available City personnel resources, it is useful to pre-identify individuals within the City having defined emergency response roles.

It is recommended that Emergency Management roles be linked to specific positions in a community rather than to individuals.

The IMT must be trained and experienced with ICS to be effectively implemented in this Plan. ICS is adaptable to the needs of small to very large incidents and for multiple incidents. Factors determining complexity of an incident include:

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

The exact moment an incident shifts from one level of complexity to another is often a matter of perception. The jurisdiction head or designee-in-charge must assess incident complexity and assign qualified personnel. In situations where multiple agencies and jurisdictions are involved, the complexity determination and personnel assignment should be agreed upon cooperatively.

Guidelines for IMT Shift Scheduling

IMT staffing should be managed using rotating shift schedules and standardized relief procedures to ensure:

- IMT members receive sufficient rest
- IMT staffing levels remain consistent, appropriate to incident needs
- Adequate briefings are held during shift changes so information is not lost during any IMT shift change period

These guidelines apply to shift scheduling:

- Establish shift length and rotation schedules early on
- Develop a shift change schedule
- Hold “full team” shift change briefings for all incoming and outgoing personnel; summarize incident status and priorities
- Identify backup personnel for all activated positions
- Notify personnel in advance of scheduled, upcoming shifts
- Limit shift length to 12 hours, if possible

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- Ensure rotating shifts overlap 20 to 30 minutes to facilitate in and out briefings
- Encourage crisis management team members to take breaks and rest as needed
- Assign a designated break room

Span of Control

“Span of Control” refers to the number of organizational elements that may be managed directly by a person.

- Maintaining adequate span of control throughout the ICS organization is critical
- Span of control may vary from 3 to 7.
 - A ratio of 1 to 5 reporting elements is recommended.
 - If the number or ratio falls outside those ranges, organizational expansion or consolidation may be necessary
- There will be exceptions in some ICS functions, i.e., specially trained crews may use a larger span of control

6.7 EMERGENCY OPERATIONS CENTER

The EOC is a facility designated for managing emergencies. The IMT uses the EOC as the center of operations to direct overall disaster emergency response. The EOC centralizes incident management.

The EOC:

- Provides a central point where all incident information is received and analyzed, incident priorities are determined, strategies developed, and critical resources assigned to tactical operations
- Provides a central point for Planning and tactics meetings, shift briefings, media briefings and press conferences, public information releases and other information dissemination
- Facilitates efficient, effective communications
- Enhances coordination between agencies by co-locating representatives in the EOC, provides for scheduled points of contact, and establishes effective lines of communication to facilitate coordination
- Sustains operations during extended periods by locating the IMT in a facility that minimizes disruptions of everyday functions of organizations and agencies
- Provides continuity using around-the-clock staffing and systematic means to brief IMT members through shift briefings and shift changes

EOC Configuration

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

- Number of IMT members
- Size, shape and number of EOC rooms available
- Location of communication systems equipment to be used
- Lessons learned from previous incidents

General elements to consider when designing EOC layout include:

- IMT functions (Command, Planning, Logistics) should be positioned adjacent to displays requiring their input and posted information they manage

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- The IC should be located to be easily informed of the status of the incident
- IMT members whose functional responsibilities require them to frequently interact or coordinate should be co-located

EOC Facilities

The following facilities have been identified as potential EOC sites within the City:

Facility	Location	Point of Contact	Considerations
KPB OEM Emergency Response Center	253 Wilson Lane Soldotna	Emergency Manager	Primary upon request
Alaska Regional Fire Training Center	450 Daubenspeck Cir Kenai	Police or Fire Chief	Secondary
Public Safety Building	105/107 S. Willow St Kenai	Police or Fire Chief	Smaller scale incidents
Airport Operations Center	515 N. Willow St Kenai	Airport Manager	Smallest; use for Airport Emergency only

6.8 ORGANIZING FOR INCIDENTS WITH A SPECIAL SITUATION

For certain types of incidents, NIMS must be slightly modified to address unique characteristics of the incident. Basic ICS structure remains, with the same five major incident functions; however, additional positions and lines of authority are added to the IMT.

The Incident Commander (IC) must be prepared for an incident within an incident. The IC may be tasked with assuming command of an incident due to a special situation occurring. In both cases, the IC must be able to manage the current operations as well as the incident within the incident. This requires a very strong command presence, leadership and management skills. At the same time, the IC must display empathy and compassion if serious injury or fatality has occurred. Management of the special situation must be delegated to the Deputy IC or senior section chief and supported with appropriate staffing. The Agency Administrator (AA)/Agency Executive (AE), appropriate stakeholders (e.g. family, home unit) and investigators/regulators must be notified as quickly as possible. Follow the steps in the emergency plan to insure all critical items are addressed.

See specific sections for additional information.

6.9 IMT Incident Duties and Responsibilities

Position/Dept	Duties and Responsibilities	IMT Position(s)
Mayor	<ul style="list-style-type: none">• Disaster declaration approval through Ordinance	
City Manager	<ul style="list-style-type: none">• Declares local disaster or requests declaration, activates IMT, establishes EOC, implements EOP• Establish policies and delegate emergency powers• Determines IC objectives and strategy• Determines need for and facilitates alerts and warnings• Monitor forecasts and warnings; keep Mayor and City Council informed	Incident Commander

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	<ul style="list-style-type: none"> • Manages and controls IMT • May delegate IC position to City Department head as appropriate • Approves all reports, plans, press releases and official correspondence or documentation • Orders demobilization of incident 	
Incident Management Team	<ul style="list-style-type: none"> • Gathers and releases public information • Provides media relations and press releases • Rumor control • Coordinate with other local, state, federal agencies • Assist with Emergency Management Director duties • Set up and run EOC • Assess staffing – assign additional personnel as needed 	Public Information Officer Liaison Officer
City Attorney	<ul style="list-style-type: none"> • Advice on emergency authority requirements • Advise on liability issues • Prepare legal opinions • Prepare new ordinances/resolutions 	Legal Officer
Police Chief	<ul style="list-style-type: none"> • Oversee branch operations including protection of vital facilities, EOC security, on-scene security, SAR support and evacuation • Coordinate with Fire and EMS Branches • Make tactical assignments to field personnel to manage safety and law enforcement • Identify incident-related hazardous situations • Review IAP for safety issues • Provide regular updates to Operations Section Chief and participate in meetings as directed 	Law Enforcement Branch Director
Police Department	<ul style="list-style-type: none"> • Monitor incident risks and safety hazards; identify corrective measures • Coordinate safety planning with law enforcement and EMS • Contribute to strategy and planning sessions to ensure incident objectives are commensurate with safety practices • Undertake search and rescue as appropriate • Investigate accidents occurring in incident area • Exercise emergency authority to stop and prevent unsafe acts 	
Fire Chief	<ul style="list-style-type: none"> • Oversee branch operations, including radiological monitoring, decontamination, SAR and evacuation • Coordinate with Safety Officer to identify and manage hazardous materials and risks • Make tactical assignments to field personnel to manage hazardous materials and fire response • Assign specific tasks to division/group supervisors • Provide regular updates to Operations Section Chief and participate in meetings as directed 	Safety Officer; Fire, HazMat, EMS Branch Director
Fire Department	<ul style="list-style-type: none"> • Monitor incident risks and safety hazards; identify corrective measures • Coordinate safety planning with law enforcement 	

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	<ul style="list-style-type: none"> Contribute to strategy and planning sessions to ensure incident objectives are commensurate with safety practices Undertake search and rescue as appropriate Investigate accidents occurring in incident area Exercise emergency authority to stop and prevent unsafe acts 	
Harbor Master	<ul style="list-style-type: none"> Oversee branch operations including on-water containment of spilled oil, water rescue and vessel communications Coordinate with Safety Officer to identify and manage hazards to port and vessels Make tactical assignments to field personnel to manage harbor operations Provide regular updates to Operations Section Chief and participate in meetings as directed 	Harbor Operations Branch
Finance Director	<ul style="list-style-type: none"> Oversee Finance Section Participate in Planning meetings and coordinate with Command and General Staff 	
Finance Department	<ul style="list-style-type: none"> Document fiscal resources dedicated to response Arrange payment for contracted services and supplies Review and approve/deny resource request orders Review contracts for payment requirements Track available City funds, notify IC when operation exceeds capacity of City funding Provide financial and cost analyses as requested Ensure all personnel time records are accurate, complete and transmitted to home agencies per policy Provide support for time-tracking, procurement, compensations/claims and cost accounting Ensure all obligation documents initiated at incident are properly prepared and completed Work on monetary damage estimates for disaster declarations Apply for and manage disaster financial assistance 	Finance Section
Planning Director	<ul style="list-style-type: none"> Collect, manage and disseminate information to support incident operations Project information to understand current incident status, to predict probable course of incident events and prepare alternative strategies Establish special information collections as needed, such as weather, environment, toxins, etc. Supervise preparation of IAP Establish information requirements and reporting schedules for Planning Section units Inventory needs and resources, including those for evacuation Procure technical assistance as needed for anticipating and planning for developments during response Compile and display incident status information Track response areas and activities on EOC maps 	Planning Section Logistics

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	<ul style="list-style-type: none"> • Serve as focal point for resource requests • Transport personnel to/from operational area • Establish disaster aid centers to process applications for the rehabilitation of individuals and families • Initiate help from volunteer and relief organizations • Oversee preparation of Demobilization Plan 	
Planning staff	<ul style="list-style-type: none"> • Set up work area, begin organization of incident files • Establish and provide duplication service • File official forms and reports • Review records for accuracy and completeness; inform appropriate units of errors or omissions • Keep record of actions taken and resources used • Manage all incident logistics • Provide support for transportation, equipment maintenance, fueling, feeding, supplies, remote comms, medical services, sleeping facilities 	Documentation, Resources, Situation and Demobilization Units
Various department heads, depending on incident	<ul style="list-style-type: none"> • Oversee permitting and other needs for new construction/development • Continuous assessment of environment and effects, damage and injuries in general population • Establish parameters for safe movement of people and coordination of essential and emergency activities • Monitor field operations in affected areas and provide coordination/support • Notify local responders of potential need for search and rescue • Develop and implement evacuation procedures (with LE, PIO, Logistics) • Ensure efficient allocation of resources (release any not being used) • Provide meals for responders and shelters • Coordinate with Planning Section • Provide guidance and direction to private sector for shelter safety, exposure control and countermeasure operation 	Operations Section
Public Works Director	<ul style="list-style-type: none"> • Oversee branch operations including heavy equipment operations and provision of vital services such as potable water and sanitation • Estimate extent of damage to infrastructure and facilities • Facilitate restoration of vital facilities and local infrastructure • Determine number of personnel needing to be fed • Determine communications systems used • Determine medical support needs of incident • Determine requirements for each facility to be established: sanitation, sleeping, feeding supply area, medical support, communications, security needs, lighting • Coordinate negotiations for office and storage rental space 	Public Works Branch; Engineering, Electrical; Services Branch

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	<ul style="list-style-type: none">• Make tactical assignments to field personnel to manage public works functions including heavy equipment operations• Provide regular updates to Operations Section Chief and participate in meetings as directed	
Airport Manager	<ul style="list-style-type: none">• Oversee branch operations including management of aircraft and air operations• Make tactical assignments to field personnel to manage air operations• Provide regular updates to Operations Section Chief and participate in meetings as directed• Coordinate with FAA and NTSB as needed	Air Operations Branch Manager
Animal Control Officer	<ul style="list-style-type: none">• Participate in Planning meetings to develop Sheltering Plan• Develop or revise plan to deal with service animals, pets and livestock, as needed• Coordinate with groups and facilities to execute Plan	Animal Shelter Branch Manager
Human Resources Director	<ul style="list-style-type: none">• Participate in Planning meetings• Ensures personnel rules and policies are adhered to during incident• Coordinate with Planning and Operations sections regarding policies and procedures for resources requested and assigned to incident• Assist with performance and behavioral issues, discipline, discrimination complaints, labor grievances, etc.	Human Resources Branch Manager

Section 7: Incident Communications

7.1 INTRODUCTION

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

The means to accomplish efficient, effective multi-jurisdictional incident management is use of a common Communications Plan with defined communication modes and frequencies designated to various functions. The Communications Plan integrates tactical and support units of various agencies and organizations and maintain communications discipline.

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

Communications Plan

The Communications Unit of the IMT, working under the Logistics Section, is responsible for all Incident communications planning. This includes incident specific radio networks, on-site telephones, public address and off-incident telephone/microwave/radio systems.

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

All incident communications should be limited to essential information.

An incident Communications Plan should be developed early to ensure effective communications among task forces, strike teams, unit leaders, the IC and EOC. The Communications Unit Leader will develop the “Comms” Plan using ICS Form 205.

IMT Communications

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

Section 7 Incident Communications

Information and Resources Exchange			
Response Position	Activities Requiring Information Exchange	From Information Officer to Response Position	From Response Position to Information Officer
Incident Commander/ Unified Command	Initial incident brief Command Staff meeting News release authority (as needed) Approve information strategy	Initial incident data Level of public interest Public information strategy Speaker preparation News releases, fact sheets, video, photos and news clips Interview, news brief and town meetings schedules Media analysis Advise regarding information needs	Initial incident brief Appointment of PIO Command message(s) News release authority Approval for additional staffing Call Center activation
Planning Section Chief	Planning meeting Information exchange	Interview, news brief and town meeting schedules New release, fact sheets, video, photos and news clips	Incident situation status data (continuous) Daily meeting schedule Copy of Incident Action Plan Relay any information needs during planning meeting
Operations Section Chief	Operations briefing (continuous) Photos and video from the field	News release details and information, fact sheets, video, photos and news clips, interviews Names of people needing transportation to the site Share intelligence, rumors, and general information from Call Center or other sources	Incident situation data Air/vessel/ground transportation for visitors to the site Approval for information team to escort media to the field as needed

Section 7 Incident Communications

Information and Resources Exchange (cont.)			
Response Position	Activities Requiring Information Exchange	From Information Officer to Response Position	From Response Position to Information Officer
Safety Officer	Initial incident brief Command staff meeting Operations briefing JIC personnel, media and distinguished visitors needing access to the site	News releases, fact sheets, video, photos and news clips Roster of on-site visitors escorted by JIC/PIO Escorts for any approved visitors to the site	Briefing on safety issues Personal protective equipment provided for any visitors to the site
Liaison Officer	Command staff briefing Operations briefing Planning meeting	News releases, fact sheets, video, photos and news clips Escorts for visitors Names of agencies, organizations and stakeholders for inclusion in response	Names and numbers of additional agencies, organizations and stakeholders to be added to JIC/PIO list Provide input on press releases as appropriate
Logistics Section Chief	Operations briefing Status updates on resource requests	News releases, fact sheets, video, photos and news clips	JIC/PIO materials Specialized clothing Space for at least 12 people to work Contract assistance to track and record publicity Procurement of technology and A/V support Procure additional staff as needed
Finance Section Chief	Operations briefing Setting up account codes	News releases, fact sheets, video, photos and news clips	Travel order numbers and accounting data
Response Personnel	Initial briefing Operations briefing	Speaker preparation News releases, fact sheets, video, photos and news clips	Spokespeople at news conferences, town meetings and individual interviews with media

7.2 BASIC RADIO COMMUNICATIONS CHECKLIST

An incident Communications Plan directs radio communications during a response. Clear, accurate communications are critical to response success. This general radio communications checklist was developed for response personnel:

- Obtain, review and follow the Communications Plan
- Determine primary and alternate communications channels
- If assigned a radio, check it out and functionally test all channels
- Obtain an extra battery and/or charger
- Establish a communication schedule with supervisor or dispatch
- Establish a procedure for failed communications with supervisor or dispatch
- Establish a procedure for emergencies with supervisor or dispatch
- Use only assigned channels
- Monitor the radio
- Keep communications to essential information
- Use the following system for phonetic spelling:

A - ALPHA	N - NOVEMBER
B – BRAVO	O - OSCAR
C – CHARLIE	P - PAPA
D – DELTA	Q - QUEBEC
E – ECHO	R - ROMEO
F - FOX TROT	S - SIERRA
G - GULF	T - TANGO
H - HOTEL	U - UNIFORM
I – INDIA	V - VICTOR
J – JULIET	W - WHISKEY
K – KILO	X - XRAY
L – LIMA	Y - YANKEE
M – MIKE	Z - ZULU

City of Kenai Radio Frequency List

The disaster/emergency frequency monitored at the City EOC is: Kenai Fire Main Frequency

Common Emergency Channels

CB: Channel 9	Marine VHF: Channel 6 & 16	SSB: 4125 KHZ
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Section 7 Incident Communications

Local Agency/ Department Assigned Frequencies

Channel Display	Description	Trunking Talkgroup	Talkgroup ID	Receive Freq.	Transmit Freq.
KFD MAIN	Kenai Fire Main	3AC6	80015046	136.0750	136.0250
KFD TAC A	Kenai Fire TAC A	3AC7	80015047	136.0750	136.0250
KFD TAC 1	Kenai Fire TAC 1	-	-	154.2350	154.2350
KFD LEG	Kenai Fire Legacy	-	-	154.3550	154.3550
NFD RPTR	Nikiski Fire Main	-	-	154.1450	153.7700
NFD SPLX	Nikiski Fire Simplex	-	-	154.1450	154.1450
NFD TAC1	Nikiski Fire TAC 1	-	-	154.0100	154.0100
CES MAIN	CES Fire Main	3AA3	80015011	136.0750	136.0250
CES TAC 1	CES Fire TAC 1	-	-	154.3250	154.3250
DOF MAIN	DOF Main	3CF3	80011507	136.0750	136.0250
DOF LOG	DOF Logistics	2CED	80011501	136.0750	136.0250
VTAC11	KPB OEM VTAC 11	-	-	151.1375	151.1375
VTAC12	KPB OEM VTAC 12	-	-	151.4525	151.4525

ALMR Central Interoperability Zone (Zone 4 on KFD Radios)

CH	Description	Display	Receive Freq.	Receive Tone	Transmit Freq.	Transmit Tone
1	Call	CALL	(ALMR Talkgroup)		-	-
2	Central Command 2	C CMD 2	(ALMR Talkgroup)		-	-
3	Central Command 3	C CMD 3	(ALMR Talkgroup)		-	-
4	Central Command 4	C CMD 4	(ALMR Talkgroup)		-	-
5	Central Command 5	C CMD 5	(ALMR Talkgroup)		-	-
6	Central Command 6	C CMD 6	(ALMR Talkgroup)		-	-
7	Central Multigroup	C Multi	(ALMR Talkgroup)		-	-
8	National SAR	NSAR	155.1600	-	155.1600	156.7
9	State Conventional	State 2	159.2100	-	159.2100	156.7
10	National Calling	VCALL10	155.7525	-	155.7525	156.7
11	National TAC 1	VTAC11	151.1375	-	151.1375	156.7
12	National TAC 2	VTAC12	154.4525	-	154.4525	156.7
13	National TAC 3	VTAC13	158.7375	-	158.7375	156.7
14	National TAC 4	VTAC14	159.4725	-	159.4725	156.7
15	IOP Repeater	VTAC36	151.1375	-	151.1375	156.7
16	State Conventional	State 1	155.2500	-	155.2500	156.7

Section 7 Incident Communications

Additional Local and Regional Frequencies

Frequency	User
121.300	FAA AIR TRAFFIC CONTROL
118.75	FAA GROUND CONTROL
122.1000	FLIGHT SERVICE STATION (Pillar Mountain)
122.2000	FLIGHT SERVICE STATION (Woody Island)
122.8000	AIR-TO-AIR "UNICOM"
125.1000	ANCHORAGE CENTER
120.300	ATIS (Automated Information System)
121.300	CAP
123.100	RCC
155.250	AST STATE-WIDE SIMPLEX
155.295	AK STATE-WIDE DISASTER (COMMON)
162.550	NOAA WEATHER BROADCAST
165.3375	USCG COMMON FREQ
TBD	CES

Marine VHF Frequencies

Frequency	User
156.8000	Kenai Dock Standby (16)
156.5000	Kenai Dock Talk (10)
154.425	Channel 68
157.1000	Channel 22
157.0500	Channel 21
162.4000	Marine Weather

7.3 RADIO COMMUNICATIONS

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

NET	Description
Command	Links IC, key staff members, section chiefs, division and group supervisors
Tactical	May be several, established around agencies, departments, geographical areas, or specific functions
Support	Handles status changes for resources as well as support requests and other non-tactical or command functions
Local	Channels used by local departments or agencies such as Fire Departments or Division of Forestry.
Ground-to-air	May be designated for communications w/ aircraft. Regular tactical NETS may also be used
Air-to-air	Normally pre-designated and assigned for use at the incident

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

Local EOPs contain lists of assigned frequencies for City, Borough and other service areas. KPB is able to integrate with local EOPs using the Alaska Land Mobile Radio Communications System (ALMR) or other type radios.

Alaska Land Mobile Radio (ALMR)

During a large incident, or one involving multiple jurisdictions, the ALMR system may be used to support incident communications. ALMR is a two-way radio system used by first responders and Public Safety. It provides interoperability among City, KPB, State and Federal responders during a local or large-scale emergency.

The Central Zone Tactical Interoperable Communications Plan (TICP) provides additional ALMR detail and usage procedures, and is hereby incorporated by reference.

7.4 PUBLIC INFORMATION

During a regional emergency involving activation of the IMT, IC will appoint a Public Information Officer (PIO) to coordinate dissemination of incident information. The PIO is responsible for public information accumulation, formulation and release to news media and other agencies and organizations.

Public Information Flow

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

Section 7 Incident Communications

- Information received from the field should be communicated through the chain-of-command
- Information should be shared with appropriate IMT staff
- As a member of the Command staff, the PIO should be included in these discussions
- The PIO will use press releases, social media posts, and other methods consistent with the incident information strategy approved by the IC for disseminating information to the media and public

Media Guidelines

Consider these guidelines before releasing information to the media:

- Provide accurate, consistent information
- Release only confirmed facts
- If little information is available, indicate that fact and schedule future briefings as additional information is available
- Release only approved, specific, verified information, such as:
 - Nature and extent of emergency
 - Impacted or potentially affected areas
 - Advice on applicable emergency safety procedures
 - Mitigation activities being conducted
 - Procedures for reporting emergency conditions to the EOC
 - Actions the public should take for their safety
- Control rumors and correct inaccurate information published by the media
- Do not release information that could hinder emergency response, prejudice outcome of an investigation or pose a further public safety threat
- Do not allow media access to the EOC, except under limited, controlled circumstances, and only with prior approval of the IC
- Document all public information briefings, releases, interviews and warnings
- Use existing websites and social media accounts, such as the KPB OEM website, Facebook, Twitter and the OEM “virtual JIC” blog, to disseminate public and media information

Media Briefing Facilities

In the event of a major, protracted incident it may be more convenient and efficient for media briefings to take place at a site other than the EOC. Examples of alternative briefing sites may include hotel conference rooms, banquet facilities or City Hall Council Chambers. Hosting media briefings outside of the EOC allows the IMT to function without additional distractions.

The PIO staff may assist the media with logistical support in finding hotel rooms, providing coffee and refreshments for early morning briefings, arranging for additional phones, etc.

The City EOP identifies potential Media Briefing Facilities during a local emergency. City media briefings are typically held in the City Council Chambers.

Facility	Location	Point of Contact
Kenai City Hall	210 Fidalgo St	City Manager

Section 7 Incident Communications

A list of local media contacts can be found in [Section 14](#) of this Plan, including radio, TV stations and newspapers. It does not include all area media representatives.

Media Access to the Scene

In cooperation with on-scene personnel and approval from the IC or Operations Chief, media representatives may be allowed scene access, when escorted. This should happen only after considering safety of media personnel, impact on response, and wishes and concerns of victims.

Media representatives allowed scene access must always be accompanied by a member of the PIO staff. If not safe or practical to admit all media representatives to a scene, a media “pool” may be created where media representatives select a camera crew to get footage for all media to use. If controlled access is deemed unsafe or impractical, other photo/video opportunities should be arranged if possible.

Protect response personnel, victims and family members from media as much as possible. Media should only be allowed in designated areas. The media may only be allowed access to response personnel at the discretion of the PIO, Operations Section Chief and IC, and only if contact does not interfere with the response. City, KPB and other agency personnel should not comment on the incident without knowledge and consent of the positions noted above.

Rumor Control and Public Assistance

The PIO may establish a Branch to provide public information through the Emergency Alert System (EAS) and public information Call Center or “rumor control lines”. Call Center numbers may be published in the Media. This resource will reduce non-emergency 911 calls and calls to the IMT staff. It provides the public a resource to get valid incident information rather than rumors.

Intra-Agency Communications

City and KPB staff not directly involved in emergency response, especially Call Center attendants, must get updated, accurate incident information. The information provided to staff should include phone numbers for public information and rumor control lines in case the public contacts City departments directly for information.

Joint Information Centers

In a large incident involving multiple agencies, departments or other stakeholders, a Joint Information Center (JIC) may be organized. A JIC is a central clearinghouse designed to allow PIOs from response and recovery agencies, and stakeholders, to coordinate information released to the media and public.

The Borough maintains a Virtual Joint Information Center (VJIC) at www.kpboem.com that is available to the City. Agencies, departments and other stakeholders in the KPB can post information and resources pertinent to the emergency. The VJIC functions as a one-stop site where residents and interested parties can find crisis-related information.

Once a JIC is established, it will be the source of all media releases. Daily briefings will be conducted and information will be provided to local and regional governments, with public information posted on the website and social media accounts. The PIO monitors media messages and public rumors to help craft effective, appropriate public information releases.

Section 7 Incident Communications

Depending on the incident, Field PIOs may be assigned to Disaster Help Centers or to gather intelligence, photos, or videos from the disaster area.

Field PIOs and Call Center Activation

As part of the information strategy, the Lead PIO may add PIOs as needed to accomplish information objectives.

During an emergency, the Soldotna Public Safety Communications Center (SPSCC), 911 dispatch, may be overwhelmed with non-emergency calls. To relieve the SPSCC of some or all of the non-emergency calls, a KPB Call Center may be established to provide the public with a designated phone number where they can obtain information about the current crisis.

The Call Center serves as the place where the public can ask questions, receive information and report non-emergency concerns or rumors from the field. The Call Center can relay the rumors or concerns to the IMT, who will determine validity of reports.

Members of the community, agency staff, temporary employees and other City or KPB personnel may staff public information lines in a Call Center. The Call Center will be activated with approval from the IC and staffed as the situation dictates. The Call Center should be staffed at least during business hours but should consider 16 or 24 hour staffing seven days a week, depending on call volume and information needs. To improve the efficiency of those working the Call Center lines, if possible, staffing should include people familiar with the disaster area.

The KPB provides a standby telephone number for public information and has protocols and a training program in place for rapid establishment of a Call Center. The overriding goal of the Call Center is to deflect calls from the 911 emergency lines and administrative lines to avoid disruption of daily public safety activities. This protocol should be considered when incident-specific calls to these lines hamper or disrupt emergency call-taking and dispatching. Requests for non-emergency assistance received by the public information and Call Center staff should be routed to the appropriate IMT staff.

City or agency staff not directly involved in emergency response, including 911 staff, must receive updated, accurate incident information. This should include phone numbers for public information/rumor control/Call Center lines in case the public attempts to contact City departments directly for information on the incident.

Incident Websites

For incidents of varying natures, Incident Websites may be developed in conjunction with KPB OEM. Incident websites may include:

- Situation reports issued by the City, UC or other agencies/jurisdictions
- Public information messages regarding evacuation, shelters, disaster assistance, public health advisories, etc.
- Incident photos
- Information for families of potential victims
- Public media and media briefing schedules
- Phone numbers or web links for additional information

Public Information Forms

Forms or documents have been developed to assist coordination of public information. All the forms become part of the final incident package.

Section 7 Incident Communications

Incident Status Summary (ICS 209): Planning Section or 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 death and initial response.

Incident Action Plan (IAP): Planning Section will complete this document for complex incidents. It contains more detailed information about the incident, responders and plans for control. With IC approval, portions of the IAP may be used in brief or released to the media. See FEMA Incident Action Plan Guide for additional information: [FEMA IAP Guide R1 Aug 2015](#)

Activity Log (ICS 214): Activity log is used to document actions taken, instructions to unit staff and occurrences significant to the unit. *All units activated in the EOC will maintain activity logs.*

Warning Message Log: Warning Message Log is used to document time, method and nature of warnings to the public and is maintained by the PIO staff.

Sample ICS and other Forms/Documents are located in [Appendix A](#).

Section 8: Sheltering and Feeding

8.1 BASIC KENAI SHELTER PLAN

In the City of Kenai and across the KPB, American Red Cross (ARC) is the primary organization that will support shelter operations, including providing shelter resources, management and staff. There is a Kenai Peninsula Red Cross Office located at 450 Marathon Road Floor 2 in Kenai (907-232-2698). The Anchorage Office can be contacted at 907-646-5401 if necessary.

This plan summarizes major actions to establish shelters in a disaster emergency within the City of Kenai. Depending on the incident, single or multiple facilities may be designated. In an emergency requiring mass care shelters, the City IMT will coordinate with KPB OEM to integrate the KPB Disaster Help Center procedures and processes for establishing, equipping and staffing the Centers.

Contact KPB OEM

Contact KPB OEM with an IMT request to open a specific DHC based on incident needs, or request OEM coordinate establishing, equipping and staffing a DHC per KPB EOP Section 9 “Sheltering and Feeding” Disaster Help Centers (DHC)

Determine Which Shelters to Open

Each facility has different resources. Guidelines for selecting a shelter will be based on the type, location and severity of the incident. See City of Kenai Mass Care Shelter Facilities List in this section for information on potential shelters that may be deployed under this Plan. **No facilities should be used for sheltering if they have suffered structural damage.**

City of Kenai and Service Area:

- Kenai Central High School
- Kenai Middle School

Alternate and supplementary facilities:

- Mountain View Elementary
- Kaleidoscope Charter School
- First Baptist Church
- LDS Chapel
- Our Lady Of Angels Catholic Church
- Salvation Army
- Kenaitze Educational Center (estimated completion spring 2022)

Other possible shelters:

- Challenger Learning Center
- Local hotels and motels

Shelter Managers Will Be Assigned for Each Shelter

The IMT, coordinating with KPB OEM, KPBSD and ARC, will request shelter managers be assigned for each shelter. Within the City, KPBSD facilities may provide on-duty staff trained in mass care and shelter operations until DHC procedures are in place.

8.2 SHELTERING AND FEEDING

Section 8 Sheltering and Feeding

Establishing and managing shelters is primarily a local function, but when a declared disaster rises beyond local and State levels to a Federal declaration, certain Mass Care resources are pre-identified to support local needs. Outside agencies and organizations are often able to support shelter operations through local and State declarations and continue through response and recovery with Federal declarations.

In a declared disaster that reaches the Federal Declaration level, ARC is identified in National Emergency Support Function #6 (ESF #6) under the National Response Framework by FEMA:

- Mass Care, Emergency Assistance, Housing, and Human Services coordinates the delivery of Federal mass care, emergency assistance, housing, and human services when local, tribal, and State response and recovery needs exceed their capabilities.

In disaster emergencies impacting the City to the point of evacuation and sheltering, it is highly likely the same is true elsewhere in the Borough. To provide IMT consistency in managing a local disaster and to reduce competing needs for resources, the City Plan provides IMT ability to immediately coordinate with KPB OEM to implement the KPB Disaster Help Center (DHC) process.

KPB OEM has the primary responsibility to provide mass care services for citizens in the event of a disaster emergency. Mass care operations will be performed in DHCs and other locations, as determined by incident needs. A DHC is a KPB operated facility designed to provide services and resources to meet the needs of the community during an emergency.

A DHC will operate at a facility determined by the IMT, with additional DHC's added as determined by need and resource availability. A DHC may be located at KPB or KPBSD-owned facilities or sites operated by community organizations or businesses. No two disasters are alike and resources each community needs are varied and unique. The IMT will only request implementation of DHC sections necessary for the current emergency (Assistance, Feeding, Information and day or nighttime accommodations).

Requirements for mass care services vary depending upon the nature and length of the disaster emergency. Local officials must be ready to provide different types of support in response to the unique nature of a situation. Planning must anticipate the need for citizens to shelter in their home or business and must plan to shelter individuals displaced by the disaster emergency.

Disaster Help Centers (DHCs) will be under direction of DHC Managers reporting to the Facilities Mass Care Branch Director under the Operations Section of the IMT. DHC Managers provide coordination for all ICS functional units within a DHC. Functional Units assigned to shelters will be determined by the IMT general staff. Refer to the KPB EOP Section 9: Sheltering and Feeding (https://www.kpb.us/images/KPB/OEM/EOP/Section_9.pdf) for detailed information and checklists.

Disaster Help Centers

The KPB maintains primary responsibility for operating shelters in local facilities. The KPB OEM will work with community organizations to create an efficient DHC. As determined by the IC, the DHC may provide food, information, assistance, and daytime or overnight accommodations, as necessary.

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OEM has primary responsibility for coordinating assistance from businesses, the faith-based community and community organizations such as the American Red Cross (ARC), Love Inc, Kenai Peninsula Food Bank, Salvation Army and many others. OEM or the IMT team will determine the best facility to deploy depending on location and needs of the incident. As a component of the IMT, a Voluntary Organizations Active in Disaster (VOAD) Coordinator may be used to coordinate the many organizations, businesses, faith-based community and volunteers to provide community assistance during a crisis.

During incidents where sheltering needs are significant, the IMT, OEM and VOAD Coordinator may allow an organization to operate a shelter under its own authority, as a non-governmental “sheltering organization.” Coordination and documentation should be established with organization through Logistics and Operations.

For DHCs, data will be gathered, analyzed and confirmed, then shared on a timely basis with the EOC. Besides sheltering and feeding, the VOAD Coordinator may direct community organizations and the faith-based organizations to perform other valuable services, including support for victims, providing supplies and services to responders, coordination of volunteer organizations and assistance to local governments in damage assessments.

Other facilities, in addition to public schools and KPB facilities, have been pre-identified. These include churches, community centers, senior centers, federal, state and city buildings, etc. Several alternate facilities are identified in the City EOP, including location, contact person and telephone numbers, kitchen facilities, emergency power and heat, and number of people that can be fed and housed.

8.3 DISASTER HELP CENTER (DHC) PLAN

This Plan summarizes major actions necessary to establish and operate DHCs. Depending on the incident, multiple facilities or a single shelter may be designated.

City to contact KPB OEM IMT to request a DHC be established

- VOAD Coordinator and IMT will contact individuals, Community Emergency Response Team (CERT) members, community organizations and additional trained/qualified volunteers to activate DHC operations.

Determine the number and location of DHCs to be opened

- Each DHC may have different resources. The type, location and severity of the incident will affect the number and location of shelter(s).
- No building should be used as a shelter if it has suffered structural damage.
- City EOPs will have information about capabilities and limitations of local shelter facilities.

Assign DHC Staffing including a DHC Manager(s)

It is the intent of the KPB OEM to train organizations and individuals to effectively operate a DHC during an emergency. It is understood that during a large-scale emergency, staff from the City, KPB, other cities and KPBSD may be asked to operate DHCs.

Disaster Help Center Supplies

Shelter kits are located in various sites across the KPB. Agencies such as the ARC may also have portable kits for use. Shelter kits contain items needed to establish a shelter. If a kit is not

Section 8 Sheltering and Feeding

available, shelter supplies may be obtained from OEM, the State, ARC or other sources. Typical shelter supplies include:

- DHC guide outlining procedures and protocols to operate the DHC
- Laminated signs to designate the location as a DHC
- ARC shelter books & registration forms
- Bathroom supplies (paper towels, toilet paper, tissues, etc.)
- Office Supplies (clipboards, index cards, legal pads, pencils, staples, markers, name badges, etc.)
- Flashlights
- Disinfecting supplies (cleaners, gloves, masks, hand sanitizer, anti-viral wipes, etc)
- Whistle, orange tape, and other items

A DHC Manager must be on duty 24-hours a day, with one or more Assistant Managers to help provide coverage.

Arrange For Other Supplies

- | | |
|------------------------|----------------------------|
| • Blankets | • Loudspeakers |
| • Cots | • Tables |
| • Chairs | • Soap |
| • Drinking cups/dishes | • Towels |
| • Hot plates | • Toilet paper |
| • Trash cans | • Sanitary napkins/tampons |
| • Disposable diapers | |

Allocate Space

The DHC Manager allocates space for the following purposes:

- | | |
|--|--|
| • Reception & Registration of shelter occupants | • Storage of food and supplies |
| • Family Assistance | • Restrooms and bathing facilities |
| • DHC Manager's office | • Consider storage area for occupants' possessions |
| • Medical First Aid | • Nursery |
| • Sleeping accommodations with families together if possible | • Childcare |
| • Food Service and Feeding area | • Recreation area |
| | • Family Service interviewing area |

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

Establish DHC Services

A DHC needs open lines of communication with the EOC for planning and implementing response. In addition, shelters need to be equipped to provide services for occupants. Typical DHC services include:

- | | |
|-----------------------------|--------------|
| • Food | • Sleeping |
| • Assistance and Counseling | • Childcare |
| • Medical First Aid | • Recreation |

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- Distribution of Strategic National Stockpile (SNS) supplies if applicable
- Reception & Registration
- Public Information

Disaster Help Center Management

The DHC Manager will directly supervise all operations, volunteers, facility maintenance and security services at the shelter. Several functional unit activities at the EOC may be performed at the shelter(s) under supervision of EOC Unit Leaders. The DHC Manager will provide non-technical coordination for all units operating within the shelter to ensure orderly, efficient shelter operations and use of all resources and personnel.

DHC Organization in the City and/or KPB IMT

The following organization table shows where the DHC Manager would be in a fully developed ICS. For City or KPB IMT, due to limited personnel to staff response, the Logistics Section may be collapsed so the Unit and/or Branch functions are combined or absorbed by other positions. In some cases, the DHC Manager may report directly to the Support Branch Director and/or to the Logistics Section Chief. The table summarizes how DHC management responsibilities may be assigned to staff, volunteers, and other agencies, departments, and organizations.

DHC Management Assignments and Responsibilities		
Role	Personnel Assignments	Duties and Responsibilities
DHC Manager	Trained volunteers VOAD Coordinator	Establish shelter Manage shelter operations Coordinate with volunteer relief agencies Duties as assigned
Assistant DHC Manager	CERT Volunteers Trained volunteers	Assist DHC manager Fill in for DHC manager as needed Provide alternate for 24-hr staffing duties as assigned
Medical First Aid	CERT members Trained volunteers	First aid Only basic first aid will be performed at the DHC Call 911 for all other medical issues
Administration	Incident Management Team VOAD Coordinator Volunteers	Documentation Duties as assigned
Food Staff	Trained volunteers KPBSD Food service staff	Prepare and serve meals Duties as assigned

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Social Services	ARC AK DOH Mental Health Professionals	Assist shelter residents to access social and family services Liaison to other social service agencies/organizations Duties as assigned
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Additional Shelter Considerations		
Role	Personnel Assignments	Duties and Responsibilities
Liaison/PIO	IMT Assigned Lead PIO (additional PIOs as needed)	Disseminate information to the public and media Work with Incident PIO and other agencies
Maintenance and Sanitation	Maintenance staff Volunteers ARC Volunteers	Maintain and clean facilities Duties as assigned
Pet Sheltering	Local animal control officer, humane society, or veterinarians Trained volunteers	Set up and manage shelters, or coordinate with private-owned facilities for domestic pets and service animals

Strategic National Stockpile (SNS) Distribution

In emergencies where requests for SNS resources are necessary, local mass care shelters may become distribution sites. The Alaska DOH Division of Public Health will lead and direct SNS distribution, in coordination with the City, KPB OEM and IMT.

Pet Shelters

Household pets create substantial issues and logistics needs in evacuation areas and shelters during an emergency. The "[Pets Evacuation and Standards Act of 2006](#)" requires local governments to plan for sheltering and care of household pets and service animals during emergencies if evacuee shelters are established.

The Pet Sheltering Plan (Annex 4) to the KPB EOP ([KPB Pet Shelter Plan](#)) functions as the City Guide for Pet Sheltering needs. The Annex contains detailed information and checklists for establishing a pet shelter. Considerations in establishing pet shelters include:

- Animal Shelter personnel in the City of Kenai and other communities have received Humane Society training in mass sheltering of household pets, and may be able to establish pet shelters, if needed.
- Local veterinary clinics and "foster homes" may supplement the Animal Shelter Annex or provide potential locations for sheltering exotic pets and livestock.

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- Residents evacuated with pets should include pet food, medications and supplies in their 7-day emergency supply kit.
- Evacuated residents should be informed of the pet sheltering location and of any pet policies at human shelters.
- Pet shelter facilities should generally be separated from human shelters.
- Pet shelters must include many of the administrative functions required for human shelters – record keeping, etc.

Emergency Response Personnel

Arrangements for feeding and sheltering IMT personnel are the responsibility of the Logistics Section. If practical, response personnel will be released to their homes or stations to sleep. If returning home is not practical, space may be arranged in a shelter. It is important that IMT and response personnel have separate sleeping and eating facilities in a shelter. It is not unusual for IMT personnel to work long hours and variable shifts. When possible, IMT personnel accommodations should be separated from the general shelter population to preserve IMT morale and ensure they are able to get sufficient rest during off hours. A Food Unit will be established through Logistics and Operations.

8.4 SPECIAL POPULATIONS

Neither the City of Kenai nor the KPB maintains lists of special populations in the area. A [table](#) in Section 4 provides some of the known facilities in the City. The IMT will coordinate with local agencies, organizations and transportation companies to ensure provisions are made, or facility plans activated, to transport and shelter special populations at IMT- established DHCs or in their home facility. The City works with agencies having direct responsibility for homebound populations and encourages those agencies to incorporate shelter-in-place plans and accountability into internal emergency plans and procedures. KPB does the same outside the City. Those agencies should coordinate Plan activation with the IMT and document the efforts.

Medically dependent persons cannot be accepted at shelters unless accompanied by medical personnel, supplies, and equipment.

Types of Special Populations within or adjacent to the City		
Special Population	Specific Facilities or Characteristics	Considerations
Correctional Facilities	Wildwood Pre-Trial Facility (adjacent to City)	DOC may seek IMT shelter or evacuation assistance DOC may be a resource for mass care feeding and labor
Youth Facilities	Kenai Peninsula Youth Facility (in City)	Division of Juvenile Justice may need IMT assistance for shelter or evacuation
Home Care Patients	Unknown number in the City	May include patients on ventilators, life support systems

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		Work with local home health care and hospital to locate patients
Alternative Housing Residents	Growing number of group homes and facilities in the City that may not want location or numbers known	May present added challenges for evacuation and sheltering
Seasonal Camps, Campgrounds, Parks, Fish Processors, Dipnet Fishery	Many throughout the City	Adds seasonal sheltering needs in addition to needs of year-round populations
Senior Housing Residents	Located at known sites in the City, mostly near population centers	May require additional assistance for evacuation and sheltering
Patients of Medical Facilities	Central Peninsula Hospital facilities in Soldotna; smaller clinics and medical centers in the City	May require additional assistance for evacuation and sheltering

Shelter-in-Place

Not all emergencies requiring protective action for the public require evacuation. A viable option for protecting the public is “shelter-in-place”, where the public is told to remain indoors at home, place of business, school, etc. The IC must weigh the risk of a hazard’s danger against the risks inherent in evacuation versus protection by sheltering-in-place. If shelter-in-place is used, it must be implemented using various alert and warning systems before self-evacuation occurs. The City can deploy the KPB Alerts system, radio, television or social media posts. For shelter-in-place, residents of an affected area should be advised to:

- Remain inside their home or other closed building until advised they can leave safely
- Turn off heat, ventilation and cooling systems and window or attic fans
- Close all windows, doors, vents and cover cracks with tape or wet rags
- Keep pets and children inside
- When inside, people with breathing difficulties should cover their mouth and nose with a damp cloth
- People who are outside should cover their nose and mouth with a cloth until they can get inside a building
- Listen to radio or television for further information

8.5 City of Kenai Mass Care Shelter Facilities

Schools:

Kaleidoscope School of Arts and Science (Charter School)
549 N. Forest Drive, Kenai, Alaska 99611 Office: 907-283-0804

Kenai Alternative High School (B & G Club)
705 Frontage Road Suite C, Kenai, Alaska 99611 Office: 907-335-2870

Kenai Central High School
9583 Kenai Spur Highway, Kenai, Alaska 99611 Office: 907-283-2100

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Kenai Middle School

201 N. Tinker Lane, Kenai, Alaska 99611 Office: 907-283-1700

Mountain View Elementary

315 Swires Road, Kenai, Alaska 99611 Office: 907-283-8600

Faith Based:

First Baptist Church of Kenai

12815 Kenai Spur Highway, Kenai, Alaska 99611 Phone: 907-283-7672

LDS Chapel

609 N. Forest Drive, Kenai, Alaska 99611 Phone: 907-283-9689

Our Lady of the Angels

225 S. Spruce Street, Kenai, Alaska 99611 Phone: 907-283-4555

Salvation Army

201 N. Forest Drive, Kenai, Alaska 99611 Phone: 907-283-3879

Others:

Challenger Learning Center

Kenaitze Education Building (estimated to be completed Spring 2022)

12271 Kenai Spur Hwy, Kenai AK 99611 Phone: 907-335-7208

City of Kenai Mass Care Shelter Facilities' Information: KPB Schools					
Facility Name	Kaleidoscope Charter Sch.	Kenai Alt. HS	Kenai Central HS	Kenai Middle School	Mtn. View Elem.
Shelter type			Primary	Primary	Primary
Max Occup.	283		750	625	532
ARC Agreeemnt.			Yes	Yes	Yes
Potential Staffing			Faculty/ Staff	Faculty/ Staff	Faculty/ Staff
# Usable Rooms	19		24	20	20
Total Usable ft²			30,000	25,000	21,280
Kitchen Facility/ Equip			Full, DEC approved	Warming Oven Kitchen	Warming Oven Kitchen
Food Service area			60'x100'	Comm. area	Multi-purpose room
Max Seating Capacity			250	272	288
# meals serve at a time			2000 daily	270	288
Heat/Cook fuels			Natural Gas	Natural Gas/ Electric	Natural Gas
Generator			Yes	Yes	Yes

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Emer. power			2 gens: Lt. audit/ main bldg. Light pool	Emer. Lights	Emer. Lights
Health care beds			2	1	2
ADA accessible			Yes	Yes	Yes
# Toilets			20M,20F	8M,15F	7M,9F
# wash basins			20M,20F	9M,9F	3M,3F
# showers			12M,12F	6M,6F	2 Unisex
Nursery area	No		No	No	No
Office space	Yes		Yes	Yes	Yes
Other rooms	Play-ground, multi-purpose room		Auditorium Gym Athletic Theater	Com. Area, Gym Portable class- rooms	Multi- Purpose room
Outdoor areas			Athletic fields Fenced courts	Athletic fields Fenced courts	Play-ground
# Parking spaces	42		400	200	65
Facility Limitations			May not be access. In all disaster types	May not be access. In all disaster types	May not be access. In all disaster types

City of Kenai Mass Care Shelter Facilities' Information: Churches & Others						
Facility Name*	First Baptist Church	LDS	Our Lady of Angels	Salvation Army	Challenger Learning Ctr	Kenaitze Educ Bldg
Shelter type	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
Max Occup.	120	53	50	30	200 plus staff	300 plus staff
ARC Agreement	No	No	No	No	No	No
Potential Staffing	Paid staff, congregation	Paid staff, congregation	Paid staff, congregation	SA	Staff	Staff
# Usable Rooms	20	15	1	6	15	Unknown
Total Usable ft ²	4,800	2,100	2,000	1,200	9,251 plus	Unknown
Kitchen & Equipment	Full commercial	Full commercial	Full commercial	Full commercial	Full commercial	Full commercial
Food Service area	Multi-purpose room	Cultural Hall	Multi-purpose room	Multi-purpose room	Multi-purpose room	Unknown
Max Seat. Capacity	150	100	239	150	200	Unknown
Meals per shift	150	60	239	150	200	Unknown
Heat/Cook fuels	Natural gas	Natural gas	Natural gas	Natural Gas	Unknown	Unknown
Generator	No	No	No	No	Unknown	Unknown

Section 8 Sheltering and Feeding

Emer. power	No	No	No	No	Unknown	Unknown
Health care beds	0	0	0	0	Unknown	Unknown
ADA accessible	Yes	Yes	Yes	Yes	Yes	Yes
# Toilets	4M 4F	2M 4F	3M 3F	2M 4F	5M 5F	Unknown
# wash basins	3M 3F	2M 4F	3M 3F	2M 4F	Unknown	Unknown
# showers	1M 1F	1M 1F	0	1M 1F	4M 4F	Unknown
Nursery area	Yes	Yes	Yes	Yes	Yes	Yes
Office space	Yes	Yes	Yes	Yes	Yes	Yes
Other rooms/areas	Multi-purpose Auditorium	Library Cultural Hall Extra Chapel	Multi-purpose Sanctuary	Multi-purpose Chapel Soc Serv Bldg	38 bunks in 2 separate dorms	Unknown
Outdoor areas	Play-ground, basketball ct	Parking lot	Parking lot	Parking lot	Parking lot, lawns	Unknown
# Parking spaces	100	100	100	50	100	Unknown
Facility Limitations	May not be access. in all disaster types	May not be access. in all disaster types	May not be access. in all disaster types	May not be access. in all disaster types	May not be access. In all disaster types	Unknown

Section 9: Public Health and Mass Casualty Incidents

9.1 INTRODUCTION

This section describes medical resources and approaches for addressing public health emergencies in the City of Kenai.

9.2 EMERGENCY MEDICAL SERVICES

The Kenai Fire Department provides emergency medical services (EMS) and transport services for the City. Central Emergency Services (CES) in Soldotna and the Nikiski Fire Department offer EMS and transport services in other areas. During a disaster emergency one or more available emergency service providers will provide EMS as needed. Mutual Aid agreements exist among fire departments to ensure adequate resources are available for major multi-jurisdictional disasters. Additional State and Federal emergency medical resources can be accessed by contacting ADHS&EM and requesting assistance.

The Kenai Fire Department is responsible for establishing on-scene IC using NIMS ICS structure for a multi-casualty incident using unified command (UC) as appropriate (see KPB EOP: <https://www.kpb.us/emergency-mgmt/plans/eop>).

A triage system will be initiated, with initial field care provided by responders and secondary care provided at Central Peninsula Hospital (CPH) in Soldotna. CPH has an Emergency Management Plan (EMP) which should be integrated into the Medical Response in the Operations Section. CPH Emergency Department will be designated as the immediate care area. Urgent care will be established per CPH Plan, as will overflow. Non-urgent care may be provided in the City by agreement or pre-planned use at one of the following:

- Local physicians' offices
- CPH Kenai Health Center
- CPH Urgent Care
- Capstone Clinic
- Beacon Kenai
- Dena'ina Wellness Center

Expectant care will be per CPH EMP. Victims' families will be directed to an area provided by the City or per CPH EMP. If the hospital is overwhelmed with patients, provisions for transfer of patients to an appropriate medical facility is the responsibility of CPH in coordination with the Medical Branch of Operations.

Refer to [Section 14](#) Resources and Contact Information of this Plan for additional information about emergency medical resources in Kenai.

9.3 FATALITY MANAGEMENT

Morgue facilities in most KPB communities are limited. During a mass casualty incident, temporary morgues can be constructed at ice rinks, in refrigerated freight containers or using ice available through fish processors/canneries. It is important that temporary morgues be

Section 9 Public Health and Mass Casualty Incidents

established at a reasonable distance from human shelters to avoid negative psychological impacts associated with viewing deceased persons. Body bags may be procured through KPD or AST. The State Medical Examiner (ME) is responsible for collection, identification and disposition of deceased persons and human tissue from mass casualty incidents. Additionally, FEMA has resources to deploy Disaster Mortuary Operational Response Teams (DMORT) to the mass casualty incident. Both the State ME and FEMA DMORT can be requested through the ADHS&EM SECC.

The State Medical Examiner's office can aid with fatality management and temporary morgues: 1-888-332-3273 (1-888-DECEASED)

9.4 PUBLIC HEALTH EMERGENCIES

This section describes medical resources and approaches for addressing public health problems in the City of Kenai, in coordination with other local, State and Federal agencies.

During response and recovery operations, public health services include activities associated with lifesaving, transport, evacuation, treatment of injuries, disposition of the dead, disease control activities related to sanitation, preventing contamination of water and food supplies, etc. Public health focuses on health and medical problems under emergency conditions varying in scope. Public health concerns during a disaster include identifying and controlling environmental health hazards.

Alaska DOH is responsible for issuing public health advisories on emergency water supplies, waste disposal, disease vectors, food monitoring at mass care facilities, immunizations and disinfections. DOH can be accessed by contacting ADHS&EM and requesting assistance.

Patient isolation during a contagious disease pandemic has been identified as an issue of concern in the City and KPB. Until 2020, Peninsula hospitals were not properly outfitted to handle patient isolation without putting the entire hospital population at risk. Clinic facilities in the City faced the same problem. Between 2020/2021, local health care providers and facilities gained extensive practical experience in patient isolation and quarantine, personal protection, social distancing and disinfection practices. Those protocols are in place and will remain in practice for the foreseeable future, though they may be revised regularly. Each hospital within the Borough and related facilities within the City have Plans to configure facilities for isolation using various means, including distancing, Personal Protection Equipment (PPE), barriers and negative pressure atmospheres.

All decisions regarding patient routing and isolation should be made by the IC/UC, based on incident-specific concerns.

Department of Health (DOH) Services Functions

Reorganized in 2022 to separate the Department of Social Services from the Department of Public Health, Alaska DOH Public Health has an office in Kenai. DOH's purpose is to assist local agencies in response to and mitigation of any type of public health event. DOH may assign public health nurses to monitor epidemiological and/or public health hazards in emergency shelters. The DOH nurses may assist shelter nurses caring for shelter occupants.

Other functions DOH may perform in a public health emergency include:

- Coordinating public health information with the EOC

Section 9 Public Health and Mass Casualty Incidents

- Coordinating public health workers/nurses to assist health-related services at mass casualty sites
- Coordinating assistance for vulnerable populations
- Assisting in provision of any necessary pest control
- Coordinate availability of medical assets within the Borough through the KPB OEM, and thereby to the City through its EOP, an Annex to the KPB EOP
- Analyzing incident public health impacts and providing information to the EOC
- Coordinating recommendations with the Policy Group for public health threats that may necessitate deployment of
 - Strategic National Stockpile (SNS)
 - Disaster Medical Assistance Teams (DMAST)
 - Disaster Mortuary Teams (DMORT)
- Providing public health orders, medical interventions and guidance as needed

Federal Role

A pandemic presents a national health emergency requiring coordinated responses from local, State and Federal agencies. The U.S. Department of Health and Human Services (HHS) coordinates overall public health and medical emergency response across all Federal departments and agencies. Authorities exist under the Public Health Service Act (42 US Code §247d) for the HHS Secretary to declare a public health emergency and coordinate response functions. Additionally, the President can declare an emergency and activate the National Response Plan in accordance with the Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288), under which HHS has lead authority for Emergency Support Function #8 (ESF8): Public Health and Medical Services.

State Role

ADHS&EM has overall responsibility for interagency coordination of pandemic preparedness. DOH Division of Public Health (DPH) has primary functional and technical responsibility for pandemic preparedness. Specific Alaska DOH responsibilities include:

- Prepare and maintain a public Pandemic Response Plan as an Annex to the DOH EOP
- Maintain an interagency IMT, in cooperation with ADHS&EM
- Identify public and private sector partners for effective planning
- Develop key pandemic preparedness components: surveillance, investigation, vaccine and antiviral distribution, health care systems including infection control, isolation and quarantine, community disease control, social distancing and communications
- Integrate pandemic planning with other planning activities under CDC and Health Resources & Services Administration (HRSA) bioterrorism preparedness cooperative agreements with States
- Coordinate with locals to ensure development of Plans as called for in the State plan, and provide resources such as templates to assist the planning process
- Coordinate with municipalities in planning pandemic services and activities
- Coordinate with tribal health organizations to ensure equitable delivery of medications, vaccine and other health services to Alaska Natives
- Assist locals, the Alaska State Hospital & Nursing Home Association Preparedness Program and others in Plan exercises
- Coordinate with the Division of Behavioral Health
- Coordinate with ADEC for animal health issues related to a pandemic
- Develop data management systems and implement components of the Plan

Section 9 Public Health and Mass Casualty Incidents

- Coordinate with adjoining jurisdictions of British Columbia, Yukon Territory and Washington State. Alaska has surveillance programs in place to identify potential pandemics as early as possible.

Phone number for public health questions, human health concerns or planning for pandemics: 1-888-9Panflu (1-888-972-6358). There is a State Pandemic Preparedness Website at: [Pandemic Preparedness Plan, Department of Administration, State of Alaska](#)

Borough and Local Roles

In most cases, State and Federal agencies take lead in managing public health crises such as pandemics. The primary function of local government is to assist the U.S. Public Health Service and Alaska DOH by:

- Encouraging social distancing and other precautions to reduce spread
- Implementing quarantine or isolation for infected persons
- Establishing vaccine dispensing centers
- Identifying high-risk populations and vaccination priorities, based on State and Federal guidelines
- Distribute public information
- Provide continuity of operations in local government and businesses

Strategic National Stockpile (SNS) and Vaccine Distribution

As part of a pandemic or other public health emergency, antiviral medications or vaccines may be distributed from the Strategic National Stockpile (SNS). Because certain SNS vaccines are limited, the Federal government established guidelines to determine vaccine distribution priorities. DOH will implement the process locally and statewide. The State Pandemic Influenza Plan was revised in January of 2020

(https://dhss.alaska.gov/dph/Epi/id/SiteAssets/Pages/HumanCoV/AKPanFluPlan_2020.pdf) and lists priorities for vaccination distribution. Similar priorities will be implemented for most other types of mass inoculations or SNS distributions.

KPB Emergency Medical Services and Hospitals

EMS and ambulance transports, as well as other area emergency services, are provided by the City and KPB emergency service areas. In a mass casualty incident, local response agencies will provide the closest EMS personnel.

The Borough is divided into service areas, cities/towns and non-incorporated rural areas. The lists below describe emergency services and area hospitals outside the City that may be deployed as a resource to the City as needed. Additional EMS resources are available from State and Federal agencies through the ADHS&EM.

Geographic Service Areas
Nikiski Fire Service Area Covers NW portion of KPB, including land NW of Cook Inlet and oil platforms. 2 stations, 20 full-time employees, 25 on-call & volunteers. Responds to platforms via helicopter. Patients brought to Soldotna or Anchorage.

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Central Emergency Service Area

Covers central peninsula with five manned stations. Employees and volunteers. Serves Soldotna, Ridgeway, Kalifornsky Beach, Kasilof, Sterling, Clam Gulch, and Funny River. Combination department with 24-hour staffing, over 30 full time employees and 20+ volunteers.

Bear Creek Fire Service Area

Uses Seward Volunteer Ambulance Corps; can respond through mutual aid agreement outside its boundaries when responding with Seward Ambulance or Fire Departments and throughout the East Peninsula Highway Emergency Service Area (EPHESA). Also responds within the Chugach National Forest.

Western Emergency Service Area (merged Anchor Point Fire and EMS Area & Ninilchik Volunteer FD)

Established in 2020 to provide fire protection and EMS to the Anchor Point and Ninilchik areas. SAR limited to ground and off-road; mutual aid agreement with Kachemak Emergency Services, Homer VFD to bring patients to hospitals in Soldotna or Homer.

Kachemak Emergency Services

Covers East End Road and area between Anchor Point and City of Homer. Two stations, mostly volunteer with career leadership.

Eastern Peninsula Highway Emergency Service Area (EPHESA)

Established in 2017, this covers the Sterling and Seward Highway corridors outside established service areas. Uses existing Fire and EMS departments and EMS agencies for response. All volunteer response; no manned stations.

Pandemics

The State of Alaska has a Pandemic Plan ([DOH Pandemic Plan 2020](#)). Pandemic plans should be revised and updated to include the COVID-19 outbreak, consequences, social distancing, isolation and quarantine processes, disinfection, vaccination and mitigation efforts. The City considers Pandemic Planning important for continuity of services, public health/safety and economic stability. The City has provided public information and guidance through recent COVID-19 issues, and has incorporated social distancing and PPE in continuity planning.

Central Peninsula Hospital (CPH) has developed protocols and resources to properly handle patient isolation without putting the entire hospital population at risk or reducing essential services. They also have a plan in place to use areas of CPH for isolation. All decisions regarding patient routing and isolation are to be made by the IC and Unified Command, as required by incident circumstances.

Mental Health

Generally, large-scale or mass casualty incidents have mental health impacts on victims, their families, responders, volunteers and the community-at-large. It is important the IMT consider the need for mental health support services to one or all of these groups. Mental health services in the City are provided by Peninsula Community Health Services (PCHS), CPH and private practitioners. Additional resources are available Borough-wide:

- PCHS
 - Business hours: (907) 268-5973 Soldotna, (907) 268-5973 Kenai

Section 9 Public Health and Mass Casualty Incidents

- PCHS emergency/crisis line at (907) 714-5353
- There is an afterhours on-call clinician
- Seaview Community Services (Seward) provides a combination of mental health and substance abuse services in the eastern KPB
 - Phone: (907) 224-5257
 - Crisis line: (907) 224-3027
- South Peninsula Behavioral Health Services, Inc., Homer
 - Business hours: (907) 235-7701
 - After hours: (907) 235-0247
- American Red Cross, Salvation Army, clergy, private organizations and mental health professionals can provide personnel and counselors to help deliver mental health support to victims and families affected by a mass casualty incident or disaster
- State mental health services and critical incident stress management for responders
 - Contact ADHS&EM for assistance for both needs

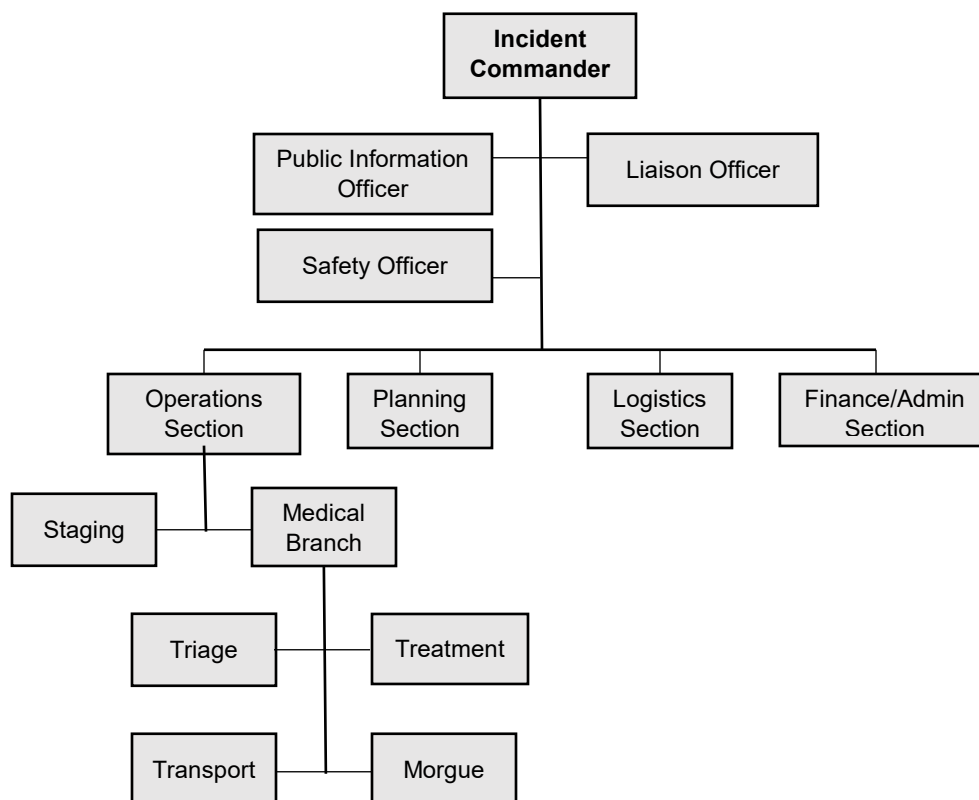
9.5 MASS CASUALTY INCIDENTS

Introduction

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

Mass Casualty Branch Organization Chart

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



Section 9 Public Health and Mass Casualty Incidents

Guidelines for Responding to Mass Casualty Incidents

The following guidelines should be followed in mass casualty incidents:

- The City will establish the on-scene Incident Command Post (ICP) using NIMS ICS
- Hospitals in impacted area(s) should periodically keep the IMT/EOC apprised of their status
- When saturation is anticipated, hospitals/clinics should notify the IMT/EOC
- Operations should coordinate transport and distribution of patients among capable hospitals outside impacted area
- Kenai Municipal Airport (KMA) IC and Operations should arrange staging area for medevacs (Ops Facility could be used or alternate facility should be heated in cold weather).
- When appropriate, Operations should notify responders to transport victims to airport staging area rather than hospitals
- When it is anticipated that all major Alaska medical facilities will be filled, the State should contact National Disaster Medical System (NDMS) to transport victims outside of Alaska:
 - Possibly use National Guard and military aircraft
 - If Federal response is slowed, the State may contact Harborview Trauma Center in Seattle, Washington, directly through local air medical transport services
- State can request medical personnel or equipment from the NDMS
- Aircraft transporting victims out of an affected area can be used to bring additional supplies into the affected area

Triage

A triage system will be initiated with Initial Care in the field and Secondary Care at CPH. The Simple Triage and Rapid Treatment (START) system will be used as follows:

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

Transportation Accidents

Mass-casualty scenes involving public transportation should be treated as crime scenes. Removal of related debris is forbidden, except as necessary for rescue.

The National Transportation Safety Board (NTSB) is responsible for accident investigations on all aircraft and selected accidents involving surface transportation. The Federal Aviation Administration (FAA) may assist the NTSB in accident investigation. Coordination of the incident with these agencies is vital. None of the investigative agencies has authority to direct emergency services during the rescue phase, but may direct removal of bodies and debris. It is vital the IC contact the NTSB prior to removing deceased victims or moving aircraft wreckage. NTSB contact can be made by contacting any FAA facility or directly calling the NTSB.

When responding to and securing the scene of a transportation accident, these steps shall be considered for body removal:

Section 9 Public Health and Mass Casualty Incidents

- If bodies must be removed prior to arrival of investigators:
 - Identify each victim and number the location of each body
 - Number bodies with spray paint
 - Photograph the scene
 - Mark body bag and personal effects bag with number corresponding to each location
 - Mark cuts or tears made during rescue to differentiate them from those that happened during the accident
 - Secure the scene from “souvenir” hunters

Care for Families of Victims

Special care should be taken to provide up-to-date information to friends and families of victims. Consideration should be given to keeping friends or families in a central location, protecting them from the press and providing information as it becomes available. These services usually take place under the direction of other entities, such as the operator of the facility or airline (in the event of an air disaster).

The PIO should expect calls from relatives, press and concerned citizens, and may be asked to assist in providing information to friends and families of victims.

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

Section 10: Aviation Accidents

10.1 INTRODUCTION

The City of Kenai has an Airport Emergency Plan (AEP). It addresses natural and man-made emergencies that occur on, or directly impact, the Kenai Municipal Airport (KMA) and property adjacent to the Airport. These emergencies may present a threat to the Airport because of the proximity of the incident to the Airport.

10.2 AIRPORT EMERGENCY PLAN (AEP)

Incidents subject to the AEP are within the authority and responsibility of the Airport for response. The AEP is the primary guidance document for aviation incidents at the Airport. It is a legal document per [Chapter 3.05](#) Airport Regulations Appendix to the City Code: “Airport Manager Authority and Responsibility” and FAA Part 139, updated and maintained by the City of Kenai Airport Manager as required by the FAA. It contains detailed procedures for Airport personnel and Air Traffic Controllers (ATC) to follow in the event of an aviation incident or other emergency that could impact or has impacted the Airport. The AEP checklists also contains response actions for the Police and Fire Departments, including EMS.

This section describes how the City’s Emergency Management response and resources (described in the City’s Emergency Operations Plan) will integrate with the AEP.

The Kenai AEP focuses on response and initial recovery during the emergent phase of an aviation incident. The AEP:

1. Assigns responsibility to agencies and individuals for specific actions
2. Sets forth lines of authority
3. Describes how people and property will be protected
4. Identifies personnel, equipment, facilities, supplies and other resources available

IMT Organization for Aviation Incidents

During an aviation incident, the Airport Manager or Designee shall act as Airport IC. State and Federal agencies and City departments will incorporate into the IMT as requested. Principle Plan Participants that may be involved in an incident include (see Section 2.5 AEP):

- Kenai Municipal Airport
- Kenai Fire Department
- Kenai Police Department
- Central Emergency Services
- Nikiski Fire Department
- Alaska State Troopers
- Central Peninsula Hospital

Aviation Emergency Alarms

There are crash phones at Air Traffic Control (ATC) and the Flight Service Station (FSS) for aircraft emergencies. The phones ring directly into the Kenai Public Safety Communication Center where alarms simulcast to the Kenai Fire Department Aircraft Rescue Fire Fighting

Section 10 Aviation Accidents

(ARFF) Station and radios of all KFD personnel. The E911 system is also available for other types of airport emergencies.

Aviation Emergency Priorities

The agency or department with primary jurisdictional responsibility for the strategic goal at hand will be the IC. If multiple jurisdictional responsibilities are [present, the IC will establish a unified command (UC). The AEP is designed to address man-made and natural disaster incidents and to provide an operational template of how an airport emergency response will be structured and coordinated at the Kenai Airport. All emergency incidents will have the following priorities consistent with **LIPER**:

Life Safety
Incident Stabilization
Property Conservation
Environmental Concerns
Recovery from Incidents

See the current AEP for detailed instructions and requirements for emergency coordination. IC should consider the following for priorities of Airport Operations during an incident:

1. Establish complete control during emergencies or disasters and assure implementation of specific Section of AEP based on incident type.
2. Restore Airport Operations to normal as soon as possible
3. Issue notifications to inform Airport personnel, FAA and Airport tenants of the Airport's operational status

EOC for Aviation Incidents

The Airport Incident Command Post (AICP) for Aircraft Rescue Fire Fighting (ARFF) response is pre-planned and located at the Airport Operations Facility at 515 N. Willow Street. It is a secured facility, equipped with communications console, space for UC operations, triage areas and equipment.

Due to the small size of the AICP, it will only serve as the initial IC location in smaller emergencies. When a larger EOC is needed, the AICP will be used to coordinate and support efforts for the IC.

Trunk telephone lines at the Airport EOC:

- 1st (907) 283-7922 OPS
- 2nd (907) 283-7894 OPS/Fire
- 3rd (907) 283-7620 Fax

The EOC is outfitted with computers, office equipment, maps and other reference materials to support a response.

Levels of Airport Emergencies and Alerts

The following designations are used by the City of Kenai Airport to categorize alerts situations and emergency incidents that may trigger activation of the AEP:

Section 10 Aviation Accidents

Alert I

This state of alert indicates an aircraft is approaching the Airport with minor difficulties. ARRF rescue personnel and equipment will assemble on the parking ramp in front of the Airport Operations (Ops) Facility.

Alert II

This state of alert indicates an aircraft is approaching the Airport with major difficulties. ARRF rescue personnel will stage at a predetermined taxiway to best accommodate the approaching aircraft. Additional responding apparatus will stage at the Airport Operations Facility ramp and await further instructions.

Alert III

This state of alert indicates that an aircraft has been in an accident on or near the Airport. ARRF rescue personnel will respond directly to the scene of the accident and will begin rescue efforts while simultaneously calling for additional resources and directing their response.

Other Types of Airport Emergencies

Terrorism and Criminal Acts (see Section 17 of AEP)

Any information received that sabotage, hijack or unlawful interference with Operations will be included in this emergency. An example of this type of emergency is information that a bomb has been or will be placed in or on any aircraft or any Airport facility. Response checklists are located on pages 82-93 of the AEP.

Structure Fires (see Section 18 of AEP)

Fires involving structures on the Airport, including hangars housing aircraft, fuel farms and fuel storage areas. Response checklist is located on page 96 of the AEP.

Natural Disaster (see Section 19 of AEP)

Any incident such as an earthquake, flood, or volcanic eruption, with potential to cause large loss of life and/or Airport property. Response checklists are located on pages 98, 100 and 103 of the AEP.

Hazardous Material Incidents (see Section 20 of AEP)

Release of hazardous materials, including those substances defined as “dangerous goods”. The IATA Dangerous Goods Regulation (DGR) manual includes explosives, gases, flammable, toxic, infectious, oxidizing, radioactive and corrosive, and multiple hazard materials in the list of dangerous goods. See the IATA Manual for a complete list. Oil Spill/HazMat Response Checklists are located on pages 105-106 of the AEP.

Section 11: Oil Spills and Hazardous Material Incidents

11.1 INTRODUCTION

Oil and other HazMat spills are guided by the National Contingency Plan, Alaska Regional Contingency Plan, Area Contingency Plans, local Emergency Operations Plans, spill prevention and control countermeasure plans, facility response plans and industry contingency plans. These Plans and guidelines will be used together and in combination with this EOP, to guide spill response.

Due to the limited capabilities of City personnel and equipment, a coordinated response with industry HazMat teams and 103rd Civil Support Team will be critical to effectively mitigate local oil and HazMat releases.

11.2 OIL SPILLS AND HAZARDOUS MATERIALS (HazMat) INCIDENTS

In Alaska, Unified Command (UC) for oil and hazardous substance discharge consist solely of the On-Scene Coordinators (OSC) for Federal, State and Local governments, plus the Responsible Party's IC. Other government agencies are represented by the Federal, State and Local OSCs (**see Figure 1: Unified Command**). The Responsible Party (RP) is the person(s) responsible for discharge of a hazardous substance to the water or land of the State. The RP has responsibility to contain, control and clean up their discharge. The EPA Region 10 is the pre-designated Federal On-Scene Coordinator (FOSC) for inland areas and the USCG District 17 is the FOSC for coastal areas. Alaska Department of Environmental Conservation (ADEC) is the pre-designated State On-Scene Coordinator (SOSC) for all areas of the State.

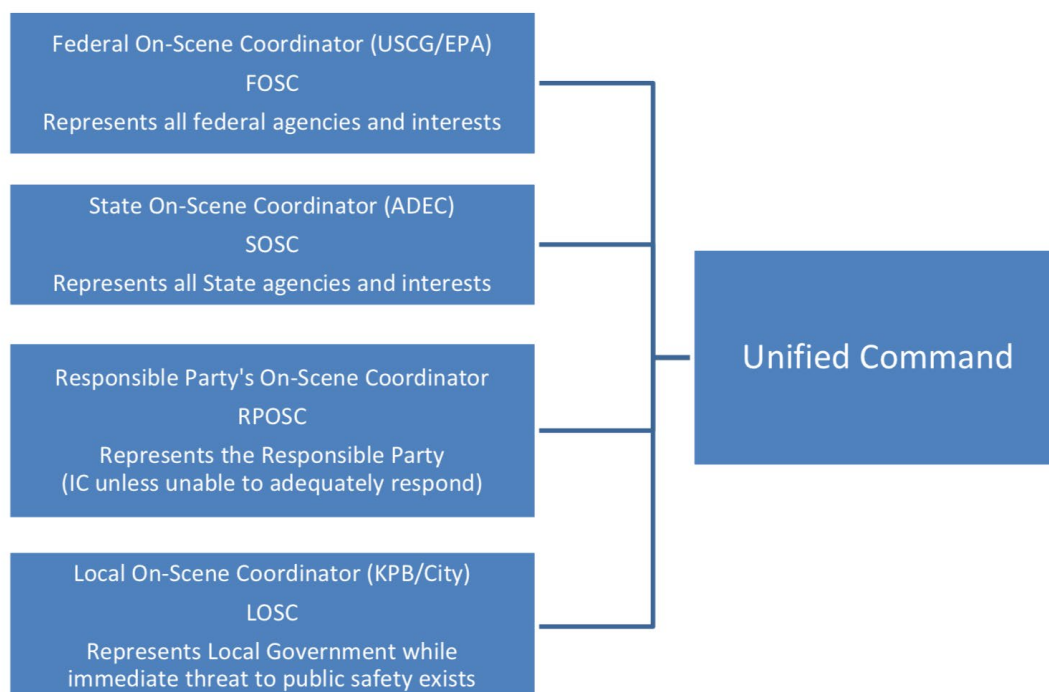


Figure 1: Unified Command

Section 11 Oil Spills and Hazardous Materials Incidents

When an incident involves more than one jurisdictional agency, a Unified Command (UC) will be established. UC will also be established if there is only one agency with jurisdiction and the RP is responding adequately. The RP and all agencies with jurisdictional responsibilities will contribute to the process of:

- Determining overall incident objectives and priorities
- Selecting strategies
- Ensuring joint planning for tactical activities
- Ensuring integrated tactical operations are conducted
- Maximizing use of all assigned resources
- Resolving conflicts

Unified Commanders will:

- Designate an IC (normally a Unified Commander assigned; typically the RP's IC)
- Designate officers and section chiefs for each ICS section
- Review and approve a consolidated incident action plan (IAP)
- Ensure the IAP is carried out by the IC

The UC directs all aspects of incident response (including oversight, monitoring, resource allocation, cleanup, etc.) and uses a designated IC to carry out containment, control and cleanup operations. The IC oversees control, containment, removal and disposal of a spill. There can be only one IC at a given time. However, the IC can change as incidents progress. The IC will be chosen by all parties within the UC. When the RP is responding and has adequate resources to dedicate to containment, control and cleanup efforts, the RPOSC will normally be the IC. The FOSC and SOSC make the determination based on the adequacy of the RP's containment, control and cleanup efforts.

11.3 Response Agencies

Cook Inlet Spill Preparation and Response Incorporated (CISPRI)

CISPRI is a Tier 3 Oil Spill Removal Organization (OSRO) for most vessels and facilities in Cook Inlet and Gulf of Alaska under USCG ORSO guidelines. CISPRI is registered as a primary response action contractor with the State of Alaska. <https://cispri.org/>. CISPRI has substantial amounts of oil spill response equipment in caches around Cook Inlet (primarily Nikiski, Anchorage and Homer) and at the Drift River Terminal. Operations and equipment storage are modified to accommodate winter conditions. Inventories at each site contain oil containment booms, oil skimming systems, storage containers for recovered oil and support equipment. CISPRI has equipment to apply dispersants and institute burning. Inventory amounts are not static and change as necessary to meet CISPRI training, preventative maintenance and renewal programs. For specific information and inventory at any site, call CISPRI at 907-776-5129

Alaska Chadux Corporation

Chadux is an Alaska and USCG-approved contractor for primary response and spill removal. Chadux maintains an inventory of oil spill response equipment at locations statewide including Anchorage, Nikiski and Seward. They have an equipment inventory available online at www.chadux.com. Their 24-hour contact is: 907-348-2365

USCG Marine Safety Detachment

Section 11 Oil Spills and Hazardous Materials Incidents

The Coast Guard has oil spill response equipment. They can be contacted on the Kenai Peninsula at 907-235-3292.

Alaska Department of Environmental Conservation (DEC) Spill Control and Response

ADEC has limited spill control and response resources in Soldotna. The local office may be contacted at 907-262-3405. Spill reporting line: 907-269-3063; after hours 1-800-478-9300.

11.4 Spill Response Plans, Guides, Policies

Links to all Plans can be found in Section 1: “Relationship to Other Plans and Policies”.

Tier II Chemical Storage Reports

Per the Emergency Planning and Community Right to Know Act, Section 312, facilities that meet established threshold volumes of hazardous chemicals, including petroleum products, must submit Tier II reports to the SERC, LEPC and Fire Department with jurisdiction over the facility. LEPCs and Fire Departments can/should use these reports to plan for hazardous materials incidents. More information at: <https://dec.alaska.gov/spar/ppr/prevention-preparedness/tier-ii-reporting/> and <https://www.epa.gov/epcra>

The City Fire Marshal receives the reports and tracks facility locations.

National Contingency Plan

https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

This Plan has an organizational structure that provides for coordinated responses to discharges of oil or hazardous substances where Federal, State and Local agencies and private sector companies are involved. The Plan identifies responsibilities for Federal agencies to aid in their respective areas of expertise.

Alaska Regional Contingency Plan (RCP)

<https://dec.alaska.gov/media/10698/alaska-regional-plan.pdf>

Documents serve as guidance for a coordinated Federal, State and local response to an oil or HazMat release.

- Defines Federal and State agency planning and response boundaries
- Provides resources available from Federal agencies
- LOSCs are designated by jurisdictional local governments to direct and coordinate local incident responses. LOSCs are normally part of the UC if an immediate threat remains to public safety and/or the incident occurs within their jurisdiction
- For as long as there is an immediate threat to public safety, the LOSC will serve as the ultimate command authority, unless the LOSC requests a higher authority assume that responsibility
- Once immediate threats to public safety are abated, either the SOSC or FOSC becomes the ultimate command authority for cleanup operations. At this point, local representation to the UC may be through the agency’s Liaison Officer on the Regional Stakeholder Committee

Arctic and Western Alaska Area Contingency Plan

<https://dec.alaska.gov/spar/ppr/contingency-plans/response-plans/arctic-western-area/>

- Defines roles and responsibilities of all government agencies and non-governmental organizations

Section 11 Oil Spills and Hazardous Materials Incidents

- Provides general guidance on cleanup operations for the area
- Provides contacts for community stakeholders
- Includes mapping resources and situational awareness tools
- Includes links to many job aids, tools and guidance documents
- Includes list of regional resources
- Includes coverage of Cook Inlet and the Kenai River up to Pillars Boat Launch (approximately Mile 12) and up to 1000 yards inland

Alaska Inland Area Contingency Plan

<https://dec.alaska.gov/media/22752/inland-area-plan.pdf>

- Operations plan to be used in conjunction with agency-specific plans for oil spill response
- Includes coverage of areas from 1000 yards inland of a portion of the Kenai River (up to Pillars Boat Launch, approximately 12 river miles)
- Defines the nature of the incident
- Guides evaluation of hazards to human health/safety
- Guides evaluation of incident severity and need for additional resources
- Provides initial response strategies
- Inform local residents, communities and stakeholders

Industry Oil Discharge Prevention and Contingency Plans

State and Federal regulations require vessels, facilities and pipelines that transport oil or HazMat and oil and gas exploration and production operations, to develop plans complying with minimum requirements for preventing and responding to oil spills at a facility. Plans will provide guidance during a spill for which the RP is known. Certain potential spill sources are exempted from planning requirements, in which case local, State and Federal plans would provide guidance (see 18 AAC 75.400). Oil Discharge and Contingency Plans are required for:

- Oil Terminal Facilities with storage capacity of more than 5,000 barrels of crude or 10,000 of non-crude
- Pipeline structures used to transport oil or petroleum products between production facilities or to vessels
- Exploration Facilities - platforms, vessel or other facility used to explore for oil resources.
- Offshore or Onshore Production Facilities – drilling rigs, drilling sites, flow stations, gathering centers, pump stations, storage tanks, wells and related appurtenances.
- Tank Vessels or Oil Barges
- Nontank Vessels – self-propelled vessels over 400 gross registered tons
- Railroad Tank Cars

A list of approved contingency plans is available at:

<https://dec.alaska.gov/Applications/SPAR/PublicMVC/IPPP/ApprovedCPlans>

Tactical Response Guides and Spill Cleanup Strategies

In Alaska, several planning efforts involving the oil industry, Federal and State agencies, local governments and the public have created operations guides relating to cleanup of oil spills and protection of sensitive areas. These include:

- Spill Tactics for Alaska Responders (STAR) Manual:

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- Describes tactics and strategies to contain, recover and remove spilled oil from on-water or land
- Available through ADEC: [Spill Tactics for Alaska Responders \(STAR\) Manual](#)
- Geographic Response Strategies:
 - Site-specific protection strategies for pre-identified environmentally sensitive areas.
 - Available through ADEC: [Geographic Response Strategies \(alaska.gov\)](#)
- Other Guidance documents:
 - Alaska Incident Management System (AIMS) Guide <https://dec.alaska.gov/media/8433/aims-guide.pdf>
 - USCG Field Operations Guide (FOG) <https://nrt.org/sites/2/files/uscg%20fog.pdf>
 - USDOT Pipeline and Hazardous Materials Safety Admin. 2020 Emergency Response Guidebook <https://www.phmsa.dot.gov/hazmat/erg/emergency-response-guidebook-erg>

Oil spill containment and cleanup operations should only be performed by trained responders with appropriate PPE and requisite hazardous materials certification.

State Response Policy

State government has broad statutory authority to oversee spill response to protect human and physical environments. The State is required to maintain independent response capability for incidents where the RP is unknown, requests assistance or fails to respond adequately.

State law pre-designates ADEC as SOSC for all oil spill responses. The State uses ICS for spill response and clarifies roles of all parties involved, ensuring a coordinated approach to containment, cleanup, assessment and restoration of damaged areas.

ADEC has authority to assume control of containment and cleanup on behalf of the State when the SOSC determines the spiller is unknown, or not performing adequately.

Disaster/Emergency Declarations

A natural disaster may also cause an oil or hazardous substance discharge. The corresponding natural disaster Section should be addressed, dependent on type of natural disaster.

When a State disaster emergency declaration and/or a Federal major disaster or emergency declaration has been issued, additional procedures are necessary to coordinate spill response efforts with the overall disaster/emergency response effort. These procedures are also used when the spill itself is determined to be a disaster under State law, and/or results in a Federal emergency declaration.

Per section 1420 of the applicable contingency plans:

“Responses resulting from State-declared disasters are coordinated through the DMVA, and the DHSEM. Commissioners of DEC and DMVA coordinate to determine if an oil discharge or hazardous substance release constitutes a disaster emergency under AS 26.23. This coordination and consultation may result in a request to the Governor of Alaska for a disaster emergency declaration. During a state-declared disaster emergency, the OSCs report through the SEOC to the SCO.

Generally, the Governor’s proclamation of a disaster emergency is a prerequisite to a federal major disaster or emergency declaration. During a federal major disaster or emergency declaration, the SOSC reports to the SCO, and the FOSC reports to the Principal Federal

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Official. When either a State or federal disaster results in conflicting demands for scarce resources (e.g., aircraft) the SCO is responsible for making resource allocation decisions.”

11.5 HazMat Incident Initial Response

Initial HazMat response resources are managed by the IC, who may also initially handle Command and General Staff functions until additional personnel are activated. The Area Plans provide additional information specific to HazMat versus oil spill responses. If there is an immediate threat to public safety, the LOSC will serve as ultimate command authority unless the LOSC requests a higher authority assume that responsibility. As initial IC, local FD are limited to mitigating immediate threats to public safety and begin no cleanup actions. IC will be transferred to the RP or UC as soon as there is no longer an immediate public safety threat.

Actions typically taken by FD/LE will be evacuating the public and setting up safety perimeters. Initial actions taken by local governments may include:

- Local On-Scene Commander
- Notifications
- Initial hazard determination
- Communications
- Lifesaving/rescue/emergency medical care
- Firefighting
- Security (traffic, crowd control, site perimeter)
- On-Scene Liaison with other parties
- Providing basic public information
- Evacuation
- Shelter

11.6 Site Control

Oil and other HazMat releases require enhanced control of tactical operations and personnel / equipment mobilization to improve safety and reduce the probability of spreading contaminants. IC will establish a HazMat Group that will establish 3 zones surrounding the response:

Control Zone	Characteristics
Hot Zone or Exclusion Zone	<p>Area immediately around HazMat incident</p> <p>Contamination is known to exist or is possible</p> <p>Personnel operating in this area must be trained to HazMat Technician level or HazMat Operations for operational decisions.</p> <p>Refer to USDOT guidelines for substance-specific exclusion zones: Emergency Response Guidebook (ERG) PHMSA (dot.gov)</p>
Warm Zone or Chemical Reduction Zone	<p>Area separating Hot Zone from Cold Zone</p> <p>Acts as buffer to prevent contamination from spreading</p> <p>Contains personnel decontamination station</p> <p>Typically requires some PPE</p>

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Cold Zone or Support Zone	<p>“Clean” area, no contamination</p> <p>No special precautions required</p>
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Section 12: Terrorism and WMD Incidents

12.1 INTRODUCTION

This section provides guidance for response to and recovery from a terrorism event. Local, State and Federal law enforcement are the lead agencies in a terrorism event. A terrorism event is defined by two management phases: Crisis and Consequence Management. The City may provide support functions during the Crisis Management phase but will primarily focus on the Consequence Management phase.

- **Crisis Management**
 - Measures to identify, acquire and plan use of resources to anticipate and/or resolve a threat or act of terrorism
 - The Federal government has primary responsibility to prevent and respond to acts of terrorism; State and local governments provide support as required
 - Crisis Management is predominantly a law enforcement response
 - Based on the situation, a Federal crisis management response may be supported by concurrent technical operations and Federal consequence management
- **Consequence Management**
 - Measures to protect public health and safety, restore government services and provide emergency relief to governments, businesses and individuals affected by consequences of terrorism
 - Local and State authorities have primary responsibility to respond to consequences of terrorism; the Federal government assists as necessary

In the event the City requests activation of KPB OEM, OEM can provide assistance with Public Information, Alert and Warning, Evacuation and Mass Care.

12.2 TERRORISM/WMD RESPONSE PROCEDURES

Response to and recovery from incidents involving terroristic use of Weapons of Mass Destruction (WMD) will most likely involve a Unified Command (UC) structure.

Crisis Management

During this phase, State Department of Homeland Security and Emergency Management (DHS&EM) will activate the State Emergency Operations Center (SEOC) to support local response and activities. To support Federal Crisis Management operations, DHS&EM will send personnel to the Joint Operations Center (JOC) as requested; the FBI field office responsible for the incident area will establish and operate a JOC. The JOC is generally composed of a Command Group, Operations Group, Support Group and Consequence Management Group. Local and State agencies will be asked to provide support and liaison functions.

Consequence Management

When Consequence Management operations are implemented, DHS&EM will activate or continue around the clock SEOC operations and prepare to coordinate assistance, as needed. DHS&EM uses the structures outlined in State Emergency Operations or Response plans (including [State EOP 2018](#)) to coordinate support for local response and will continue through recovery operations.

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As the incident progresses, Federal Emergency Management Agency (FEMA) will consult with the Governor's office and the White House. When directed, FEMA may use the authority of the Stafford Act to pre-position Federal Consequence Management assets or implement a Federal Consequence Management response.

When Consequence Management operations begin, FEMA will begin to disengage from the JOC and form Joint Information Centers (JICs) in the field and in Washington, DC. JICs will be the centers for release of all incident information to the press.

Lead Agencies

DHS&EM and Alaska State Troopers (AST) are the lead State agencies for terrorism and Weapons of Mass Destruction (WMD) response. FEMA and the Federal Bureau of Investigation (FBI) are the lead Federal agencies. FEMA is the lead federal agency for Consequence Management response to a terrorism incident involving WMD, while the FBI is the lead Federal agency responsible for Crisis Management response to a terrorism incident involving WMD.

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

DHS&EM is the lead Alaska agency for Consequence Management response to a terrorism incident involving WMD. DHS&EM's key functions include:

- Acting as the primary State agency for information and planning
- Activating the SEOC
- Implementing the National Incident Management System (NIMS) Incident Command System (ICS) for acquiring resources
- Maintaining a statewide emergency public information process
- Implementing procedures for responding to media and official requests for information and providing access to the incident site or operations area
- Coordinating emergency activities and State-level activities such as damage assessment and reporting, donations management operations and recovery assistance programs in the Governor's absence
- Maintaining communication, warning and notification capabilities to provide jurisdictions and agencies relevant information about terrorist events, imminent threats; disseminating warnings or emergency information to the public
- Assessing need for additional resources from outside the State; preparing proclamations, executive orders and requests for emergency or disaster declarations to make resources available
- Advising the Governor on activation of the Alaska National Guard, including the Civil Support Team, for emergency service
- Coordinating with Alaska Department of Environmental Conservation (ADEC) from the Statewide Hazardous Materials (HazMat) Response Team to contain, confine and control HazMat releases. The HazMat Response Team will also:
 - Perform initial estimates of downwind hazards (DWH)
 - Perform surveys and obtain samples to determine nature and identity of the hazard
 - Advise Incident Command (IC) on appropriate protective actions and equipment
 - Monitor incident area, boundaries between zones, DWH areas and Incident Command Post (ICP) for hazardous material
 - Request United States Coast Guard (USCG) emergency assistance

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Alaska State Troopers (AST)

AST is the lead Alaska agency for Crisis Management response to a terrorism incident involving WMD. AST's key functions include:

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

12.3 CITY ROLE IN TERRORISM/WMD PREPAREDNESS & RESPONSE

Anti-terrorism preparedness and response are primarily State and Federal functions.

This section describes general functions the City may fill to support local, State, and Federal efforts to mitigate, prepare for, respond to and recover from terrorist or WMD attacks. While a significant attack is considered unlikely in the City, consequences of a major incident could be catastrophic and require a coordinated multijurisdictional, LE and emergency management response. An act of terrorism may include:

- Mass attacks in crowded public places, an active shooter, vehicular assault, improvised explosive device (IED) attacks, knife attacks, fires, drones or other weapons
- Kidnapping
- Hijacking
- Attacks involving chemical, biological, radiological/nuclear or explosive weapons (CBRNE)
- Cyber-attack
- Assassination
- Extortion
- Intentional contamination of food sources, water or air
- Threats to commit such acts

Mitigation

The City can mitigate potential occurrences or impacts of a terrorism incident with planning and updates to:

- Coordinate with State and local partners to identify potential targets and determine vulnerability and impact of an attack
- Provide representation to the Joint Terrorism Task Force to monitor intelligence regarding potential terrorist groups and maintain information on groups suspected of being active locally
- Establish security programs for potential public facility targets; recommend programs to private property owners
- Maintain updated Hazard Mitigation, Emergency Operations and Airport Emergency Plans

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Under most threats, private business is responsible for protecting itself from attack. Individuals and families can help prevent attacks by being observant in their community, reporting suspicious activity and being aware of National threat levels.

Preparedness

DHS&EM uses the National Terrorism Advisory System (NTAS) as a guide to establish current terrorism threat levels for the US. DHS&EM provides daily situation reports including the threat level for State and Federal agencies at www.ready.alaska.gov. The City can prepare for terrorism or WMD incidents as follows:

- Arrange regular terrorism awareness training for LE, Fire and Emergency Medical Services (EMS), public health, emergency responders and emergency management staff
- Establish mutual-aid agreements to enhance response capabilities
- Conduct drills and exercises to test plans, procedures and training; encourage public and private partners to participate

Response

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

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

The City will immediately notify KPB and DHS&EM upon identification of specific threats or a terrorism event. The City will manage local response to a terrorism or WMD incident as follows:

- Existing credible threat: City will activate an Emergency Operations Center (EOC) to facilitate response and invite the FBI and DHS&EM to provide Liaison(s)
- City will assist in establishing a Joint Field Office (JFO) as a central site for coordination of Federal, State, and local agencies
- Any chemical, biological, radiological, nuclear or explosive event will be treated as a crime scene until authorities determine it is not a terrorist attack or other crime
- If there is a local incident, first responders will establish an Incident Command Post (ICP); IC will transition to a Unified Command (UC) as State and Federal responders arrive to augment local response
- If there is no local incident site, such as incidents involving biological agents or cyber-attacks, response will be directed and controlled from the EOC
- A terrorism incident may be both a crime scene and HazMat site, crossing jurisdictional boundaries. The Incident Management Team (IMT) will establish operating areas and formulate a plan of action considering needs of all jurisdictions and agencies.
- A crime scene area may be established to protect evidence. Access may be restricted by State, Federal or local LE personnel.
- A HazMat area may include a portion of or an entire crime scene. Access may be restricted to response personnel equipped with PPE, using decontamination procedures.

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- The incident area includes the crime scene, HazMat area and areas used for incident support; access may be controlled, and egress restricted if quarantine is implemented
- City personnel may be asked by DOH to assist with isolation, quarantine and/or dispensation of mass prophylaxis or Strategic National Stockpile (SNS) assets. All requirements of the Fair Labor Standards Act (FLSA) will apply. Compensation will be in accordance with existing rules and agreements.
- Evacuation of an area or facility may be ordered due to a credible threat
- Evacuation may be required from inside the perimeter to prevent further casualties from initial agent release, additional agents or secondary devices
- Long-term relocation may be ordered if an area is contaminated by a CBRNE agent

Recovery

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

- Assist State and Federal agencies locally with decontamination of affected sites
- Identify and restrict access to structurally unsafe buildings
- Attempt remediation and clean-up of HazMat affecting local water, sewer or drainage systems
- Provide traffic control for return of evacuees
- Assist family reunifications
- Arrange temporary housing for evacuees who cannot return to their homes
- For areas that cannot be decontaminated and returned to normal use in the near-term, the City will develop and implement appropriate access controls
- Cooperate with State and Federal agencies to investigate the cause of a terrorism incident
- Conduct Critical Incident Stress Management (CISM) for emergency responders
- Debrief response personnel, prepare an incident report and update plans and procedures based on lessons learned
- Restore normal services as soon as practical after a terrorism incident

12.4 ROLES & RESPONSIBILITIES OF OTHER LOCAL, STATE AND FEDERAL AGENCIES

Alaska Division of Health (DOH)

- Assume lead role in protecting public health during a bioterrorism incident
- Enforce Kenai Peninsula Borough (KPB) and City codes for environmental, public health and/or safety issues
- Advise Incident Command (IC) of decontamination protocols, symptoms and recommended medical treatments related to Chemical, Biological, Radiological/Nuclear or Explosive weapons (CBRNE)
- Dispatch a Medical Officer, as needed
- Maintain medical surveillance for CBRNE signs and symptoms
- Coordinate with State to activate the Strategic National Stockpile (SNS)
- Act as Lead Agency for dispensing mass prophylaxis or inoculations, including SNS assets when activated
- Coordinate isolation and quarantine measures with appropriate agencies
- Coordinate dissemination of critical public health information

City of Kenai Fire Department (KFD)

- May establish an Incident Command Post (ICP) when first on scene
- Conduct fire suppression and rescue operations
- Coordinate Search and Rescue (SAR) operations
- Deploy Emergency Medical Services (EMS) teams; implement mass casualty protocols as required
- Deploy HazMat response teams and decontamination units as needed
- Integrate supporting EMS agencies into on-scene medical operations
- Identify and restrict access to unsafe structures
- Identify requirements for debris clearance to expedite fire and rescue operations
- Provide evacuation support
- Provide regular training for HazMat, mitigation and emergency response
- KFD tracks local inventories of hazardous materials requiring Tier II Reports, with each company that files a Tier II Report also providing the KFD with a list of hazardous materials at their location; this inventory information is available on-scene to responders; KFD develops pre-fire plans for businesses handling inventories of Tier II materials
- Coordinate with DOH to establish appropriate actions to protect the public when a CBRNE event occurs
- Provide public information under the Federal Emergency Planning & Community Right-to-Know Act
- Coordinate decontamination of HazMat sites; remain on-site until immediate health and safety risks are resolved
- Develop and implement access controls for areas unable to be decontaminated in the near term
- Provide personnel support to assist DOH in dispensing SNS supplies

City of Kenai Police Department

- May establish an ICP when first on scene
- Act as the lead local agency in anti-terrorist operations
- Participate in statewide Joint Terrorism Task Force (JTTF) activities
- Coordinate with privately owned high-risk and critical facilities to recommend appropriate security programs
- Conduct terrorism response training for Law Enforcement (LE) personnel
- Support public education and awareness
- Coordinate deployment and operation of counter-terrorism response elements
- Establish Control Zones and order evacuation from Hot and Warm Zones
- Secure the scene, reroute traffic and implement crowd control measures as needed
- Provide security for the incident site, operational areas and critical facilities including SNS dispensing sites
- Provide support for evacuation operations
- Conduct reconnaissance at the incident site to identify delayed action threats and secondary devices
- Cooperate with State and Federal agencies to investigate the incident, identify and apprehend suspects
- Coordinate with Emergency Operations Center (EOC) Mental Health Unit to provide chaplains to deliver comfort and solace for emergency workers and disaster victims

Area Hospitals

- Maintain medical surveillance for CBRNE signs and symptoms
- Provide emergency and routine medical care
- Update EOC regarding hospital capabilities and capacity
- Provide a Medical Liaison to the EOC
- Establish onsite decontamination capabilities when decontamination is necessary

KPB School District (KPBSD)

- Provide for student safety, notify EOC of any student relocations
- Augment congregate care operations; make facilities and resources available when school is not in session or when needs of students have been met
- Assist EOC with transportation after student transportation needs have been met
- Augment nursing services as directed by EOC, based on availability of nurses after student needs have been met
- Additional information may be available in the KPBSD's Emergency Action Plan, available to KPBSD employees with a log in. The KPB OEM Manager has access to the Plan.

12.5 WMD EMERGENCY DECONTAMINATION

Following an overt WMD terrorism incident, the immediate concern is to assemble and isolate ambulatory victims to prevent contamination spread. Decontamination must begin quickly to reduce duration of human exposure to chemical and biological agents or radiation. Ideally, decontamination should improve the environment for human health until evacuation can be completed. Since an attack may go unnoticed, decontamination may not be possible following a covert WMD attack. Resources from across the KPB, Anchorage or Fairbanks may be available in support of local efforts. The City will request a decontamination trailer from the Kenai Peninsula Borough (KPB), as needed. Additionally, 103rd Civil Support Team may be called to assist with mass decontamination efforts. See Section 14 [Resources and Contact Information](#).

Decontamination Guidelines

- Attempt to identify, decontaminate and track health of exposed people
 - Generally, victims of a chemical attack that can escape the site may not have received a lethal dose and may be marginally at risk from effects of the agent. Delayed effects can develop following long-term exposure to low agent concentrations.
 - Victims of a biological or radiological attack may not develop symptoms for several hours, days or weeks, regardless of the initial dose. This is also true for responders who may have been exposed during response or rescue operations.
- If appropriate, use water in large quantities to decontaminate people quickly
 - Though it does not neutralize WMD material, soap and water can help remove contamination
 - Runoff is contaminated and must be controlled
- For environmental conditions affecting temperatures, the following considerations should be evaluated when conducting decontamination:

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- Wind chill can make emergency decontamination uncomfortable, even dangerous. Some chemical agents may freeze or boil at temperatures in the habitable range.
- Frozen agents produce little vapor hazard. This can reduce inhalation exposures and enhance survival.
- Boiling agents rapidly convert to vapor. This intensifies inhalation hazards but reduces residual contamination.
- Radiation is unaffected by temperature; many biological agents can remain viable across wide temperature ranges.

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

The Centers for Disease Control and Prevention (CDC) provides information on specific hazardous chemicals. Clinical descriptions, lab criteria for diagnosis and case classification are included, followed by an Emergency Response Card: Information for First Responders. The CDC website (<https://emergency.cdc.gov/agent/agentlistchem-category.asp>) includes information on the following agents:

- | | |
|---------------------------------|--------------------------------|
| • Biotoxins | • Metals |
| • Blister Agents/Vesicants | • Nerve Agents |
| • Blood Agents | • Organic Solvents |
| • Caustics (Acids) | • Riot Control Agents/Tear Gas |
| • Choking/Lung/Pulmonary Agents | • Toxic Alcohols |
| • Incapacitating Agents | • Vomiting Agents |
| • Long-lasting Anticoagulants | |

OSHA maintains Safety and Health Topics pages for various biological agents and toxins: <https://www.osha.gov/biological-agents>. Each of the pages contains detailed information about the specific biological agent or group of agents, with sections on identification of possible worker health hazards and control measures to prevent exposure:

- | | |
|--|--|
| • Anthrax | • Measles |
| • Avian Flu | • Middle East Respiratory Syndrome (MERS) |
| • Bloodborne Pathogens/Needlestick Prev. | • Molds |
| • Botulism | • Plague |
| • Covid-19 | • Ricin |
| • Cytomegalovirus (CMV) | • Severe Acute Respiratory Syndrome (SARS) |
| • Ebola | • Smallpox |
| • Foodborne Disease | • Tularemia |
| • Hantavirus | • Viral Hemorrhagic Fevers (VHFs) |
| • Legionnaire's Disease | • Zika Virus |

FEMA provides tools to aid stakeholders to manage critical response information for CBRN hazards at [Tools for Chemical, Biological, Radiological and Nuclear \(CBRN\) Hazards | FEMA.gov](#). According to the FEMA website, these are a 'National Common Operating Platform for Responding to CBRN Hazards'.

Emergency Decontamination Procedures

The following four steps support emergency decontamination:

Step 1: Wet or Blot

- At moderate or hot temperatures:
 - For biological or radiological contamination, moisten victims with a light spray
 - This causes biological and radioactive particles to adhere to clothing and skin rather than re-aerosolizing, preventing it from being ingested or inhaled
 - Wet victims before removing clothing to ensure clothes capture the greatest possible amount of the hazard
 - For chemical agent contamination, blot the agent from the skin
 - Never rub the agent; this only causes it to spread
- At hot temperatures, some chemical agents may vaporize rapidly and not require decontamination
- During cool or cold weather, blotting and wetting are impractical. Though wind chill does not affect radiation, biological agents or the physical state of chemical agents, it may cause hypothermia in victims and responders. Many chemical agents may solidify in cold temperatures and pose no vapor hazard.
 - Upon entering warmer areas like buildings, agents will melt and pose a significant vapor hazard
 - Move victims from the contaminated building to a nearby building
 - Set up an outdoor decontamination area
 - Consider effects of wind chill on victims
 - Ensure victims and responders are not downwind of each other
 - Carefully remove external clothing
 - Take care to eliminate possibility of a frozen agent being inhaled
- Do not brush off contamination. This may lead to re-aerosolization of the hazard

Step 2: Strip

- At moderate or hot temperatures victims should strip to underwear, removing all contaminated clothing
- During periods of cool or cold weather:
 - Remove only the outermost layer of clothing. Consider effects of wind chill on victims
 - Following removal of outer garments, immediately move victims upwind to a heated, well-ventilated, indoor processing area
 - Victims should then strip to underwear, removing all contaminated clothing

Step 3: Flush

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

Step 4: Cover

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

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Equipment and Decontamination Station Requirements

Consider the following equipment required to accomplish the four steps of emergency decontamination. A KPB decontamination trailer may be requested to provide the following:

Self-protection equipment

First responders working in the decontamination area are at risk of contamination. First responders should wear PPE as directed by the IC.

- Level A: Fully encapsulating chemical-resistant suit, with self-contained breathing apparatus (SCBA) or positive pressure supplied air respirator, with an escape SCBA
- Level B: Chemical splash resistant suit with hood and SCBA
- Level C: Chemical-resistant suit with hood and air purifying respirator
- Body Substance Isolation: High Efficiency Particulate Air (HEPA) filter mask, goggles, surgical gloves and coveralls. This is not an Occupational Safety & Health Administration (OSHA) PPE level. It is for use only with biological and radiological particulate materials.

Communication equipment

First responders must be able to communicate to inform victims that they (victims) were exposed to invisible hazards and need assistance, while avoiding touching victims and contaminated objects. First responders must be able to communicate authoritatively, but with clear concern for victims. Communication measures include:

- Bullhorns and loudspeakers
 - Vehicle-mounted
 - Hand-held
- Multi-lingual translators, including American Sign Language (ASL), as needed. Provision of translators may be coordinated through KPB OEM.
- Instructional signs/placards/handouts
 - Multi-lingual
 - Illustrated

Decontamination stations

Mass casualty situations may require multiple decontamination corridors with areas to:

- Wet, blot or brush individuals
- Strip contaminated clothing
- Flush eyes, skin and other potentially contaminated body areas
- Cover persons with temporary clothing
- Triage, treat and decontaminate non-ambulatory casualties, or casualties who become symptomatic during processing, through the decontamination corridor

In moderate weather, all steps can occur outdoors. Extremely cold weather requires:

- An outdoor area to:
 - Brush
 - Remove the outer-most layer of clothing
- An indoor processing area including:
 - A water supply to rinse individuals with catch basin (gross decon)
 - A clothing removal station
 - A rinse area (eyes, skin, etc)
 - A dressing area
 - A contamination monitoring station (KFD and mutual aid ambulances or potential triage area)

Decontamination Issues

Serious concerns to ambulatory victims are privacy, safety of their families and the speed in which they are treated. Speed and safety are interrelated. Responders must consider crowd control, protection of personal property and responder equipment, and maintaining the evidence chain of custody for Law Enforcement (LE). Officers wearing appropriate Personal Protective Equipment (PPE) may be needed on decontamination lines to perform these tasks.

Privacy

- Restrict media access to decontamination lines as much as possible
- Provide covered areas for decontamination when possible
- Process men and women through separate decontamination stations as often as possible
- Separate victims who refuse to cooperate

Speed and Safety of Decontamination

- Ambulatory vs. Non-ambulatory victims:
 - Use separate decontamination if possible
 - Concentrate medical resources on treating symptomatic victims in the non-ambulatory line
 - Remove symptomatic victims from immediate view to calm other victims
- First Responders vs. Victims:
 - Establish separate decontamination corridor for first responders to facilitate timely return to operations
 - Ensure first responder corridor is clearly marked "Responders Only" and is out of view of victims' decontamination corridor to preclude victims from attempting to use first responder line, slowing operations

Rest and Rehabilitation

- Establish rest and rehabilitation areas for responders
 - Areas should provide life support functions and allow responders to exchange, clean or repair equipment. For example, spare air bottles for exchange, a compressor to refill air bottles.
- Periodically monitor decontamination corridors and equipment for contamination buildup
 - Close contaminated lines
 - Open new lines upwind, uphill and upstream
- Establish work-to-rest ratios for responders dependent on work needed to accomplish decontamination

Cover

- Request KPB decontamination trailer with portable decontamination station
- For outdoor decontamination corridors, options for overhead cover include:
 - Ladder trucks with salvage covers hung from extended ladder sections
 - Pike poles, ground ladders or ropes strung between fire engines, draped with salvage covers
 - Inflatable tents
- Local stores, hospitals, hotels and restaurants may provide post-decontamination personal cover materials:
 - Blankets

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- Sheets
- Tablecloths
- Robes
- Large, opaque plastic trash bags
- Disposable, opaque rain ponchos
- Tyvek or other disposable coveralls

Contaminated Item Storage

- Contact National Response Corporation (<https://nrcc.com/> NRC; recently purchased by US Ecology) for pickup, disposal or coordination of return to owners of contaminated materials (907-283-7600 local; 907-258-1558 Anchorage)
- All removed clothing or responder equipment should be placed in large, individually identified plastic bags or drums for later decontamination, monitoring or disposal as HazMat or evidence. The owner of clothing or responder equipment should get a voucher for belongings.
- Individuals should get a small “personal” bag and voucher for personal articles, such as wallets, purses, rings, watches, etc.
- Ensure containers are marked, responders obtain and document appropriate identification and contact information (owner's name, home address, phone, etc.) to ensure individuals can be contacted later for interviews, medical follow-up or notification of property disposition

Runoff Containment

- If time and resources allow, confine water runoff to an isolated area
- If runoff goes into the storm drainage system, notify Alaska Department of Environmental Conservation (ADEC), Public Works and locations downstream immediately
- If runoff goes into the sanitary sewer system, notify ADEC and the receiving wastewater treatment facility immediately
- If runoff goes into streams, rivers or ocean, notify the United States Coast Guard (USCG) immediately
- For runoff contained onsite, contact NRC for removal

12.6 WMD TRIAGE AND TREATMENT

Chemical Agents

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

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

- **S**ubjective information such as symptoms
- **O**bjective information such as signs
- **A**ssessment or diagnosis
- **P**lan of treatment such as:
 - Protection
 - General supportive therapy
 - Specific antidotal treatment
 - Decontamination

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- Evacuation

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

- **Agent(s)**
 - What are agent types and toxicity, estimated dose, potential lethality of exposure?
- **State(s)**
 - What is physical state of the agent (solid, liquid, gas, vapor, aerosol or combination)?
- **Body site(s)**
 - What were route(s) of entry; where was casualty exposed?
- **Effect(s)**
 - What is the distribution of effects; local or systemic?
- **Severity.**
 - Are effects mild, moderate, or severe?
- **Time Course**
 - When did effects begin? Are they more or less severe now? Will they get better or worse in the future?
- **Other Diagnoses**
 - Is there something else that would account for these effects (*differential diagnosis*); are there other effects or symptoms (*additional diagnosis*)?
- **Synergism**
 - Are there effects from combined or multiple exposures or insults?

Section 13: Post Incident Actions

13.1 Introduction

This section covers post-incident actions such as Damage Assessment, Post-Incident Review and Community Healing Programs. The basis for recovery consists of how to get financial, organizational, and human resources focused on both short-term and long-term needs, based on locally defined priorities. Recovery actions typically involve:

- Analyzing post-disaster conditions and opportunities for restoring the community to pre-disaster conditions or better
- Initial repairing and restoring of key facilities within the community
- Hazard abatement (short-term) and mitigation (long-term), including evaluation of rebuilding in vulnerable areas
- Housing recovery (temporary and long-term)
- Local business district recovery and initial restoration
- Key economic facilities recovery (e.g., municipal airport, ports and roads).
- Maximizing available State and Federal assistance
- Leveraging public assistance (typically limited) to effectively maximize and attract private capital
- Making the community attractive for investment capital needed to reconstruct buildings and restore business activities and housing

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

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

13.2 DAMAGE ASSESSMENT

Damage Assessment is conducted in three phases:

Phase 1: Initial Damage Assessment

Phase 2: Preliminary Damage Assessment (PDA)

Phase 3: Damage Survey Reports Development

Initial assessment is the responsibility of the local government and provides supporting information for the disaster declaration. The PDA and the Damage Survey Reporting process are in-depth analyses of long-term effects and emergency costs, done with combined efforts of Local, State, and Federal agencies.

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Damage Assessment Procedures

The following are actions assessment teams and officials should follow during the damage assessment process:

“DO”

- **Prepare digital/paper maps detailing areas of damage.** Prepare separate maps showing private and public damages to assist Federal and State assessment teams in locating damages; this also provides local officials with the scope and location of damage occurrence.
- **Maintain detailed records of labor, equipment and supply costs from the outset of the disaster.** This helps ensure that eligible costs are considered when Federal assistance is provided.
- **Provide budget information.** Accurate, complete budget information is critical to making a competent decision in assessing community ability to manage and recover from a disaster. Annual and maintenance budgets for the fiscal year should be provided.
- **Review insurance coverage.** Insurance coverage is always considered in determining the amount of assistance needed. This is particularly important if a public facility is within a designated floodplain. The City will determine the applicability of the National Flood Insurance Program following the event. Flood insurance must be carried on public facilities in floodplains. If not covered, the amount of assistance will be reduced by the amount of coverage which could have been provided.

“DON’T”

- **Pad costs and inflate figures.** Padding costs and figures to make the damages appear greater is the most detrimental action that can be taken and does not guarantee disaster assistance. It cannot be emphasized strongly enough that only **actual** damages and reasonable costs be reported.
- **Include “deferred maintenance” items.** It must be emphasized that only disaster-related damages be reported. Chronic problems or those resulting from a lack of maintenance will not be included in any assistance.
- **Forget to assess public damages.** Victims of a disaster are always first considerations. Damages to roads, bridges, public buildings, facilities and other government infrastructure may have also occurred. It is critical in getting a Public Assistance Declaration to have these assessments along with damages to private residences and businesses.

Phase 1: Initial Damage Assessment

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

Initial damage assessment should begin as soon as possible after impact of the emergency, and should be conducted using these priorities:

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- **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 Center, Public Safety Building, Water Storage Facilities, Sewer Treatment Plant, Municipal Airport Facilities, City Hall and City Shop Building.
 - Hazardous materials industries, natural gas pipelines
 - Hospitals, schools, and shelters
 - Power, telephone, and radio communications systems
 - Bridges and overpasses
- **Priority 2 – Other establishments with important community functions**
 - Vintage Point / Senior Center
 - Major businesses (such as food supply, health care, energy/fuel providers)
 - Churches, schools, food banks and other community service buildings
- **Priority 3 - Assessment of damage to support emergency or major disaster declaration**
 - Estimated number of private dwellings and businesses affected by the incident is 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

Phase 2: Preliminary Damage Assessment (PDA)

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

- Assign personnel to State and Federal Damage Assessment Teams
 - Planning Section should arrange appointments with managers/owners of affected facilities to facilitate the process
 - State/Federal teams will complete FEMA forms
 - Though City of Kenai is not responsible for completing the forms, personnel assigned to teams should be familiar with information gathered
- Gather information using Survey/Damage Assessment Teams on foot (door-to-door), in vehicles or vessels (observing damage through a slow-moving car/boat), aerial surveillance, and/or telephone surveys if phone lines are still operable
- Verify 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 members of the General Staff
- Include, to the extent possible, the following information in the PDA:
 - Description of the disaster
 - Location of the disaster
 - Approximate number of people affected
 - Demographics of affected area
 - Whether the disaster is ongoing and other current conditions
- Any conditions that could affect the ability to carry out relief operations

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- Note affected areas as precisely as possible on street maps
- Create master map of affected areas that consolidates information from street maps and shows overall extent of the disaster
- Provide demographic characteristics of affected areas including basic dwelling structure types, home ownership and adequacy of hazard insurance
- Acquire information of interest to other functions, such as reports of deaths and injuries, evacuated families and widespread utility outages. Any such information should be passed to the appropriate ICS functions.

Individual/Private Damage Assessment

The following information must be gathered and compiled for Individual Damage Assessment. If a Federal Disaster is declared, the City, Borough, or State may coordinate to provide this information to a joint Federal assessment team, along with the information provided by individuals:

- Number of persons dead, injured or hospitalized
- Number of persons evacuated and number sheltered.
- Number of businesses (including apartment buildings) destroyed or with major, minor damage
- Number of residences (including mobile homes and apartments) destroyed or with major, minor damage
- Estimate of percentage of insurance coverage
 - Information may be obtained from realtors, tax assessors, insurance companies and lending institutions
 - If applicable, Flood Insurance information is available from the National Flood Insurance Program or local insurance agents

Private individuals will be required to submit information to the City, Borough or State in order to apply for reimbursement under an Individual Assistance Program. According to the State DHS&EM website, the information provided by individuals will include:

- Photo ID and contact information
- Mailing address
- Insurance declaration and exclusions (what is covered and what is NOT covered)
- List of damages, include year/make/model/VIN for vehicles
- Number of home occupants and current living situation
- Proof of residence at the damaged address at the time of the disaster
- Repair estimates

Phase 3: Damage Survey Reports Development

The third phase of the Damage Assessment process, the FEMA Damage Survey Reports (DSR) process, is the primary responsibility of State and Federal representatives on Damage Assessment Teams. During this phase, detailed evaluations of fiscal and social impacts of each project are developed and documented following a uniform FEMA approach that standardizes the processes and criteria. The primary purpose of the DSR is documenting the scope of work for repair of eligible Public Assistance projects and establishing estimated costs.

A well-documented, thorough PDA will facilitate the DSR development process. The City will have an opportunity to assign a person or persons to the DSR team to participate in this

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

13.3 POST-INCIDENT EVALUATION

Each time the Incident Management Team and Emergency Operations Center are exercised, in a real emergency or planned drill, it is important that participants take the opportunity to learn from the experience of managing an emergency incident. Any time an emergency occurs, it may be an opportunity to evaluate the EOP and revise specific areas for improving operations. Emergency responses, independent of the emergency size, can and should be evaluated. A Post-Incident Evaluation or “debrief” is a tool to facilitate the process by allowing personnel to reflect briefly on lessons learned during emergency response. This will help guide the improvement planning to identify specific areas for improvement and corrective actions for the EOP in future updates. See Homeland Security Exercise and Evaluation Program ([FEMA Exercise and Evaluation Program](#)). Consider these questions when conducting a Post Incident Evaluation:

- Did the Incident Management Team integrate effectively to respond to the incident?
- Were staffing levels adequate?
- Did EOC space function adequately?
- What were the most successful elements of incident response?
- What were major problems?
- What specific actions improved effectiveness of response?
- How did communications flow within the EOC?
- Were all personnel comfortable and familiar with expected roles and responsibilities?
- How did IMT integrate with other agencies and organizations?
- Was information in this Plan useful in guiding the response?
- Were there preparedness gaps in the Plan?
- Does the Plan need revision based on this experience?
- Was the resource information adequate and were necessary telephone numbers provided in the Plan?
- Did external notifications occur quickly and effectively?
- Was the Alert and Warning system effective?
- Did evacuation occur smoothly?
- Were shelter facilities adequate?
- What were major lessons learned?
- What would you do differently next time?
- What would you do the same?

A [Post-Incident Evaluation Questionnaire](#) is located in Appendix A. Keep records of the post incident evaluations for personnel responsible for updating the Plan. Copies of the evaluations should be kept in the Appendix B: Sensitive Information.

13.4 GUIDELINES FOR CLOSE-OUT OR TRANSFER OF COMMAND

An incident will be returned to local management when the incident is stabilized, but not completed. Details of the transfer of command should be negotiated between the Agency Administrator (AA) and the *incoming* Incident Commander. The following guidelines provide for

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the orderly transition of management responsibilities to the *incoming* IMT as well as the release of teams. Some information will need to be in writing and some may be verbal.

Delegation of Authority

The transfer of command to a new team must be as smooth and orderly as possible. The team currently in place is in charge until officially released. Release should not occur until incoming team members are briefed using ICS Form [201](#), have attended a briefing meeting, have met with the Agency Administrator (AA), and have a new signed Delegation of Authority (see [Appendix A](#): Delegation of Authority form). The Delegation of Authority, or in certain cases a Letter of Expectation, defines the legal authorities and restrictions, boundaries of authority, Priorities, desired outcomes, direction, environmental issues and cost considerations. It should also express the Incident Priorities or **LIPER**:

- Life Safety
- Incident Stabilization
- Property Conservation
- Environmental Concerns
- Recovery from Incidents

The *current* IC should contact local dispatch in advance and arrange for expected support staffing needs, designate the location for the Agency Administrator briefing and coordinate transportation to the designated location. The *incoming* IC should contact *current* IC as well as AA as soon as possible after being assigned the position. *Incoming* IC should review objectives of the City and current operations prior to arrival, if possible.

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

- Determine Priorities and Goals to be accomplished by incoming team
- Determine ICP/EOC location
- Schedule Agency Administrator briefing time and location if not accomplished by outgoing team
- Obtain necessary information for the Agency Administrator briefing

There should be two briefings for the *incoming* team. The first should be by the Agency Administrator (City Manager) with the *incoming* IC. The second briefing should be by the *existing* Incident Commander with the *incoming* IC, at the Incident Command Post/Emergency Operations Center. The needed time for transition will depend upon incident complexity, expertise of the existing team, and /or other issues.

NOTE: The procurement process may change as an incident moves from the Emergency Phase to Damage Assessment and Recovery. Ensure proper procurement systems are in place for the Phase of the incident.

Briefings

The briefing from the Agency Administrator should take place as soon as the incoming team is assembled. The incoming team should not assume command until thoroughly briefed. A specific time for command change should be specified. The City Manager or IC should provide the following information:

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Section	Information to be provided to incoming IMT by outgoing IC
General	<ul style="list-style-type: none">• Current situation – Incident map and Incident Action Plan (IAP)• Time of start and point of origin of incident• Actions taken• Resources status• Facilities• Land ownership• Environmental impacts• Agency Constraints• Political Issues• Assignment of initial response or outgoing IC• Follow-up• Risks• Absorbing the previous personnel in the new organization• Transition must be official• Clear line of authority (provided through Delegation of Authority Letter)
Operations	<ul style="list-style-type: none">• Strategy and tactics• Aircraft use and availability• Hand crew operations• Debris removal• Public facilities
Planning	<ul style="list-style-type: none">• Unusual incident behavior and incident history• Weather, weather forecast, topography, local hazards• Aerial photos, usable maps, GIS products• Incident behavior concerns• Local plans and ordinances that may impact recovery• Legal considerations (including investigations underway)• Pre-plan or resource protection plans available• Available resources; resources ordered• City and agency needs for release of resources in place• Duplicating facilities• Incident Status Summary reporting requirements (ICS Form 209) and copy of current form• Status of City and other local agency personnel; rest and rotation policies• Review of existing recovery activities• City and agency rehabilitation and demobilization policies
Logistics	<ul style="list-style-type: none">• Incident Command Post/EOC location• Shelter and Disaster Help Center (DHC) locations• Access routes to incident, transportation resources and Traffic Plan• Communications Plan• Medical Plan• Ordering procedures• Procurement unit in place or ordered• Procedures and facilities for eating and sleeping• Local medical facilities• Contacts with local law enforcement agencies

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Finance	<ul style="list-style-type: none"> • Fiscal constraints • Status of agreements for recovery efforts • Cost sharing arrangements • Status of current and anticipated claims • Status of payroll functions and time reports • Contracting officer
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Disaster Recovery Team Responsibilities

The City, Borough, and other jurisdictions have specific responsibilities in recovering from a disaster. The matrix listed below depicts the functional responsibilities assigned during an incident.

Function	Department/Agencies
Political process management; interdepartmental coordination; develop and communicate recovery priorities; policy development; decision making; ensure inclusiveness in the community recovery process; develop and implement recovery progress measures; public information.	<ul style="list-style-type: none"> • IC • City Manager's Office • Borough Mayor's Office • Jurisdictional Management
Land use and zoning variance; permits and controls for new development; revision of building regulations and codes; code enforcement; plan review; building and safety inspections.	<ul style="list-style-type: none"> • Planning and Logistics Sections • Planning Departments (City and KPB) • Public Works Department (City) • Fire Department (City Fire Marshal) • Jurisdictional Planning Departments
Restoration of medical facilities and services; continued provision of mental health services; performance of environmental reviews.	<ul style="list-style-type: none"> • Logistics and Operations Sections • DOH Public Health • Local Health Care Providers
Debris removal; demolition; construction; management and liaison with construction contractors; restoration of utility services.	<ul style="list-style-type: none"> • Logistics and Operations Sections • City Public Works Departments • KPB Public Works Department • Utility Districts
Housing programs; assistance programs for needy; oversight of care facility property management; low income, special housing needs.	<ul style="list-style-type: none"> • Logistics and Operations Sections • Alaska State Housing Authority
Public finance; budgeting; contracting; accounting; claims processing; taxation; insurance settlements.	<ul style="list-style-type: none"> • Finance Section • City Finance Department • KPB Finance Department
Redevelop existing areas; plan new redevelopment projects; financing new projects.	<ul style="list-style-type: none"> • Planning Section • Planning Departments (City and KPB)
Applications for disaster financial assistance; liaison with assistance providers; on-site recovery support; disaster financial assistance project management.	<ul style="list-style-type: none"> • Finance Section • City Finance Department • KPB OEM
Advise on emergency authorities, actions, associated liabilities; prepare legal opinions; prepare new ordinances and resolutions.	<ul style="list-style-type: none"> • Legal Section • City Attorney • State Department of Law
Government operations and communications; space acquisition; supplies and equipment; vehicles; personnel; related support.	<ul style="list-style-type: none"> • PIO, Logistics, Operations, Finance Sections • City Finance Department

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Debris Removal

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

- Remove debris from public rights-of-way
- Coordinate or assist removal of debris from private property (dependent on disaster funding)
- Establish disposal sites
- Coordinate contracted disposal including burning
- Request and coordinate HazMat disposal requirements
- Assist in cleanup of hazardous waste spills
- Coordinate with KPB for increased garbage volume and construction debris

Rebuilding

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

Recovery efforts require some, or all, of the following:

- Inspect homes and businesses in affected areas for health and sanitation hazards, safety and structural integrity
 - Coordinate inspections with utility service providers to ensure code compliance
- Building permits (issued by the City)
- Access to damaged buildings according to established policy and established safety guidelines for entry (who is allowed in to the buildings, for how long, safety measures to be taken, legal requirements, etc.)

13.5 VITAL FACILITIES RESTORATION PRIORITIES

Within each community or service area, certain facilities are identified as vital to resumption of critical services and restoration of critical infrastructure within a community.

Type of Service	Priority 1	Priority 2	Priority 3
Communications	<ul style="list-style-type: none">• Kenai Dispatch for emergency response• EOC	<ul style="list-style-type: none">• Essential phone circuits	<ul style="list-style-type: none">• Data and other commercial communications services

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Facilities	<ul style="list-style-type: none">• Dispatch Center• Fire• EMS• Police• Medical Facilities• Shelters• Water Treatment Plant• Sewer Treatment Plant	<ul style="list-style-type: none">• Grocery Stores• Food Banks• City Offices/Public Works (Harbor)• State/Federal functions within the City	<ul style="list-style-type: none">• Schools (non-shelters)• Library• Businesses
Energy	<ul style="list-style-type: none">• Power to fuel pumps• Power to EOC• Power to shelters• Power to medical facilities• Power to water and sewer treatment plants	<ul style="list-style-type: none">• Power to City facilities• Power to other critical public facilities	<ul style="list-style-type: none">• Power to dwellings• Power to businesses
Transportation	<ul style="list-style-type: none">• Primary routes• Evacuation routes• Airport	<ul style="list-style-type: none">• Secondary routes• Port facilities	<ul style="list-style-type: none">• Harbor facilities
Equipment	<ul style="list-style-type: none">• Emergency generators• Emergency response apparatus• Heavy Equipment	<ul style="list-style-type: none">• Network equipment	<ul style="list-style-type: none">• Buses
Personnel	<ul style="list-style-type: none">• City department heads• Emergency response personnel• IMT staff	<ul style="list-style-type: none">• Workers essential to reconstruction, debris and waste disposal• IT staff	<ul style="list-style-type: none">• Personnel necessary for economic recovery
Water	<ul style="list-style-type: none">• Fire suppression• Potable water• Sanitation	<ul style="list-style-type: none">• Industrial processes	

13.6 COMMUNITY HEALING PROGRAMS

Promoting Community Healing

Early in the disaster, community officials may be so absorbed responding to emergency needs that less tangible needs may initially be neglected. Community members may suffer from a number of disaster-related stresses, including the following:

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

Community outreach programs should be inclusive. They are important components of any disaster response and recovery effort. The programs should include activities to help residents understand the nature and kinds of stress they experience and provide information and resources to assist in coping with effects of the disaster.

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This section provides a brief description of community outreach techniques and programs that can be implemented following disaster. Community Education and implementation of programs can be coordinated with the PIO group. This section identifies resources available through Kenai Peninsula Borough, State and National organizations to promote community outreach, awareness and healing.

Suggested Community Outreach/Healing Programs

In the wake of a disaster, community leaders should bring residents together to address and respond to problems on a broad-based level. It is helpful to use organizations already in place such as churches, trade/professional groups, Moose/Elks/Eagles, Girl/Boy Scouts, Tribal or Native organizations, Parent/Teacher groups, etc. Special outreach programs can be implemented in the community. Community outreach activities may include the following:

- In-service training for professionals
- Distribution of community education materials
- Peer Listener programs
- Talking circles

Community Education Materials

Community education information can be distributed through printed leaflets, community service announcements on all media outlets. They can be general in nature, discussing disaster recovery and response issues or may focus on specific problems such as depression, anxiety, domestic violence or substance abuse. Consider the following in developing and distributing community education materials:

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

In-Service Training for Community Professionals

Local community professionals such as schoolteachers, law enforcement personnel and religious/spiritual leaders can take an active role in promoting community healing following a disaster. Because these individuals are in constant contact with community members, they should be trained to recognize, counsel and refer individuals with special needs following a disaster. In-service training programs provide resources and instruction to guide professionals in promoting the community healing process. The following are suggestions for organizing and administering in-service programs:

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

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A comprehensive program of materials and guidance to aid community healing are available free through the Prince William Sound Regional Citizens Advisory Council, as part of their “Coping with Technological Disasters” series which can be found at [Coping with Technological Disasters and Peer Listener Training \(pwsrcac.org\)](http://pwsrcac.org) Call PWSRCAC: 907-277-7222 for assistance obtaining the program

Peer Listener Programs

A Peer Listener training program can train residents to provide help to disaster impacted communities and individuals. The peer listener acts as a friend, advisor and referral agent for individuals that may not want professional services or may be unaware of available help.

Community leaders considering using Peer Listener training to facilitate community healing should consider the following:

- Peer listener training should be provided by qualified mental health professionals
- Peer listeners should be highly trusted, dependable and discreet volunteers from the community and should represent all cultural, ethnic and age groups
- Peer listener training takes approximately two days
- Community leaders should follow up with peer listeners to ensure community needs are being met

“Talking Circle” Outreach Activity

The talking circle is a traditional Native American activity that involves engaging a group of participants in dialogue where participants are considered and treated as equals. In many locations, generations of tribal members have used talking circles in leadership discussions and storytelling. The circle allows participants to see the others' faces and speak in turn as a stick or feather is passed from hand to hand. A talking circle can be a powerful tool in initiating community healing following a disaster. The following steps are suggested for organizing a talking circle:

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

[Section 14: Resources and Contact Information](#) lists resources available to assist with social services, counseling and mental health services. For information on helping child victims post-disaster, publications are available through FEMA www.fema.gov and American Red Cross www.redcross.org. For more information on types of assistance available and how to apply, see the KPB Emergency Response Plan at <https://www.kpb.us/emergency-mgmt/plans/eop> .

Support for Community Leadership

Dependent on availability and time commitments, community leadership may rely on Emergency Management Team to coordinate recovery activities, provide information about those activities (status reports and identification of issues). The Team may serve as a liaison to outside jurisdictions and organizations, including State and Federal agencies. These are some ways Emergency Management supports local leadership in recovery:

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

13.7 DISASTER RECOVERY ASSISTANCE FOR LOCAL CITIZENS

Disaster Recovery Center (DRC) or Disaster Assistance Centers (DAC)

The Logistics Section may need to arrange a large facility to serve as a Disaster Recovery Center (DRC) for Federal declared disasters, or Disaster Assistance Centers (DAC) for State declared disasters, where citizens can meet Federal, State, local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities may include schools, churches and community centers. The Public Information Officer (PIO) should coordinate advertising the DRC or DAC through the JIC (if activated). Federal, State, Borough, City and volunteer agencies may provide or accept applications for these services through a DRC or DAC:

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

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

Section 14: Resources and Contact Information

14.1 INTRODUCTION

This section contains general agency resource information for community emergency services, law enforcement and medical services. Organizations and businesses in this guide are under no obligation to make resources available. They have provided information to facilitate coordination of efforts during an emergency and it is to be used only in that capacity.

This section lists additional Planning, Training and Response Resources available from outside agencies and organizations. For information on managing Resources and Volunteers, see the KPB EOP at <https://www.kpb.us/emergency-mgmt/plans/eop>

Purchasing and Contracting Authorization

When the EOC is activated, IMT personnel may work through appropriate channels to request resources. Any goods and services purchased must be approved by the IC or designated EOC official with “signing authority”. Purchases made outside this system may not be reimbursable and become the personal responsibility of the person or Department making the purchase.

Per City Ordinance 2852-2015, City Code [Chapter 7](#).15.070(b)(5) enables the City to award contracts “for supplies, services, professional services or construction without competition, formal advertising or formal procedure, when the City Manager determines in writing that an emergency threatening the public health, safety or welfare requires that the contract be awarded without delay”. The City Manager is *required to report* any emergency contract by the next regular City Council meeting following award of the contract.

Emergency procurement procedures will use the existing City requisition and ordering system for day-to-day purchasing, assuming electricity and computers are available to support the incident. If the system is unavailable, manual procurement procedures will be followed.

[Appendix A](#) contains a blank Purchase Order form which can be copied and used if a computer ordering system is unavailable.

It is extremely important that resources used in an incident are ordered through proper channels. Resource Order Forms provide a documentation tool to identify who ordered a resource, for what purpose and who authorized the purchase or contract. Records are extremely useful for cost recovery and disaster assistance. [Appendix A](#) contains an example of a Resource Order Form and a copy of a City Purchase Order form for use when electronic systems are down.

Federal Reimbursement for Equipment Costs

The Stafford Act includes provisions identifying how FEMA will reimburse cities, States and private entities for equipment and labor costs during a disaster emergency response. 44 CFR 226.228 describes general policies for determining allowable costs. In accordance with Federal regulations, DHS publishes a reimbursable rate schedule for equipment in good working order. These rates are applicable in major disasters and emergencies declared by the President on or after August 2005. The schedule is found at [Schedule of Equipment Rates | FEMA.gov](https://www.fema.gov/assistance/public/schedule-equipment-rates) : <https://www.fema.gov/assistance/public/schedule-equipment-rates>

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The rates on this Schedule of Equipment Rates are for applicant-owned equipment in good mechanical condition, complete with all required attachments. Each rate covers all costs eligible under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121, et seq., for ownership and operation of equipment, including depreciation, overhead, all maintenance, field repairs, fuel, lubricants, tires, OSHA equipment and other costs incidental to operation. Standby equipment costs are not eligible.

Equipment must be in actual operation performing eligible work for reimbursement to be eligible. **Labor costs of the operator are not included** in the rates and should be approved separately from equipment costs.

Information regarding the use of the Schedule is contained in 44 CFR § 206.228 *Allowable Costs* at [§ 206.228 Allowable costs](#). Rates for equipment not listed will be furnished by FEMA upon request. Any appeals shall be in accordance with 44 CFR § 206.206 *Appeals*.

14.2 CITY OF KENAI RESOURCE ORDERING PROCEDURES

- Operations, Planning, and Logistics identify resource needs, complete ICS-213RR (Resource Request) or ICS-213 (General Message form) – see [Appendix A](#) Forms
- Staff requesting resources should request the capability needed of that item and provide as much information as possible for Logistics Section to complete the order; include possible substitute or alternate items, suggested suppliers or resources, timeframe, delivery point and other relevant information
- Resources from local inventory require written request form (ICS-213 or ICS-213RR) to ensure restocking of inventory
- Section Chief reviews resource request and approves same
- Resource request is routed to Logistics Section to identify potential sources
 - City Departments may have existing contracts for use during an emergency
 - City may have equipment and/or resource lists
- Once Logistics Section identifies vendor, cost and availability, the standard procurement process is initiated. If not using existing contracts, a contract must be produced and routed through the approval process, including being signed by the IC or designee.
- Finance Section will process the contract and generate a purchase order or otherwise encumber funds, as appropriate
 - Emergency procurement procedures may be in effect, depending on circumstances of the disaster
 - City budget includes an annual amount of \$50,000 for emergency response contingency. Additional funds require emergency appropriation through the City Council. City purchasing and Risk Management rules apply in all cases.
 - Finance should assign a Project Code immediately for any disaster response to ensure cost tracking. Currently, the City Procurement Officer duties are delegated by the City Manager to the City Finance Officer, who also acts as the Risk Manager. The duties of Contracting Officer have been retained by the City Manager. The City Manager and the Finance Officer should be involved in any emergency procurement process as soon as possible.

14.3 HEALTH AND EMERGENCY MEDICAL SERVICES

Health and medical services include activities associated with:

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- Lifesaving
- Transport
- Evacuation and treatment of the injured
- Disposition of the dead
- Disease control activities during response and recovery operations.

There may be additional doctors or registered nurses who practice in the community, either full time or during periodic visits. Seriously ill patients are medically evacuated from the community for treatment at a larger hospital facility.

LOCAL HEALTH AND EMERGENCY MEDICAL SERVICES		
Facility Name, Location & Contact Information	Contact	Equipment & Capabilities
Central Peninsula Hospital (CPH) 250 Hospital Pl. Soldotna AK 99669 https://www.cpggh.org/	907-714-4404	Emergency Dept, OR, Decon, Surgery, Imaging, Lab, Neonatal, Heliport/Air Transport, Standby Power, O2 supply, Mass Casualty supplies, ALS, BLS
CPH Kenai Public Health Center 630 Barnacle Way Ste. A Kenai AK 99611	907-714-4495	Meds for, STDs, TB; syringes, sharps containers; PPE, masks, eye/face, shoe covers, gloves; BLS nurses; primary asset for SNS dispensing; communicable disease, bioterrorism; EKG, X-Ray services, lab
Dena'ina Wellness Center 508 Upland St. Kenai	907-335-7500	Serves tribal populations for most dental, medical, prophylaxis, outpatient supplies and BLS service
CPH Urgent Care 10128 Kenai Spur Hwy. Kenai	907-714-5740	Minor urgent care and supplies
Beacon Kenai 450 Daubenspeck Cir. Kenai	907-283-3054	Clinicians and basic bloodborne pathogen PPE
Capstone Clinic 10543 Kenai Spur Hwy. Kenai	907-395-0463	General medicine, PPE, pandemic vaccination & testing ability
Medicenter 10543 Kenai Spur Hwy. Kenai	907-283-9118	Walk-in, pediatric and urgent care medical services
Peninsula Memorial Chapel 5839 Kenai Spur Hwy. Kenai	907-283-3333	Funeral and cremation services; may provide temporary morgue services during an emergency
Redoubt Medical Clinic 416 Frontage Rd #200 Kenai	907-283-6030	Family medical practice

Social Services Counseling and Mental Health Services

The following agencies and organizations may be able to provide disaster relief assistance to promote community healing.

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Agencies and Non-Profit Groups		
Name and Address	Contact Information	Services
American Red Cross Disaster Action Team Local Office 450 Marathon Rd. Kenai AK 99611	907-232-2698	Disaster relief, sheltering, social Services
Boys and Girls Club 705 Frontage Rd. Suite B Kenai	907-283-2682 (main) 907-398-9669 (teen center)	After-school and summer programs provide homework assistance, computer lab activities, arts & crafts, physical education and mentoring
Central Peninsula Counseling Services 506 Lake St. Kenai	907-283-7501	Psychologist dealing with mental, emotional and behavioral issues
Cook Inlet Tribal Council 3600 San Jeronimo Dr. Anchorage AK 99508	907-793-3600	Child and family services, employment and training services, recovery services; serving the Cook Inlet area Native people
State of Alaska Dept. of Health 145 Main St. Loop Ste 120 Kenai	907-283-3127	State agency covering numerous services related to public health
Kenaitze Indian Tribe 150 N. Willow St. Kenai	907-335-7200	Dena'ina Wellness Center (medical services), education, social services, early childhood development, elder services
Love Inc 601 Main St. Kenai	907-283-5863	Coordinates the shelter, food, employment, etc., needs of people with agencies and religious providers
Salvation Army Family Service Center 201 N Forest Dr. Kenai	907-283-3879	Emergency sheltering, disaster relief
Women's Resource & Crisis Center/ LeeShore Center 325 Spruce St. Kenai	907-283-9479	Domestic violence and sexual assault crisis center and emergency shelter, transitional living center, administers Child Care Assistance Program

Law Enforcement and Emergency Response Resources			
Description	Contact	Staffing	Specialized Training or Responsibilities
Kenai Fire Department (KFD) 105 S. Willow St. Kenai 99611	Emergency: 911 Office: 283-7666 Dispatch: 907-283-7879 Chief: 907-398-1401	9 paramedics 16 line personnel (11 EMTIII) 3 admin 1 admin assist.	Heavy rescue, surface water rescue, Radiological Monitoring Team, ICS, NIMS
Kenai Police Department (KPD) 107 S. Willow St. Kenai	Emergency: 911 907-283-7879	17 Officers 8 Dispatch 1 Admin	ICS, NIMS, WMD First Response
Alaska State Troopers Soldotna (AST)	Emergency: 911 907-262-4453	31 AST Officers 8 AWT Officers	Law enforcement, evacuations and security

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46333 Kalifornsky Beach Rd. Soldotna AK 99669			
Civil Air Patrol (CAP) 700 1 st St. Kenai	907-283-7801	3 pilots 1 plane (local)	Search and Rescue

14.4 NON-CITY EMERGENCY RESPONSE AGENCIES & RESOURCES

This table provides information about various local, State and Federal agency branches to contact in emergencies. The information in this table corresponds with notification directions in the hazard specific response checklist in Section 3 of this Plan.

REGIONAL			
Agency Name & Location	Primary Agency for:	Secondary Agency for:	Additional Assistance & Possible Resources
Alaska Regional Hospital Anchorage	<ul style="list-style-type: none"> Mass casualty 24-hr medical emergency 	<ul style="list-style-type: none"> Transportation Accident All emergencies with injuries 	<ul style="list-style-type: none"> Emergency medical Medical evacuation 24-hr emergency care Temporary morgue
Providence Hospital (Anchorage)	<ul style="list-style-type: none"> Mass casualty 24-hr emergency 	<ul style="list-style-type: none"> Transportation Accident All emergencies with injuries 	<ul style="list-style-type: none"> Emergency medical Medical Evaluation 24-hr emergency care Temporary morgue
South Peninsula Hospital (Homer)	<ul style="list-style-type: none"> Mass casualty 24-hr emergency 	<ul style="list-style-type: none"> Transportation accident All emergencies with injuries 	<ul style="list-style-type: none"> Emergency medical Medical evaluation 24-hr emergency care Temporary morgue (limited facilities)
KPB Office of Emergency Management	<ul style="list-style-type: none"> Tsunami Extreme weather Volcano Wildland Fire Earthquake 	<ul style="list-style-type: none"> HazMat release Coastal Erosion 	<ul style="list-style-type: none"> Disaster declaration Access to City & Borough response resources Liaison with State/Federal agencies
Peninsula Community Health Services	n/a	<ul style="list-style-type: none"> Mass casualty Transportation accident Any community disaster involving major loss of life or property 	<ul style="list-style-type: none"> Critical Incident Stress debriefing Community Healing programs
Cook Inlet Tribal Council, Inc	n/a	<ul style="list-style-type: none"> All disasters, especially with community impact components 	<ul style="list-style-type: none"> Non-medical social services Critical stress debriefing BIA burial assistance
Kenai Peninsula Borough School District	n/a	<ul style="list-style-type: none"> All disasters when sheltering is needed 	<ul style="list-style-type: none"> Sheltering Some trained personnel & shelter resources

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STATE OF ALASKA			
Agency Name & Location	Primary Agency for:	Secondary Agency for:	Additional Assistance & Possible Resources
Alaska State Troopers (AST)	<ul style="list-style-type: none"> Crime Tsunami Earthquake Transportation accident Search and Rescue 	<ul style="list-style-type: none"> Wildland or structural fires Coastal erosion Flood Extreme weather Volcano Mass casualty 	<ul style="list-style-type: none"> Law enforcement Peacekeeping SAR Liaison with State/Federal agencies Evacuation Misc. emergency related services
Alaska Tsunami Warning Center (ATWC)	<ul style="list-style-type: none"> Tsunami Earthquake Volcano 	n/a	<ul style="list-style-type: none"> Tsunami forecasts Tsunami watch and warnings
ADNR Division of Forestry	<ul style="list-style-type: none"> Wildland fires 	n/a	<ul style="list-style-type: none"> Trained personnel Equipment for wildland fire response
ADEC Spill Prevention and Response 907-269-3063 Spill Response Coordinator	<ul style="list-style-type: none"> Oil spill Hazardous substance release 	n/a	<ul style="list-style-type: none"> ICS trained personnel (SOSC) HazMat & oil spill response personnel & equipment
AK Dept. of Homeland Security & Emergency Mgmt. (DHS&EM) SEOC: 907-428-7100	<ul style="list-style-type: none"> Disaster relief (all emergencies) Disaster declaration DOH Health Emergency Response Operations 	<ul style="list-style-type: none"> Terrorism & WMD 	<ul style="list-style-type: none"> Emergency management & coordination Access to State & Federal disaster support funding

FEDERAL			
Agency Name & Location	Primary Agency for:	Secondary Agency for:	Additional Assistance & Possible Resources
EPA National Response Center 800-424-8802 907-271-3247 or 907-271-5083 (Region 10)	<ul style="list-style-type: none"> Oil spill Hazardous substance release 	n/a	<ul style="list-style-type: none"> ICS trained personnel (FISC) HazMat & oil spill response personnel & equipment
FBI ANCHORAGE 907-276-4441	<ul style="list-style-type: none"> Terrorist attack/WMD 	n/a	<ul style="list-style-type: none"> Central reporting point for all terrorism threats discovered locally.
Federal Aviation Administration 907-271-5936	<ul style="list-style-type: none"> Aircraft Accident 	<ul style="list-style-type: none"> Earthquake 	

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FEMA	<ul style="list-style-type: none"> Disaster relief (all emergencies) 	n/a	
USCG Anchorage: 907-428-4100 Emergency: 800-478-5555	<ul style="list-style-type: none"> Oil spill in navigable water Hazardous substance release to water SAR (water) Medevac 	<ul style="list-style-type: none"> Transportation accident 	<ul style="list-style-type: none"> ICS trained personnel (FOSC) HazMat & oil spill response personnel & equipment Vessels Helicopter & aircraft support
Alaska National Guard 103rd Civil Support Team (CST)	<ul style="list-style-type: none"> Hazardous Materials Response (land based) WMD Response 		
NOAA/NWS 907-266-5105 Wx Forecast: 907-936-2525 Marine Wx: 907-936-2727	<ul style="list-style-type: none"> Avalanche Coastal erosion Fire (drought related) Flood 		<ul style="list-style-type: none"> Real-time weather forecasts for Alaska Region Severe weather watch or warning

NON-GOVERNMENTAL ORGANIZATIONS (NGOs)			
Agency Name & Location	Primary Contact in case of:	Secondary Contact in case of:	Additional Assistance & Possible Resources
American Red Cross (ARC) Local	n/a	<ul style="list-style-type: none"> All disasters requiring shelters 	<ul style="list-style-type: none"> Shelters General disaster relief Donations management
Salvation Army	n/a	<ul style="list-style-type: none"> All disasters requiring shelters, food, clothing Disaster relief all disasters 	<ul style="list-style-type: none"> Shelters General disaster relief (food, clothing)
Kenai Peninsula Food Bank	n/a	<ul style="list-style-type: none"> All disasters requiring supplementation of food supplies 	<ul style="list-style-type: none"> Cooked meal availability

14.5 CITY OF KENAI EMERGENCY RESPONSE RESOURCES & CAPABILITIES

Instructions for this section include filling out the following tables with as much specificity as possible to describe emergency response resources and capabilities available within community departments and agencies.

Soldotna AST Post has emergency resources and capabilities for incidents but cannot publish inventories for security reasons. For info, call Detachment directly: 262-4453

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COMMUNICATIONS RESOURCES			
Resource/Capability (handheld/mobile)	Kenai Dock	KPD	KFD
VHF Radios	1	18 handheld	Boat (1), Airport (1)
CB	1		
ALMR		17 mobile	13 mobile (inc 2 in Crash Trucks at Airport Station), 28 portables

MEDICAL RESOURCES			
Resource/Capability	Central Peninsula Hospital	Kenai Police Department	Kenai Fire Department
EMT Trained Personnel	Yes	No	18
Oxygen Equipment	Yes	No	Yes
Patient Beds	49	No	n/a
Spare Blankets & Pillows	Yes	Yes	Yes
24-Hour Care	Yes	No	n/a
Anesthesia	Yes	No	No
Emergency Jump Kits	No		Yes
I.V. Supplies	Yes	No	Yes
EMS Equipment	Yes	No	Yes
Bandaging & Splinting Supplies	Yes	Yes	Yes
Trauma Kits	Yes		Yes
ALS/BLS	Both	No	Yes
X-Ray	3 rooms & 1 portable	No	No
Lab & Testing Ability	Yes	No	No
Drugs & medicines	Yes	No	Yes
Ambulance	No	No	3
Ventilators	Yes	No	No
Defibrillator	Yes	No	Yes
Mass Casualty Supplies	Some supplies	No	KPB mass casualty trailer at Station 2

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HEAVY EQUIPMENT RESOURCES (see AEP for additional equipment)				
Resource/ Capability	Kenai Public Works	CPH	KPD	KFD
Vehicles	5 pickups	2 pickups	18 vehicles 1 snow machine 2 ATVs	4 4x4 pickups 3 ambulances
Vessels	18' skiff (1, BF)			25' response
Utility Units	1 bucket truck		1	1 squad truck
Road Grader	5 motor graders		0	
Crane/Forklift	1 small forklift		0	0
Fire Apparatus			0	1-500 gal pumper 1-2000 gal pumper 1-3000 gal pumper 1 95' aerial platform
Fire Equipment			Fire extinguishers	Structural, wildland, aircraft firefighting capabilities
Detention Area			0	
Front End Loader	3-966 cat. loaders	Yes	0	
Dump Truck	2-10 cy dumps		0	
Backhoe	1 small		0	
Bulldozer			0	
Welder	1 Miller welder		0	
Shovels, Saws, etc.	12 chain saws (inc 2 at airport) 4 other saws		20 shovels	13 chainsaws 4 vent saws 50 shovels
Water pumps	15 (inc 1 at airport)			2 float-a-pumps 2 portable pumps
Fans (gas)				6
Portable Generators	13			
Body Bags	See KPD and AST			
Other	Airplanes: CAP Kenai 1-plane 3-pilots Guardian Helicopter (medical evac) 1 helicopter, 4 pilots, 4 clinical staff, 2 maintenance (2 clinical, 2 maintenance, 2 pilot per shift) LifeMed (medical evacuation) 2 helicopters, 8 Learjets, 5 fixed wing			

14.6 LOGISTICS RESOURCES

Local Communications Service Providers	
Local telephone service	ACS 907-260-8610 GCI 907-262-3266
Cell phone service	ACS 907-260-8610 GCI 907-262-3266 ATT 907-335-1433
Internet service provider(s)	ACS 907-260-8610 GCI 907-262-3266 ATT 907-335-1433 SpitwSpots 907-226-2082 Microcom (HughesNet) 907-262-7926

Airplane Charters and Rentals		
Carrier Names & Address	Phone/FAX	Other Info
Grant Aviation 305 N Willow St. Kenai 99611	907-283-6012	Scheduled service, charter, cargo
Kenai Aviation 101 N Willow St. Kenai	907-283-4124	Charter, training, scheduled passenger service (starting summer 2022)
RAVN Air 305 N Willow St. Kenai	907-283-3028	Scheduled service, charter, cargo

Heavy Equipment and Construction Equipment	
Company Name & Address	Phone/FAX
Airport Equipment Rental 42107 Kalifornsky Beach Rd Soldotna 99669	907-335-5466
Craig Taylor Equipment Rental 44170 Kalifornsky Beach Rd Soldotna	907-262-5977
United Rentals 524 Kalifornsky Beach Rd Soldotna	907-262-8700
Ron's Rent-It Center 145 N. Willow St Kenai 99611	907-283-4232

Ground Transportation and Storage	
Company Name & Address	Phone/FAX
Weaver Brothers 14223 Kenai Spur Hwy. Kenai 99611	907-283-7975
Carlile Transportation Systems 1216 Bridge Access Rd Kenai	907-283-2884
Lynden Transport Inc 41306 Sterling Hwy. Soldotna 99669	907-260-6500
U-Haul Moving & Storage 281 Marathon Rd. Kenai	907-395-0436

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Fuel and Utilities	
Company Name & Address	Phone/FAX
Alaska Oil Sales 43442 Kalifornsky Beach Rd Soldotna 99669	907-262-2250
Crowley Marine 401 N Willow St, Suite 1 Kenai 99611	907-283-4542
Enstar Natural Gas 36225 Kenai Spur Hwy. Soldotna	907-262-9334
Homer Electric Association (HEA) 280 Airport Way Kenai	907-283-5831
Jackson Enterprises Inc. PO Box 2091 Soldotna	907-262-4159
Nikiski Fuel Service 52516 Nikishka Beach Rd Nikiski 99635	907-776-3400
Shoreside Petroleum Inc. 700 Port Ave. Seward 99664	907-224-8040

Food and Supplies	
Company Name & Address	Phone/FAX
IGA Country Foods 140 S Willow S.t Kenai	907-283-4834
Peterkin Distributors 42540 Kenai Spur Hwy. Kenai	907-283-4843
Safeway Food & Drug 10576 Kenai Spur Hwy. Kenai	907-283-6300
Sysco Alaska 6601 Changepoint Dr. Anchorage AK 99518	907-565-5567
Three Bears 10575 Kenai Spur Hwy. Kenai AK 99611	907-283-6577
Walmart 10096 Kenai Spur Hwy. Kenai	907-395-0971

Lodging	
Company Name & Address	Phone/FAX
Aspen Hotel 10431 Kenai Spur Hwy. Kenai AK 99611	907-283-2272
Cannery Lodge, The 2101 Bowpicker Ln. Unit 13 Kenai	907-261-9499
Eagle Rock Lodge 5679 Kenai Spur Hwy. Kenai	907-283-1951
Kenai Airport Hotel 230 N Willow St. Kenai	907-283-1577
Kenai Merit Inn 260 S Willow St. Kenai	907-283-6131
Main Street Hotel 10800 Kenai Spur Hwy. Kenai	907-395-0394
Quality Inn 10352 Kenai Spur Hwy. Kenai	907-283-6060
Uptown Motel 47 Spur View Dr. Kenai	907-283-3660

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Catering	
Company Name & Address	Phone/FAX
Charlotte's 115 S. Willow St. Kenai 99611	907-283-2777
Hearth Eatery & Catering, The 10544 Kenai Spur Hwy. Kenai	907-283-9134
Kenai Catering 260 S. Willow St. Kenai	907-252-0404

14.7 ADDITIONAL SUPPORT AND TRAINING RESOURCES

Emergency Response Training, Disaster Prep Organizations & Materials		
Name	Contact	Services
Ready (DHS)	www.ready.gov/kit	Information to prepare your family for an emergency and what to do in various emergency scenarios. Teaching and outreach materials for adults and children
FEMA Education & Training Materials	www.fema.gov/emergency-managers/national-preparedness/training	Training and education to provide the whole community with knowledge, skills and abilities needed to help people before, during and after disasters.
FEMA Publications On-Line Library	www.ready.gov/publications <ul style="list-style-type: none"> Email: FEMApubs@GPO.gov Phone: (800) 480-2520 	Federal Emergency Management Agency Ready Campaign publications for public to download at no cost. Organizations can reproduce materials to help expand the reach of critical information.
Community Emergency Response Team (CERT) Program	www.ready.gov/cert	CERT educates volunteers on disaster preparation for hazards that may impact them, trains them in basic disaster response skills, fire safety, light search & rescue, team organization, & basic disaster medical; offers consistent, volunteer training & organization for professional responders to rely on in disasters, allowing them to focus on more complex tasks.
FEMA EMI Training courses & independent study materials	https://training.fema.gov/is/crslist.aspx	(EMI) offers self-paced courses designed for people having emergency management responsibilities and the public. All are free-of-charge to those who qualify for enrollment.
ARC educational materials	www.redcross.org/take-a-class	Variety of disaster preparation education materials for free, online. All ages; CPR, 1 st Aid and more
Right-To-Know Network	https://rtk.rjifuture.org/	Free access to numerous databases and text files on environment, housing, sustainable development.

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Search and Rescue		
Name	Contact	Services
National Association for Search and Rescue (NASAR)	https://nasar.org/ (877)-893-0702 info@nasar.org	NASAR represents all SAR volunteers and supports State SAR, provides education courseware, publications, certifications to build credentialing programs, produce highly skilled searchers in communities and for mutual aid regionally and nationally
Mountain Rescue Association	https://mra.org/ Alaska Group Alaska Mountain Rescue Group (amrg.org)	An organization of teams dedicated to saving lives through rescue and mountain safety education; improving quality, availability, safety of mountain search and rescue.
Cibola Research and Rescue Mini-Lessons	http://www.cibolasar.org/minilessons.shtml	New Mexico SAR organization with online library of mini lessons on conducting SAR missions
Civil Air Patrol (CAP)	https://www.gocivilairpatrol.com/ 907-283-7801 Alaska Wing https://akwg.cap.gov/	CAP is the civilian auxiliary of the US Air Force specializing in SAR.

Firefighting		
Name	Contact	Services
US Fire Administration FEMA National Fire Academy	https://www.usfa.fema.gov/training/nfa/index.html	Free training for any person with substantial involvement in fire prevention & control, EMS, fire related emergency management or allied professionals.
State of Alaska Bureau of Fire Accreditation, Standards and Training (Dept of Public Safety)	https://dps.alaska.gov/Fire/BFAST/Home	Testing and certification of firefighters and accredits local agencies to develop and provide training. Technical assistance teams available to travel to communities.
Alaska Regional Aircraft Fire Training Center	https://www.beaconhss.com/training-courses/	Aircraft, Structural, Industrial fire training and safety facility

Oil Spill and Hazardous Materials Response Planning Training & Materials		
Name	Contact	Services
US National	https://www.nrt.org/	Provides technical assistance, resources and coordination on preparedness, planning, response

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Response Team		and recovery activities for emergencies involving hazardous substances, pollutants and contaminants, oil, and weapons of mass destruction in natural and technological disasters and other environmental incidents of national significance.
Alaska Regional Response Team	https://alaskarrt.org/	As an advisory board to the Federal On Scene Coordinator (FOSC), the Alaska Regional Response Team provides federal, state, and local governmental agencies with the means to participate in response to pollution incidents.
Alaska Geographic Response Strategies (GRS)	https://dec.alaska.gov/spar/ppr/response-resources/grs/	GRS are oil spill response plans tailored to protect a specific sensitive area from impacts of a spill. Environmental conditions frequently change per season, storm impact, erosion, substrate redistribution, and other factors, so GRS are intended to be flexible, allowing responders to modify as prevailing conditions dictate. The plans are map-based strategies that can save time during critical first few hours of a spill response. They show responders where sensitive areas are and where to place oil spill protection resources.
Spill Tactics for Alaska Responders (STAR) Manual	https://dec.alaska.gov/spar/ppr/response-resources/star-manual/	STAR provides standardized oil spill response tactics specific to Alaska; it is a tactical reference for oil spill planning and response; available for use by the spill response community, including federal, state, local, industry, and spill response organizations throughout Alaska.
Alaska Geospatial Database of Spill Planning Maps	https://dec.alaska.gov/das/gis.aspx interactive maps: https://dec.alaska.gov/das/gis/apps/	Intended to more effectively serve ADEC mission to protect human health and environment. GIS technology is essential for understanding, communicating and analyzing environmental information. We use our GIS to improve environmental decision making and facilitate collaboration with other agencies (for example in responding to oil spill events).
NOAA Office of Response and Restoration – Response Tools for Oil Spills	https://response.restoration.noaa.gov/oil-and-chemical-spills/oil-spills/response-tools/response-tools-oil-spills.html	Quick guide to many of the most commonly used tools and resources that NOAA offers for oil spill responders and planners; some require downloads that may require IT help/permissions
USDOT Pipeline and Hazardous Materials Safety Admin. Training	https://www.phmsa.dot.gov/training/hazmat/hazardous-materials-outreach-engagement	HazMat Training and Grant Programs

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Community Healing and Psychological Impacts		
Name	Contact	Services
Prince William Sound Regional Citizens' Advisory Council "Coping with Technological Disasters" Guidebook and Series	https://www.pwsrccac.org/ Located in Resource Library	"Coping with Technological Disasters" guidebook explains how communities can deal with technological disasters. It contains proven strategies to help ease psychological and socioeconomic impacts of oil spills. Strategies are provided to help local governments, small businesses, families, and individuals cope with disruptions and other issues caused by oil spills.
Children's Psychological Health Center Guided Activity Worksheets	http://www.childrenspsychologicalhealthcenter.org/resources/disaster-resources-for-children-teens/	Helps parents, teachers and others working with children and families traumatized by a disaster to help them cope with emotional impacts of earthquakes, tsunamis, floods and fire.
American Psychological Association Psychological First Aid (PFA) Resources	https://www.apa.org/practice/programs/dmhi/psychological-first-aid/resources	Factsheets and guides to help individuals and responders deal with the stresses resulting from disasters

14.8 Resource Allocation

Emergency Resource Allocation and Management

- Each household in the City is encouraged to develop family disaster and emergency communication plans, and to maintain the essential supplies to remain self-sufficient for seven to fourteen days
- During an emergency, resources will be inventoried, prioritized and used in the most efficient manner possible, applied to functions and areas of greatest need
- Normal procurement procedures may be suspended or modified during an emergency, although existing agreements and procedures should be used whenever feasible. The City Finance Department should be involved as soon as possible, with all costs traced, based on a Project Code assigned by Finance
- The EOC may request additional resources from the DHS&EM if available city resources have been or are expected to be exceeded
- The IC, in coordination with and authorization by the City Manager, may invoke temporary controls on local resources and establish priorities during an emergency. These may

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include fuel, food, shelter and other resources necessary for human needs. If this occurs, the City will endeavor to cooperate with the private sector and the State, encouraging voluntary controls and to enforce mandatory controls when necessary.

- Acquisitions and purchases dedicated to saving life or property during an emergency will be given priority
- During periods of an emergency, department heads or their designees may be required to remain in the EOC and direct their agencies from that location
- When circumstances require, emergency response field personnel may be given purchasing authority after coordination with the Finance Department. Payment for such needs is the responsibility of the requesting agency.
- Early, accurate cost documentation and damage estimates are essential to applications for reimbursement from State or Federal disaster assistance. All City agencies will identify personnel responsible for documentation of disaster costs and will use existing administrative methods to keep accurate records separating disaster operational expenditures from regular expenditures.
- At the close of an incident, all loaned equipment will be returned to its owners
- All State assistance is coordinated through DHS&EM. All Federal assistance is coordinated with the US DHS, through Alaska DHS&EM.

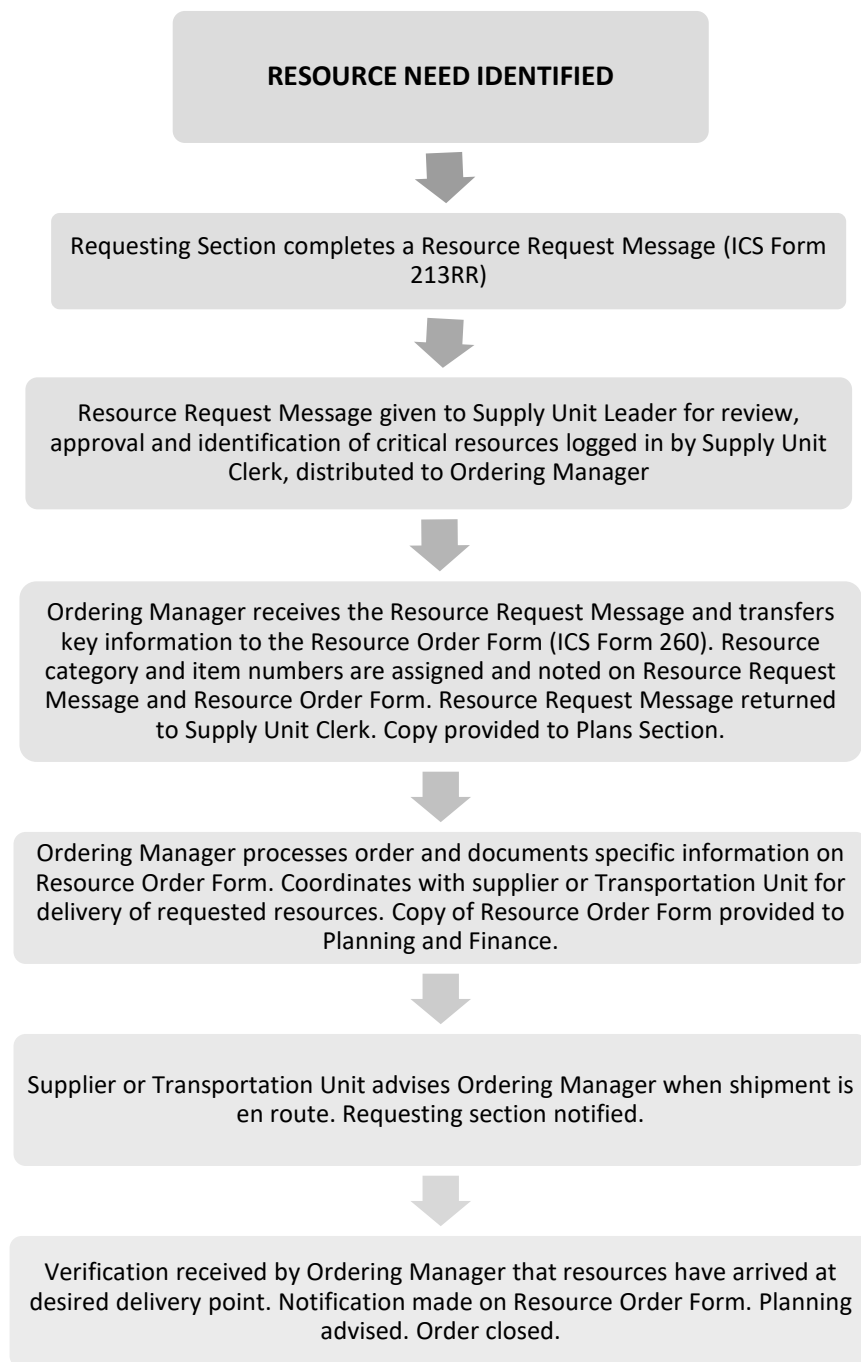
Resource Allocation Priorities

Under emergency conditions, members of the IMT should allocate resources according to the following priorities (**LIPER**), always taking into consideration specific incident needs and resource constraints:

- **Life Safety**
 - Emergency responders
 - At-risk populations
 - General public
- **Incident Stabilization**
 - Containment of the incident, if possible
- **Property Conservation**
 - Protection of public facilities essential to life, safety or emergency response
 - Protection of private property
- **Environment Protection**
 - Isolation of the impacted area
 - Protection of the environment where degradation will adversely impact public safety
- **Recovery from Response Efforts**
 - Protection of mobile response resources

Typical ICS Resource Ordering Process

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



14.9 WHOLE COMMUNITY

Whole Community is a framework to bring people, organizations and resources together to help those in need during a disaster or emergency. It is a means by which residents, emergency management, organizational and community leaders, and government officials can collectively understand and assess needs of their respective communities and determine the best ways to organize and strengthen assets, capacities and interests.

Whole Community brings together:

- Nonprofit Sector
- Private Sector
- Public Sector
- Government

Whole Community Principles:

- Understand and meet actual needs of the whole community
- Engage and empower all parts of the community
- Strengthen what works well in communities on a daily basis
- Disaster response is a shared responsibility

Whole Community participating organizations and their resources will be updated in this EOP by the City, as required.

14.10 VOLUNTEER MANAGEMENT

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

In most cases, volunteers will be referred to agencies that will be responsible for placing qualified volunteers in the field. Agencies such as the American Red Cross 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 convergence of non-agency trained volunteers and their use in disaster operations, in regard to insurance/liability/workman's compensation issues. Currently, there is no City, KPB or State-provided umbrella for insurance/liability/workman's compensation coverage for the use of volunteers in a disaster emergency, with the exception of the KPB CERT program. Effective screening, training and supervision will help to limit liability when assigning volunteers.

14.11 VOLUNTEER ORGANIZATIONS

KPB Community Emergency Response Teams (CERT)

CERT is a partnership between first responders and communities they serve. CERT training prepares people to take care of themselves and others in disaster situations. CERT volunteers can help with a variety of community safety activities including education, First Aid stations at events and missing persons searches. Volunteers can be used during emergency response for duties such as Call Center staff, evacuation notification teams and Disaster Help Center staffing.

Section 14 Resources and Contact Information

Initial CERT training covers the following:

- disaster preparedness
- fire suppression
- basic triage and emergency life-saving techniques
- light search and rescue
- team organization
- disaster psychology
- a disaster simulation drill

CERT members are volunteers that can be used in a disaster emergency with approval of the IC. Use of CERT volunteers is detailed in the KPB CERT SOP document. *Contact KPB OEM for a copy of the CERT SOP.* Active CERT volunteers have standardized training in skills noted above, along with basic ICS knowledge. CERT volunteers renew their active status every three years.

Alaska Voluntary Organizations Active in Disaster (AKVOAD)

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

AKVOAD operates under an EOP that outlines planning assumptions and concept of operations. AKVOAD is activated by the State through the DHS&EM. AKVOAD may set up an ad hoc EOC or may function as part of the State Emergency Operation Center (SEOC) if established. The City can request KPB request assistance from the AKVOAD through DHS&EM.

Alaska Amateur Radio Emergency Services

Amateur Radio Emergency Services (ARES - <http://www.aresalaska.org/>) organizations exist throughout the State and may be able to provide equipment and resources to enhance emergency communications between an EOC, congregate care facilities, incident sites, command posts, hospitals and other critical locations. ARES may provide communication support to volunteer agencies and may assist with warning and emergency information dissemination as directed by the IC. The KPB has agreements with some radio clubs on the Kenai Peninsula and the City may request they be activated. The KPB can request assistance from ARES through DHS&EM.

American Red Cross of Alaska (ARC)

ARC may provide sheltering operations and associated services. ARC also provides other disaster support services, such as a Disaster Welfare Inquiry System to document the location and welfare of victims and displaced persons. ARC may assist in providing food service at congregate care facilities, incident site or other sites, depending on capabilities. ARC can also provide basic first aid assistance at non-critical medical mass care sites or congregate care facilities. ARC may operate mobile assistance units and may assign their own PIOs to help disseminate information. ARC can assist with referral of disaster victims to appropriate community resources or local, State or Federal agencies for additional assistance. During an aviation disaster, ARC can activate its Air Incident Response Team to perform mental health and volunteer coordination functions.

Salvation Army

The Salvation Army usually coordinates with ARC to provide food services to disaster victims at congregate care facilities and evacuation centers, and to emergency responders at the incident site and other locations as able. The Salvation Army may coordinate with the EOC Mental Health Unit to deliver mental health services and pastoral care services to disaster victims and emergency responders as able. The Salvation Army can facilitate acquisition and distribution of donated personal items to meet the needs of individuals affected by the disaster. They can coordinate with the EOC to provide public information regarding donation collection points and recommended donations.

Civil Air Patrol (CAP)

Pilots and aircraft from the CAP (<https://akwg.cap.gov/> and <http://kenai.akwg.cap.gov/>) may be available to assist with aerial damage assessment or transport of victims, equipment or supplies. Activation of the CAP follows a protocol that involves mission approval at the State and National levels, with specific routing and paperwork required. This resource is ordered by contacting the SEOC.

Donations Management

In general, the City should not accept donations directly. The KPB IMT can activate a VOAD coordinator that will provide support and assist with directing donations to the appropriate organization for collection and distribution to the affected communities.

APPENDICES

Appendix A: Forms

Appendix B: Sensitive Information

(See Fire Chief for Access)

Appendix C: Telephone Directories

Appendix D: Acronyms and Abbreviations

Appendix E: Qualified Personnel

APPENDIX A: FORMS

Index of Forms

FORM NAME/NUMBER or DESCRIPTION	PAGE #
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Delegation Of Authority- Incident Commander (City)	
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Disaster Declaration by Local Government with Request for Borough Assistance	
Disaster Declaration by Local Government without Request for State Assistance	
Disaster Declaration by Local Government with Request for State Assistance	
Evacuation Order	
Purchase Order Form (City - copy for manual use)	
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FEMA ICS Forms (List of Fillable Forms) <i>See hyperlinks for instructions for individual forms</i>	
ICS 201 - Incident Briefing (v3) ICS 201 Fillable	
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ICS 206 - Medical Plan (v3) ICS 206 Fillable	
ICS 207 – Incident Organization Chart (v3) ICS 207 Fillable	
ICS 209 - Incident Status Summary (v3) ICS 209 Fillable	
ICS 210 – Resource Status Change (v3) ICS 210 Fillable	
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ICS 213 – General Message (v3) ICS 213 Fillable	
ICS 214 – Activity Log (v3.1) ICS 214 Fillable	

ICS 215 - Operational Planning Worksheet (v3)	ICS 215 Fillable	
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ICS 218 – Support Vehicle-Equipment Inventory (v3)	ICS 218 Fillable	
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ICS 260 – Resource Order	ICS 260 Fillable	

Daily Job Report Form

Date: _____

Job #: _____

Job: _____

Location: _____

Description of Daily Task:_____

Daily Job Report Page 1 of 5

Personnel			
On the Job	Contractor/City	Regular Time	OT

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

I hereby authorize _____ to act as Incident Commander (IC) for response and recovery operations under the City of Kenai EOP for the (insert emergency name or disaster declaration description).

I hereby delegate to the IC all authority to provide response and recovery operations to the declared disaster emergency under the City of Kenai EOP and to act on behalf and with the authority of the City of Kenai and Kenai Peninsula Borough in carrying out those operations within the geographic boundaries of the declared emergency.

The duties include Management by Objectives, with the following priorities: **L**ife safety, **I**ncident stabilization, **P**roperty preservation, **E**nvironmental protection and **R**ecovery from incident (**LIPER**).

This delegation continues for a period of _____ days or until earlier modified or terminated by the Emergency Management Coordinator or City of Kenai Manager.

Date

Terry Eubank, City of Kenai Manager

Termination of Delegation of Authority

The signing of this document returns all responsibility that was outlined in the City of Kenai Incident Commander Delegation of Authority entered into between the City and (insert name/position) on (insert date). Specifically, it returns the responsibilities for establishing and running the City of Kenai's EOC as Incident Commander to the City Manager.

It is mutually agreed upon that the objectives and management direction that were outlined in the original Incident Commander Delegation of Authority dated _____ have been met. This termination becomes effective (insert date and time).

Incident Commander being released

Authorized Official

Disaster Declaration by Local Government with Request for Borough Assistance

WHEREAS, commencing on (date) _____, the City of Kenai, Alaska sustained severe losses and threats to life and property from: (describe event/situation):

and,

WHEREAS, the City of Kenai is a political subdivision within the State of Alaska; and

WHEREAS, the following conditions exist because of the disaster emergency (describe event and impacts to community, damages, etc.):

and,

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

THEREFORE, be it resolved that (City Manager or Designee)_____ does declare a Disaster Emergency per AS 26.23.140 to exist in the City of Kenai.

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

FURTHER, the undersigned certifies that the City of Kenai has or will expend local resources in the amount of (insert dollar amount) _____, as a result of the disaster for which no Borough reimbursement will be requested.

SIGNED this _____ day of _____, 20____

(Name)

(Title)

Disaster Declaration by Local Government without Request for State Assistance

WHEREAS, commencing on (date) _____, the City of Kenai, Alaska sustained severe losses and threats to life and property from: (describe event/situation):

and,

WHEREAS, the City of Kenai is a political subdivision within the State of Alaska; and

WHEREAS, the following conditions exist because of the disaster emergency (describe event and impacts to community, damages, etc.):

and,

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

THEREFORE, be it resolved that (City Manager or Designee)

_____ does declare a Disaster Emergency per AS 26.23.140 to exist in the City of Kenai.

SIGNED this _____ day of _____, 20____

(Name)

(Title)

Disaster Declaration by Local Government with Request for State Assistance

WHEREAS, commencing on (date) _____, the City of Kenai, Alaska sustained severe losses and threats to life and property from: (describe event/situation):

and,

WHEREAS, the City of Kenai is a political subdivision within the State of Alaska; and

WHEREAS, the following conditions exist because of the disaster emergency (describe event and impacts to community, damages, etc.):

and,

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

THEREFORE, be it resolved that (City Manager or Designee)

_____ does declare a Disaster Emergency per AS 26.23.140 to exist in the City of Kenai.

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

FURTHER, the undersigned certifies that the City of Kenai has or will expend local resources in the amount of (insert dollar amount) _____, because of the disaster for which no State or Federal reimbursement will be requested.

SIGNED this _____ day of _____, 20____

(Name)

(Title)

Evacuation Order

An emergency condition exists in

(give location and/or areas impacted)

The IMT and/or Emergency Coordinator/Director or IC has determined a need to evacuate portions of the City of Kenai. Evacuation is necessary to ensure the public's safety.

Therefore:

The IC and/or Emergency Manager request immediate evacuation of these areas (list areas):

The IC and/or Emergency Manager ask those needing special assistance call

_____. ***This number is for evacuation assistance requests only.***

The IC and/or Emergency Manager is restricting entry into the evacuated hazard areas. No one will be permitted to re-enter the area after _____ (date/time).

Information and instructions from the IMT will be transmitted on local radio station(s):
(List stations broadcasting these messages)

_____ (AM/FM)

_____ (AM/FM)

Public information will be released through the PIO/JIC with approval of IC. Additional information will also be available through ARC for facilities open to the public for emergency sheltering.

The IMT will make public announcements when lifting this order when public safety is assured.

Signed _____
Emergency Manager

Date/Time

Signed _____
Incident Commander

Date/Time

Signed _____
Law Enforcement (Officer in Charge)

Date/Time

Post-Incident Evaluation Questionnaire for City IMT (pg 1)

Name or description of Incident _____

1. Did the Incident Management Team integrate effectively to respond to the incident?

2. Were staffing levels adequate?

3. Did EOC space function adequately? If not, specify inadequacies.

4. What were the most successful elements of incident response?

5. What were major problems of incident response?

6. What specific actions improved effectiveness of response?

7. How did communications flow within the EOC?

8. Were all personnel comfortable and familiar with expected roles and responsibilities?

9. How did the IMT integrate with other agencies and organizations?

10. Was information in this Plan useful in guiding the response?

11. Were there preparedness gaps in the Plan? Please specify.

12. Does the Plan need revision based on this experience?

Post-Incident Evaluation Questionnaire for City IMT (pg 2)

13. Was the resource information adequate and were necessary telephone numbers provided in the Plan?
14. Did external notifications occur quickly and effectively?
15. Was the Alert and Warning system effective?
16. Did evacuation occur smoothly?
17. Were shelter facilities adequate?
18. What were major lessons learned?
19. What would you do differently next time?
20. What would you do the same?
21. Other comments or suggestions

Name

Position

Date

PURCHASE ORDER

City of Kenai, AK

210 Fidalgo Ave.

Kenai, AK 99611

907-283-7535No

NO

Ship To:

Vendor No.

DATE:

<u>Part#</u>	<u>Quantity</u>	<u>Description</u>	<u>GL Account</u>	<u>Unit Price</u>	<u>Total</u>
--------------	-----------------	--------------------	-------------------	-------------------	--------------

Total Freight

Total

Activity Code:

Department: _____ Finance Director: _____

State of Alaska, Borough or City Situation Report

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

1. JURISDICTION NAME:

2. CASUALTY STATUS:

- a. Confirmed Dead:
- b. Missing:
- c. Injured:
- d. Estimated Population Sheltered:

3. GENERAL SITUATION:

4. ROAD CLOSURES:

5. CURRENT SHELTERING/EVACUATION STATUS:

- a. Total Shelters Open:
- b. Total Registered at Shelter(s):
- c. Total Persons Sheltered Previous Night:

6. CURRENT PRIORITY NEEDS:

State of Alaska, Borough or City Situation Report (pg 2)

7. FUTURE OUTLOOK/PLANNED ACTIONS:

8. WEATHER:

9. OTHER COMMENTS:

10. EMERGENCY COORDINATION CENTER OPERATIONS:

- a. Hours of Operation:
- b. Phone Contacts:

Volunteer Registration Form

Name: _____

Phone: (Day) _____ (Evening) _____ Fax _____

Address: _____

Present Employer: _____ Occupation: _____

Are you currently affiliated with any response organization or volunteer group? Y N

Which group or organization: _____

Have you had any related training (Include certification type/agency, expiration date):

ICS Training: _____

Firefighting: _____

Bird rescue/wildlife hazing/rehab: _____

HazMat/HazWopper: _____

First Aid/CPR: _____

USCG License: _____

Other: _____

Preference:

___ Basic needs/logistics ___ First Aid ___ On Water Operations ___ Repair/construction

___ Transportation ___ Other

Emergency Contact Information:

_____/_____
Name Phone (day/night)

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 of Volunteer

FOR OFFICE USE ONLY:

Training Completion Date: _____ Type: _____ Initials: _____

Placed: Yes No Placement Location: _____

Date: _____ By: _____

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: _____

Job Location: _____

Date/Time Volunteers Needed: _____

Please Note Availability:

___ Restrooms ___ Parking ___ Safety Equipment ___ Phone ___ Transport to Work Site

Volunteers Should Report to the Following Person for Additional Training/Instruction:

Name: _____

Phone: _____ FAX: _____

Location: _____

For Office Use Only:

Follow-Up Date/Time: _____ Action: _____

Position(S) Filled? Y N Volunteer Name(S): (use back of sheet as needed)

Warning Message Log

1. Date _____ Time _____ Warning # _____

2. Situation: (Describe emergency incident. Include description of threats to life, safety and specific geographic boundaries affected and covered by this warning.)

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

4. Method of Warning:

_____ Alert/warning sirens
_____ EAS
_____ KPB Alerts
_____ Mobile public address
_____ Door to Door contact

Signature of authorized official _____

5. Warning Terminated: Date: _____ Time: _____

Signature of Terminating Official _____

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

BEGIN NEW FORM FOR EACH SUBSEQUENT WARNING MESSAGE

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): 					
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. 					
6. Prepared by: Name:_____ Position/Title: _____ Signature: _____					
ICS 201, Page 1				Date/Time: _____	

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: Time:
-------------------	---------------------	---

7. Current and Planned Objectives:

8. Current and Planned Actions, Strategies, and Tactics:

Time:

Actions:

6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 2

Date/Time: _____

1. Incident Name :	2. Incident Number :	3. Date/Time Initiated: Date: _____ Time: _____
---------------------------	-----------------------------	---

9. Current Organization (fill in additional organization as appropriate)

Incident Commander(s)

Liaison Officer

Safety Officer

Public Information Officer

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance/Admin Section Chief

6. Prepared by : Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: _____	

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated:	
				Date:	Time:
11. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
6. Prepared by: _____ Position/Title: _____ Signature: _____					
Name:					
ICS 201, Page 4		Date/Time: _____			

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____
3. Objective(s):	
4. Operational Period Command Emphasis:	
General Situational Awareness	
5. Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/> Approved Site Safety Plan(s) Located at:	
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%;"><input type="checkbox"/> ICS 203</div> <div style="width: 33%;"><input type="checkbox"/> ICS 207</div> <div style="width: 33%;"><u>Other Attachments:</u></div> <div style="width: 33%;"><input type="checkbox"/> ICS 204</div> <div style="width: 33%;"><input type="checkbox"/> ICS 208</div> <div style="width: 33%;"><input type="checkbox"/> _____</div> <div style="width: 33%;"><input type="checkbox"/> ICS 205</div> <div style="width: 33%;"><input type="checkbox"/> Map/Chart</div> <div style="width: 33%;"><input type="checkbox"/> _____</div> <div style="width: 33%;"><input type="checkbox"/> ICS 205A</div> <div style="width: 33%;"><input type="checkbox"/> Weather Forecast/Tides/Currents</div> <div style="width: 33%;"><input type="checkbox"/> _____</div> <div style="width: 33%;"><input type="checkbox"/> ICS 206</div> <div style="width: 33%;"><input type="checkbox"/> _____</div> </div>	
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____	
8. Approved by Incident Commander: Name: _____ Signature: _____	
ICS 202	IAP Page _____
Date/Time: _____	

ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: Division: Group: Staging Area:
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____				
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	
Resource Identifier	Leader			
				Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
6. Work Assignments:				
7. Special Instructions:				
8. Communications (radio and/or phone contact numbers needed for this assignment): Name/Function _____ Primary Contact: indicate cell, pager, or radio (frequency/system/channel) _____ _____/_____ _____/_____ _____/_____ _____/_____				
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 204	IAP Page _____	Date/Time: _____		

INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

1. Incident Name:				2. Date/Time Prepared: Date: Time:				3. Operational Period: Date From: Date To: Time From: Time To:			
4. Basic Radio Channel Use:											
Zone Grp.	Ch #	Function	Channel Name/Trunked Radio System Talkgroup	Assignment	RX Freq N or W	RX Tone/NAC	TX Freq N or W	TX Tone/NAC	Mode (A, D, or M)	Remarks	
5. Special Instructions:											
6. Prepared by (Communications Unit Leader): Name:						Signature: _____					
ICS 205			IAP Page ____			Date/Time:					

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period: Date From: _____ Time From: _____		Date To: _____ Time To: _____			
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center <input type="checkbox"/> Yes Level: _____	Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No	Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures:							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____							
8. Approved by (Safety Officer): Name: _____ Signature: _____							
ICS 206		IAP Page _____		Date/Time: _____			

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
--------------------------	--	--

3 . Organization Chart

```

graph TD
    IC[Incident Commander(s)]
    LO[Liaison Officer]
    SO[Safety Officer]
    PIO[Public Information Officer]
    OSC[Operations Section Chief]
    SAM[Staging Area Manager]
    PSC[Planning Section Chief]
    LSC[Logistics Section Chief]
    FASC[Finance/Admin Section Chief]
    RU[Resources Unit Ldr.]
    SUD[Situation Unit Ldr.]
    DU[Documentation Unit Ldr.]
    SBD[Support Branch Dir.]
    SUL[Supply Unit Ldr.]
    FUL[Facilities Unit Ldr.]
    TUL[Time Unit Ldr.]
    PUL[Procurement Unit Ldr.]
    CCUL[Comp./Claims Unit Ldr.]

    IC --- LO
    IC --- SO
    IC --- PIO
    IC --- OSC
    IC --- SAM
    IC --- PSC
    IC --- LSC
    IC --- FASC
    OSC --- U1[ ]
    OSC --- U2[ ]
    OSC --- U3[ ]
    OSC --- U4[ ]
    PSC --- RU
    PSC --- SUD
    PSC --- DU
    LSC --- SBD
    LSC --- SUL
    LSC --- FUL
    FASC --- TUL
    FASC --- PUL
    FASC --- CCUL
      
```

The diagram illustrates the Incident Organization Chart (ICS 207) structure. At the top is the Incident Commander(s). Reporting to the Incident Commander are the Liaison Officer, Safety Officer, Public Information Officer, Operations Section Chief, Staging Area Manager, Planning Section Chief, Logistics Section Chief, and Finance/Admin Section Chief. The Operations Section Chief oversees four units. The Planning Section Chief oversees three units: Resources Unit Ldr., Situation Unit Ldr., and Documentation Unit Ldr. The Logistics Section Chief oversees three units: Support Branch Dir., Supply Unit Ldr., and Facilities Unit Ldr. The Finance/Admin Section Chief oversees three units: Time Unit Ldr., Procurement Unit Ldr., and Comp./Claims Unit Ldr.

ICS 207	IAP Page: ____	4. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____
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INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:	
*3. Report Version (check one box on left): <input type="checkbox"/> Initial Rpt # <input type="checkbox"/> Update (if used): <input type="checkbox"/> Final	*4. Incident Commander(s) & Agency or Organization: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		5. Incident Management Organization: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
*6. Incident Start Date/Time: Date: _____ Time: ____ Time Zone: _____		*7. Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	
8. Percent (%) Contained <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*9. Incident Definition: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	10. Incident Complexity Level: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*11. For Time Period: From Date/Time: _____ To Date/Time: _____

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	*13. Date/Time Submitted: Time Zone: _____
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____	*15. Primary Location, Organization, or Agency Sent To: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>

Incident Location Information

*16. State: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*17. County/Parish/Borough: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*18. City: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
19. Unit or Other: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	*20. Incident Jurisdiction: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	21. Incident Location Ownership (if different than jurisdiction): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
22. Longitude (indicate format): Latitude (indicate format): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	23. US National Grid Reference: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	24. Legal Description (township, section, range): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
*25. Short Location or Area Description (list all affected areas or a reference point): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		26. UTM Coordinates: <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.): <div style="border: 1px solid black; height: 20px; width: 100%;"></div>	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
	F. Nonresidential Commercial Property	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
	Other Minor Structures	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>
	Other	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>	<div style="border: 1px solid black; height: 20px; width: 100%;"></div>

INCIDENT STATUS SUMMARY (ICS 209) cont.

*1. Incident Name:			2. Incident Number:		
Additional Incident Decision Support Information					
*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing (note if estimated)			G. Missing		
H. Evacuated (note if estimated)			H. Sheltering in Place		
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations		
J. In Temporary Shelters (note if est.)			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations (note if est.)					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:		
			A. Check if Active		
			A. No Likely Threat <input type="checkbox"/>		
			B. Potential Future Threat <input type="checkbox"/>		
			C. Mass Notifications in Progress <input type="checkbox"/>		
			D. Mass Notifications Completed <input type="checkbox"/>		
			E. No Evacuation(s) Imminent <input type="checkbox"/>		
			F. Planning for Evacuation <input type="checkbox"/>		
			G. Planning for Shelter-in-Place <input type="checkbox"/>		
			H. Evacuation(s) in Progress <input type="checkbox"/>		
			I. Shelter-in-Place in Progress <input type="checkbox"/>		
			J. Repopulation in Progress <input type="checkbox"/>		
			K. Mass Immunization in Progress <input type="checkbox"/>		
			L. Mass Immunization Complete <input type="checkbox"/>		
			M. Quarantine in Progress <input type="checkbox"/>		
			N. Area Restriction in Effect <input type="checkbox"/>		
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):					
36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes: 12 hours: 24 hours: 48 hours: 72 hours: Anticipated after 72 hours:					
37. Strategic Objectives (define planned end-state for incident):					
ICS 209, Page 2 of ____					

* Required when applicable.

INCIDENT STATUS SUMMARY (ICS 209) cont.

*1. Incident Name:	2. Incident Number:
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Additional Incident Decision Support Information (continued)

<p>38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. 12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>
<p>39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: 12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>
<p>40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <ul style="list-style-type: none"> 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>
<p>41. Planned Actions for Next Operational Period:</p>
<p>42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):</p>
<p>43. Anticipated Incident Management Completion Date:</p>
<p>44. Projected Significant Resource Demobilization Start Date:</p>
<p>45. Estimated Incident Costs to Date:</p>
<p>46. Projected Final Incident Cost Estimate:</p>
<p>47. Remarks (or continuation of any blocks above – list block number in notation):</p>

ICS 209, Page 3 of ____	* Required when applicable.
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INCIDENT STATUS SUMMARY (ICS 209) cont.

1. Incident Name:	2. Incident Number:
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Incident Resource Commitment Summary

[illegible]

RESOURCE STATUS CHANGE (ICS 210)

[illegible]

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:		2. Incident Number:		3. Check-In Location (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					4. Start Date/Time: Date: _____ Time: _____								
Check-In Information (use reverse of form for remarks or comments)																	
5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF											
ICS 211		17. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Tir _____															

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by:		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213		Date/Time: _____

ACTIVITY LOG (ICS 214)

[illegible]

8. Prepared by: Name: _____ Position/Title: _____ Signature: _____	
ICS 214, Page 2	Date/Time: _____

OPERATIONAL PLANNING WORKSHEET (ICS 215)

1. Incident Name:										2. Operational Period: Date From : Date To:										
										Time From : Time To:										
3. Branch	4. Division, Group or Other	5. Work Assignment & Special	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
			Req.																	
			Have																	
			Need																	
ICS 215		11. Total Resources Required															14. Prepared by:			
		12. Total Resources Have on Hand																		
		13. Total Resources Need To Order																		

The convention calls for frequency lists to show four digits after the decimal place, followed by either an “N” or a “W”, depending on whether the frequency is narrow or wide band. Mode refers to either “A” or “D” indicating analog or digital (e.g. Project 25) or “M” indicating mixed mode. All channels are shown as if programmed in a control station, mobile or portable radio. Repeater and base stations must be programmed with the Rx and Tx reversed.

1. Incident Name:	2. Incident Number:	3. Date/Time Prepared: Date: Time:	4. Vehicle/Equipment Category:
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[illegible]

Signature:

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released:	
5. Order Request Number:			
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).			
LOGISTICS SECTION			
	Unit/Manager	Remarks	Name Signature
<input type="checkbox"/>	Supply Unit		
<input type="checkbox"/>	Communications Unit		
<input type="checkbox"/>	Facilities Unit		
<input type="checkbox"/>	Ground Support Unit		
<input type="checkbox"/>	Security Manager		
<input type="checkbox"/>			
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
<input type="checkbox"/>	Time Unit		
<input type="checkbox"/>			
<input type="checkbox"/>			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
<input type="checkbox"/>			
<input type="checkbox"/>			
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
<input type="checkbox"/>			
<input type="checkbox"/>	Documentation Leader		
<input type="checkbox"/>	Demobilization Leader		
7. Remarks:			
8. Travel Information: Room Overnight: <input type="checkbox"/> Yes <input type="checkbox"/> No Estimated Time of Departure: __ Actual Release Date/Time: __ Destination: __ Estimated Time of Arrival: __ Travel Method: _____ Contact Information While Traveling: __ Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No Area/Agency/Region Notified: Number: _____			
9. Reassignment Information: <input type="checkbox"/> Yes <input type="checkbox"/> No Incident Name: _____ Incident Number: _____ Location: _____ Order Request Number: _____			
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 221		Date/Time: _____	

	13. ORDER RELAYED					ACTION TAKEN	ORDER RELAYED					ACTION TAKEN							
	Req. No.	Date	Time	To	From		Req. No.	Date	Time	To	From								

ICS 260-1 (7/87) NFES 1470

APPENDIX C: TELEPHONE DIRECTORIES

Alphabetic Telephone Directory

The following table contains an alphabetic list of phone numbers for entities referenced in this EOP.

AT&T (Kenai)	907-335-1433
Ahlberg, Brenda (KPB Emergency Manager)	907-262-2098 907-252-1161 (cell), 816-315-0508 (sat)
Airport Equipment Rental	907-335-5466
Alaska State numbers – see State of AK	
Alaska Communications Systems (ACS)	855-565-2556 (business services)
Alaska Fire Service (AFS) Training (BLM)	907-356-5600 (main) 907-267-1246 (Anchorage district)
Alaska Interagency Coordination Center (BLM)	800-237-3633 (fire reporting)) 907-356-5600 (main)
Alaska Oil Sales	907-262-2250
Alaska, State of - Dept of Environmental Conservation (DEC) Central Response Team	907-269-3063 (Regional) 907-262-5210 (Soldotna)
Alaska, State of – Dept of Environmental conservation (DEC) Disaster Coordinator	907-269-4198
Alaska, State of - Dept of Environmental Conservation (DEC) Spill Reporting	800-478-9300 (24 hr)
Alaska, State of - Dept of Military and Veterans Affairs Division of Homeland Security & Emergency Management (DHS& EM)	907-428-7000
Alaska, State of - DHS& EM Emergency Operations Center (SEOC)	907-428-7100
Alaska, State of - Dept of Natural Resources (DNR) Forestry Division	907-269-8463 (Director) 907-269-8463 (State Forester)
Alaska, State of - DNR Forestry Division (Soldotna)	907-260-4200 (Soldotna office) 907-260-4204 (fax) 907-260-4210 (Area Forester)
Alaska, State of - DNR Forestry - Fire Management	907-260-4220
Alaska, State of – DNR Forestry – Wildland Fire Coordination Center	907-761-6238 (Program Manager) 800-237-3633
Alaska, State of - Dept of Transportation and Public Facilities (DOT&PF)	907-465-3900 (Commissioner) 907-269-0770 (Central Region Director)
Alaska, State of - DOT&PF - Central Region Maintenance	907-269-0760 (Maint and Ops Chief) 907-262-2199 (Kenai Pen District Superintendent) 907-776-8757 (Nikiski Station) or 907-398-8738
Alaska, State of - Dept of Health and Social Services (DOH)	907-269-7800 (Commissioner)
Alaska, State of - DOH Division of Public Health (Anchorage)	907-334-2107

Alaska, State of - DOH Division of Public Health (Kenai)	907-335-3400
Alaska, State of - DOH Division of Public Health -Medical Examiner	907-334-2200 (Chief Med Exam-notify thru KPD)
Alaska, State of - DOH Division of Public Assistance	907-283-2900 (Kenai) 800-478-7778 (Virtual Contact Center)
Alaska, State of - Dept of Public Safety (DPS)	907-269-4542 (Commissioner)
Alaska, State of - DPS Division of Alaska State Troopers – A Detachment	907-262-4453 (Soldotna) or 907-262-4052 907-262-2889 (fax – Soldotna) 907-262-4046 (fax – Dispatch)
Alyeska Ship Escort Response Vessel System (SERVS)	907-787-8700 (main)
American Red Cross Disaster Action Team	907-232-2698 (Kenai office) 907-646-5401 (Anchorage)
Anchorage Daily News	907-257-4200 (Editor) 800-478-4200 (toll free)
Aspen Dental Center Clinic	907-283-7759
Aspen Extended Stay Suites (Kenai)	907-283-2272
Beacon Fire Training Center (Beacon Kenai)	907-283-3054
Boys and Girls Club	907-283-2682 (main) 907-398-9669 (teen center)
Cannery Lodge, The	907-261-9499
Capstone Medical Clinic	907-395-0463
Carlile Transportation Systems	907-283-2884 800-478-1853 (toll free)
Centers for Disease Control and Prevention (CDC)	800-232-4636 770-488-7100 (24/7 emergency operations #) 404-639-7405 (terror and emer. response)
Central Emergency Services (CES) Main Station	907-262-4792
CES Station 3 (Sterling)	907-262-4511
CES Station 4 (K-Beach)	907-283-5075 or 907-283-5076
Central Peninsula Counseling Services	907-283-7501
Central Peninsula Family Practice	907-714-4025
Central Peninsula Hospital (CPH)	907-714-4404 (main) 907-714-4444 (Emergency Dept)
Central Peninsula Hospital Urgent Care (Kenai)	907-714-5740
Chadux Alaska	907-348-2365 (mobilize) or 888-831-3438 (both are 24 hr)
Charlotte's Restaurant	907-283-7777
Chemical/Biological Helpline (DOJ)	800-368-6498
CHEMTREC	800-262-8200
Civil Air Patrol – Kenai Hangar Commander	907-283-7801 (hangar) 907-260-4788 (home) / 907-953-9128 (mobile) 907-335-1535 (home) / 907-953-1801 (mobile)

Emergency Service Coordinator	
Clark, James A. DMD MS	907-283-7344
Cook Inlet Regional Citizens Advisory Council (CIRCAC)	907-283-7222 (main) 907-283-6102 (fax) 800-652-7222 (toll free)
Cook Inlet Spill Prevention & Response Inc (CISPRI)	907-776-5129 907-776-2190 (fax)
Cook Inlet Tribal Council	907-739-3600
Craig Taylor Equipment	907-262-5977
Crowley Marine	907-283-4542
Deeter, Randy DDS	907-283-7344
Dena'ina Wellness Center	907-335-7500
Eagle Rock Lodge	907-283-1951
Enstar Natural Gas	907-262-9334 877-907-9767 (toll free)
Family Table	907-283-2007
Federal Aviation Administration (FAA)	907-283-3735 (Kenai)
FBI Alaska Office	907-276-4441
FBI National Reporting Line	855-835-5324
FEMA Region X	425-487-4600 (AK area office)
FEMA National Office Washington DC	202-646-2500 (main)
FEMA National Fire Academy	800-238-3358 ext. 1035 or 301-447-1035 (admissions office)
First Baptist Church	907-283-7672
GCI (telephone)	907-262-3266
GCI (internet)	907-265-5400
Grant Aviation	907-283-6012 (Kenai) 800-359-4726 (main)
Hearth Eatery & Catering, The	907-283-9134
Holloway, Ray A. DDS	907-283-7344
Homer Electric Association	907-283-5831 (Kenai) 800-478-8551 (toll free) 888-868-8243 (outage reporting)
IGA Country Foods	907-283-4834
Julien, James DDS	907-302-5406
KAKM (Public TV), KSKA (Public Radio)	907-550-8400 (main) 907-550-8444 (new tips) 907-550-8401 (fax)

KBBI	907-235-7721 (main) 907-235-2357 (fax)
KBYR	907-344-4045 (main) 907-522-6053 (fax)
KDLL	907-283-8433
KENI	907-522-1515 (business) 907-522-0650 (studio) 907-743-5146 (news)
KFQD	907-275-2221 (office) 907-522-0750 (studio)
KSRM, KWHQ/KKIS/KSLD/KFSE/KKNI	907-283-8700 (business) 855-631-3995 (toll free) 907-283-9177 (fax) 907-283-5811 (KSRM) 907-283-9430 (KWHQ) 907-335-5309 (KKIS, KKNI) 907-335-5308 (KSLD) 907-283-1069 (KFSE)
KTUU/KTVA (TV Channels 2/11)	907-762-9202
KWAV/KPEN/K-BAY/KGTL	907-262-6000 907-235-6000 907-235-2357 (fax)
KYUR (TV Channel 13)	907-561-1313
KPB Mayor	907-714-2150 (Dept.) 800-478-4441 (toll free)
KPB Office of Emergency Management (OEM)	907-262-4910 (Dept.) 907-262-2096 (Manager)
KPBSD - Kaleidoscope Charter School	907-283-0804
KPBSD - Kenai Alternative High School	907-335-2870 or 907-335-2875
KPBSD – Kenai Central High School	907-283-7524 or 907-283-2100
KPBSD - Kenai Middle School	907-283-4896 or 907-283-1700
KPBSD – Mountain View Elementary	907-283-6148 or 907-283-8600
Kenai Airport Hotel	907-283-1577
Kenai Aviation	907-283-4124
Kenai Catering	907-252-0404
Kenai Dental Clinic	907-283-4875
Kenai (Public) Health Center (630 Barnacle Way)	907-335-3400 (DOH) 907-714-4495 (CPH)
Kenai Medical Center (805 Frontage Rd)	907-283-4611
Kenai Merit Inn	907-283-6131
Kenai, City of - Animal Control	907-283-7353 907-283-5021 (fax)
Kenai, City of - Attorney	907-283-8224

Kenai, City of - Bldg. Maintenance	907-283-8258
Kenai, City of - Dock	907-283-8236 907-283-8240 (Manager/Harbor Master)
Kenai, City of - Finance Dept	907-283-8200 (Dept) 907-283-8227 (Director) 907-283-3014 (fax)
Kenai, City of - Fire Dept.	907-283-7666 (main) 907-335-5238 (Chief)
Kenai, City of - Hall	907-283-7535 907-283-3014 (fax)
Kenai, City of - Human Resources	907-283-8242
Kenai, City of - Library	907-283-4378 (Dept) 907-283-2266 (fax)
Kenai, City of - Manager	907-283-8222
Kenai, City of - Municipal Airport	907-283-7951 907-283-3737 (fax)
Kenai, City of - Municipal Airport Manager	907-283-8282 907-283-3737 (fax)
Kenai, City of - Municipal Airport Ops Supervisor	907-283-7922
Kenai, City of - Municipal Airport - Air Traffic Control Tower (ATCT)	907-283-7245
Kenai, City of - Municipal Airport – Flight Service Station (FSS)	907-283-3735
Kenai, City of - Parks & Recreation	907-283-8262 (Dept.) 907-283-8261 (Director)
Kenai, City of - Planning	907-283-8237 (Dept) 907-283-8235 (Director)
Kenai, City of - Police Dept	907-283-7879 (Dept.) 907-335-5227 (Chief) 907-283-2267 (fax)
Kenai, City of - Public Works (Dock, Harbormaster, Bldg Dept)	907-283-8236 (Dept.) 907-283-8240 (Director) 907-283-3014 (fax)
Kenai, City of - Public Works Water & Sewer, Streets	907-283-8251 or 907-283-7535 (Option 2)
Kenai, City of - Senior Center/Vintage Pointe	907-283-4156 (Dept.) 907-283-8213 (Director)
Kenai, City of - Streets	907-283-8253
Kenai, City of - Visitor Center	907-283-1991
Kenai, City of - Wastewater (Sewer) Treatment Plant	907-283-8266
Kenai, City of - Water Treatment/Well House #2	907-283-8271
Kenai, City of - Well House #1	907-283-8251
Kenai Visitor Center	907-283-1991
Kenaitze Indian Tribe	907-335-7200
LDS Chapel	907-252-2927
Life Med	800-478-5433

Love Inc	907-283-5863
Lynden Transport	907-260-6500
Main Street Hotel	907-395-0394
Medicenter	907-283-9118
National Association for Search and Rescue (NASAR)	877-893-0702
National Response Center (EPA)	800-424-8802 (hotline: report oil or chemical spills)
National Response Corporation (aka US Ecology)	907-283-7600 (local), 907-258-1558 (Anchorage)
National Transportation Safety Board (NTSB) Alaska Region	907-271-5001 (Anchorage) 907-271-3007 (fax)
National Tsunami Warning Center - Palmer	907-745-4212 907-745-6071 (fax)
National Weather Service	907-266-5105 (Anchorage office) 800-472-0391 (recorded forecast)
Nikiski Fire Dept. – Station 1	907-776-6401 907-283-8404 (fax)
Nikiski Fire Dept. – Station 2	907-776-6402 907-776-5180 (fax)
Nikiski Fire Dept. – Station 3	907-776-6403
Nikiski Fuel Service	907-776-3400
NOAA Office of Response and Restoration	206-526-6317 206-526--4911 (24 hr spill emergency)
NRC (US Nuclear Regulatory Committee) Radiological Hotline	301-816-5100 (24 hr Ops Center) 800-695-7403 (Safety Hotline)
OSK Dock	907-776-5551
Our Lady of Angels Catholic Church	907-283-4555
Peninsula Clarion	907-283-7551 (office and news)
Peninsula Memorial Chapel	907-283-3333
Peterkin Distributors	907-283-4843
Prince William Sound Regional Citizens' Advisory Council (PWSRCAC)	907-277-7222 (Anchorage office) 907-834-5000 (Valdez office)
Quality Inn	907-283-6060
RAVN Alaska	907-266-8394 (Kenai) 800-866-8394 (toll free)
ready.gov (FEMA)	800-621-FEMA (3362)
Redoubt Medical Clinic (416 Frontage Rd #200)	907-283-6030
Ron's Rent-It Center (Kenai)	907-283-4232
Safeway Food and Drug (Kenai)	907-283-6300
Salvation Army Family Service Center	907-283-3879
Sysco Alaska	907-565-5567

The Children's Psychological Health Center	415-292-7119
Three Bears Alaska (Kenai)	907-283-6577
United Rentals	907-262-8700
US Army 103 rd Civil Support Team (Alaska Army and Air National Guard)	907-428-6624
US Army Corps of Engineers (USACE) Alaska District	907-753-2712 (Regulatory) 907-753-2513 (Emergency Response) 907-753-2689 (Regulatory – Kenai Field Office)
US Army National Guard (Kenai Armory)	907-283-7885
US Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) Bomb Data Center	800-461-8841
US Bureau of Land Management (BLM) - Alaska Fire Service (AFS) Training Center	907-356-5600 907-356-5678 (fax) 907-267-1246 (Anchorage District)
BLM Alaska Interagency Coordination Center	800-237-3633 (fire reporting) 907-356-5600 (main)
US Coast Guard (USCG) 17 th District (Alaska)	907-428-4100 (Anchorage)
US Coast Guard - Marine Safety Detachment	907-235-3292 or 907-235-3624 (Homer) 907-463-2000 (Command Center - maritime emergency use only)
US Dept of Energy (DOE) National Nuclear Security Administration (NNSA) Consolidated EOC	202-586-8100 (24 hr)
US Dept of Homeland Security (DHS) - Suspicious Activity Reporting (Alaska)	911 or 844-428-7100
US Dept of Justice (DOJ) Chemical/Biological Helpline	800-368-6498
US Dept of Transportation (DOT) Pipeline and Hazardous Materials Safety Administration (PHMSA)	202-366-4488 (main) 800-467-4922 (toll free) 907-271-6517 (Alaska)
US Nuclear Regulatory Committee (NRC) Radiological Hotline	301-816-5100 (24 hr Ops Center) 800-695-7403 (Safety Hotline)
Uptown Motel	907-283-3660
Walmart (Kenai)	
Weaver Brothers Trucking	907-283-7975 (Terminal Manager)

NOTE: Unlisted or private numbers are listed in Appendix B: Sensitive Information; access limited by Kenai Fire Department.

CITY OF KENAI CONTACT INFORMATION		
City Directory https://www.kenai.city/directory		
City Department & Address	Phone / FAX	E-Mail & Website
Airport	907-283-7951 907-283-3737 (fax)	
Airport Manager 305 N. Willow St	907-283-8282 907-283-3737 (fax)	https://www.kenai.city/airport
Airport Ops	907-283-7922	
Airport – Air Traffic Control Tower (ATCT)	907-283-7245	
Airport - Flight Service Station (FSS)	907-283-3735	
Animal Control 510 N Willow St	907-283-7353 907-283-5021 (fax)	animal@kenai.city https://www.kenai.city/animal-control
Attorney 210 Fidalgo Ave	907-283-8224	sbloom@kenai.city https://www.kenai.city/legal
City Hall 210 Fidalgo Ave	907-283-7535 907-283-3014 (fax)	https://www.kenai.city/
City Manager 210 Fidalgo Ave	907-283-8222	teubank@kenai.city https://www.kenai.city/administration
Finance Department 210 Fidalgo Ave	907-283-8200 907-283-8227 (Director) 907-283-3014 (fax)	teubank@kenai.city https://www.kenai.city/finance
Fire Department 105 S Willow St	907-283-7666 907-335-5238 (Chief) 907-283-8171 (fax)	https://www.kenai.city/fire
Human Resources	907-283-8242	ccunningham@kenai.city https://www.kenai.city/hr
Library 163 Main St Loop	907-283-4378 907-283-2266 (fax)	kenailibrary@kenai.city https://www.kenai.city/library
Parks & Recreation Department 332 Airport Way	907-283-8262 907-283-8261 (Director) 907-283-3693 (fax)	bwalker@kenai.city https://www.kenai.city/parksrec
Planning & Zoning Department 210 Fidalgo Ave	907-283-8237 907-283-8235 (Director) 907-283-3014 (fax)	planning@kenai.city https://www.kenai.city/planning
Police Department/Dispatch 107 S Willow St	907-283-7879 907-335-5227 (Chief) 907-283-2267 (fax)	https://www.kenai.city/police
Public Works Dept (Dock / Harbormaster, Building Dept) 210 Fidalgo Ave	907-283-8236 907-283-8240 (Director) 907-283-3014 (fax)	scurtin@kenai.city https://www.kenai.city/publicworks https://www.kenai.city/building
Public Works Department Water & Sewer, Streets 550 Daubenspeck Circle	907-283-8251	publicworks@kenai.city Water@kenai.city streets@kenai.city
Public Works Department Sewer Treatment Plant 600 S Spruce St	907-283-8266	publicworks@kenai.city wwtp@kenai.city

Public Works Department Water Treatment/Well House #2 420 Shotgun Dr	907-283-8271	Water@kenai.city
Public Works Well House #1 7465 Kenai Spur Hwy Well House #3 505 Raven St	907-283-8251	Water@kenai.city
Senior Center/Vintage Pointe 361 Senior Court	907-283-4156 907-283-8213 (Director)	kromain@kenai.city
Visitor Center 11471 Kenai Spur Hwy	907-283-1991	
FIRE RESPONSE, LAW ENFORCEMENT & EMERGENCY SERVICES		
FIRE / EMS		
Central Emergency Services (CES – Main Station)	907-262-4792	
CES Station 3 (Sterling)	907-262-4511	
CES Station 4 (K-Beach)	907-283-5075 or 907-283-5076	
Kenai Fire Department	907-283-7666 907-283-8171 (fax) 907-283-5238 (Chief)	
Nikiski Fire Department Station 1	907-776-6401 907-283-8404 (fax)	
Nikiski Fire Department Station 2	907-776-6402 907-776-5180 (fax)	
Nikiski Fire Department Station 3	907-776-6403	
LAW ENFORCEMENT		
Alaska State Troopers (K-Beach post)	907-262-4453 or 907-262-4052 907-262-2889 (fax Soldotna) 907-262-4046 (fax Dispatch)	
Alaska Wildlife Troopers (boat)	907-262-4578	
DPS Commissioner	907-269-4542	
Kenai Police Department	907-283-7879 907-283-5227 (Chief)	
MEDICAL		
Beacon Kenai	907-283-3054	
Capstone Medical Clinic 10543 Kenai Spur Hwy.	907-395-0463	
Central Peninsula Counseling Services	907-283-7501	
Central Peninsula Family Practice (CPH) 506 Lake Street	907-714-4025	
Central Peninsula Counseling Services	907-283-7501	
Central Peninsula Hospital (CPH)	907-714-4404 (main) 907-714-4444 (Emer Dept)	
CPH Urgent Care 10128 Kenai Spur Hwy	907-714-5740	

Children's Psychological Health Center	415-292-7119
Dena'ina Wellness Center 508 Upland Drive	907-335-7500
Kenai (Public) Health Center (CPH, DOH) 630 Barnacle Way	907-335-3400 (DOH) 907-714-4495 (CPH)
Kenai Medical Center 805 Frontage Rd. #123	907-283-4611
Life Med	800-478-5433
Redoubt Medical Clinic 416 Frontage Rd. #200	907-283-6030
SPILL RESPONSE/HAZMAT	
Alyeska Pipeline Service Company	907-787-8700 (main) 907-835-4709 (pipeline emer. report)
Alyeska Ship Escort Response Vessel System (SERVS)	907-787-8700 (main)
Chadux Alaska (response)	907-348-2365 or 888-831-3483 (both mobilize 24 hr)
CHEMTREC (response)	800-262-8200
Cook Inlet Regional Citizens Advisory Council (CIRCAC) 8195 Kenai Spur Hwy	907-283-7222 (main) 907-283-6102 (fax) 800-652-7222 (toll free)
Cook Inlet Spill Prevention & Response Inc. (CISPRI) 51377 Kenai Spur Hwy	907-776-5129 907-776-2190 (fax)
OSK Dock	907-776-5551
Prince William Sound Regional Citizens' Advisory Council (PWSRCAC)	907-277-7222 (Anchorage office) 907-834-5000 (Valdez office)
OTHER	
American Red Cross Disaster Action Team	907-232-2698 (Kenai office) 907-646-5401 (Anchorage office)
Cook Inlet Tribal Council	907-793-3600
Kenaitze Indian Tribe	907-335-3127
Peninsula Memorial Chapel	907-283-3333

KENAI PENINSULA BOROUGH	
Department	Office phone
KPB OEM	907-262-2098 (office) 907-252-1161 (Brenda Ahlberg cell) 816-315-0508 (satellite phone)
KPB Mayor's Office	907-714-2150 800-478-4441 (toll free)

STATE AGENCIES (see also Law Enforcement and Medical)	
Department	Phone
Dept of Environmental Conservation (DEC)	907-262-5210 (local office) 907-269-7648 (regional fax) 800-478-9300 (24 hr spill reporting)

DEC Central Alaska Response Team	907-269-3063 907-269-7648 (fax)
DEC Interagency Coordination Center	800-237-3633
DEC Prevention, Preparedness and Response Program Contact	907-262-3422
DEC Spill Reporting	800-478-9300 (24 hr)
Dept. of Health (DOH) Div. of Public Health	907-334-2200 (Medical Examiner – notify through KPD)
DOH Public Assistance	800-478-7778 (Virtual Contact Center) 907-283-2900 (Kenai)
DOH Public Health Office	907-335-3400 (Kenai) 907-334-2107 (Anchorage)
Dept. of Military and Veterans Affairs Division of Homeland Security & Emergency Management (DHS&EM)	907-428-7000
DHS&EM State Emergency Operations Center (SEOC)	907-428-7100
Dept. of Natural Resources (DNR) Division of Forestry (DOF)	907-269-8463 (Director) 907-269-8463 (State Forester)
Dept. of Natural Resources (DNR) Division of Forestry (DOF) -Soldotna	907-260-4200 (Soldotna office) 907-260-4210 (area forester) 907-260-4205 (fax)
Dept. of Natural Resources (DNR) Division of Forestry (DOF) – Fire Management	907-260-4220 800-237-3633 (Interagency Coord. Center)
Dept. Of Transportation and Public Facilities (DOT&PF)	907-465-3900 (Commissioner) 907-269-0770 (Central Region Director)
DOT&PF Central Region Maintenance & Operations	907-262-2199 (Ken Pen District Superintendent) 907-269-0760 (M&O Chief) 907-776-8757 (Nikiski station)

FEDERAL AGENCIES	
Department	Phone
Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) US Bomb Data Center	800-461-8841
Bureau of Land Management (BLM) Alaska Fire Service (AFS) Training Center	907-356-5600 (main) 907-356-5678 (fax) 907-267-1246 (Anchorage District)
BLM Alaska Interagency Coordination Center https://fire.ak.blm.gov/	800-237-3633 (fire reporting) 907-356-5600 (main)
Centers for Disease Control and Prevention (CDC)	800-232-4636 770-488-7100 (24/7 emer ops) 404-639-7405 (terror & emer response)
Environmental Protection Agency (EPA) National Response Center	800-424-8802
Federal Aviation Administration (FAA)	907-271-5438 (Anchorage) 907-271-2851 (fax) 907-271-5936
Kenai FAA Flight Service Station (FSS)	907-283-3735
Kenai FSS Pilot Weather Briefing	907-283-7211
Federal Bureau of Investigation (FBI) Alaska Office	907-276-4441

FBI National Reporting Line	855-835-5324
Federal Emergency Management Agency (FEMA) Region X Bothell WA	425-487-4600 (AK area office)
FEMA National Office Washington DC	202-646-2500 (main)
FEMA National Fire Academy	800-238-3358 or 301-447-1000
FEMA ready.gov	800-621-FEMA (3362)
Dept. of Homeland Security (DHS) Suspicious Activity Reporting (Alaska)	911 or 844-428-7100
National Association for Search and Rescue (NASAR)	877-893-0702
National Oceanic and Atmospheric Administration (NOAA) Office of Response & Restoration (OR&R)	206-526-6317 206-526-4911 (24 hr spill emer.)
National Response Center (EPA)	800-424-8802 (hotline: report oil or chemical spills)
National Transportation Safety Bureau (NTSB) Alaska Region	907-271-5001 907-271-3007 (fax)
NTSB 24-hr Response Operations Center	844-373-9922
National Tsunami Warning Center - Palmer (NTWC)	907-745-4212 907-745-6071 (fax)
National Weather Service (NWS)	907-266-5105 (Anchorage office) 907-472-0391 (recorded forecast)
US Army 103 rd Civil Support Team (Alaska Army and Air National Guard)	907-428-6624
US Army Corps of Engineers (USACE) Alaska District	907-753-2712 (regulatory) 907-753-2513 (emer. response) 907-753-2689 (Kenai field office)
US Army National Guard (Kenai Armory)	907-283-7885
US Coast Guard (USCG) 17 th District (Alaska)	907-428-4100 (Anchorage)
USCG Marine Safety Detachment	907-235-3292 or 907-235-3624 (Homer detachment) 907-463-2000 (Command Center -maritime emergency use only)
US Department of Energy (DOE) National Nuclear Security Admin (NNSA) Consolidated EOC	202-586-8100
US Department of Homeland Security (DHS) – Suspicious Activity Reporting (Alaska)	911 or 844-428-7100
US Department of Justice (DOJ) Chemical/Biological Helpline	800-368-6498
US Department of Transportation (USDOT) Pipeline and Hazardous Materials Safety Administration (PHMSA)	202-366-4488 (main) 800-467-4922 (toll free) 907-271-6517 (Alaska)
US Nuclear Regulatory Committee (NRC) Radiological Hotline	301-816-5100 (24 hr Ops Center) 800-695-7403 (Safety Hotline)

OTHER LOCAL CONTACTS	
Department / Organization	Phone
AVIATION	

Civil Air Patrol – Kenai Hangar Commander Emergency Service Coordinator (ESC)	907-283-7801 (hangar) 907-260-4788 (Commander home) 907-953-9128 (Commander cell) 907-335-1535 (ESC home) 907-953-1801 (ESC cell)
Grant Aviation	907-283-6012 (Kenai) 888-359-4726 (main)
Guardian Flight Alaska (AirMedCare Network - AMCN)	888-997-3822 (Comms/dispatch) 907-245-6230 (Office) or 855-408-3787 (AMCN)
Kenai Aviation	907-283-4124
Kenai Municipal Airport (KMA) Airport Manager Airport Ops Supervisor	907-283-7951, 907-283-3737 (fax) 907-283-8282 907-283-7922
KMA Flight Service/FAA	907-283-3735 907-283-7211 (Pilot weather)
KMA Air Traffic Control (ATC) Tower	907-283-7245
Life Med	800-478-5433
National Transportation Safety Board (NTSB) (See Airport Emergency Plan for additional numbers)	907-271-5001 (Anchorage) 907-271-3007 (fax)
RAVN Alaska	907-266-8394 (Kenai) 800-866-8394 (toll free)
CHURCHES	
First Baptist Church	907-283-7672
LDS Chapel	907-252-2927
Our Lady of Angels Catholic Church	907-283-4555
COMMUNICATIONS	
Alaska Communications Systems (ACS)	855-565-2556 (business services)
AT&T (Kenai)	907-335-1433
GCI (telephone)	907-262-3266
GCI (internet)	907-265-5400
EQUIPMENT / SUPPLIES / RESOURCES	
Airport Equipment Rental	907-335-5466
Craig Taylor Equipment	907-262-5977
Ron's Rent-It Center (Kenai)	907-283-4232
United Rentals	907-262-8700
ENERGY/POWER	
Enstar Natural Gas	907-262-9334 877-907-9767 (toll free)
Homer Electric Association	907-283-5831 (Kenai) 800-478-8551 (toll free) 888-868-8243 (outage reporting)

FOOD/CATERING	
Charlotte's Restaurant (catering)	907-283-7777
Kenai Catering	907-252-0404
Family Table (catering)	907-283-2007
Hearth Eatery & Catering, The	907-283-9134
IGA Country Foods	907-283-4834
Kenai Catering	907-252-0404
Peterkin Distributors	907-283-4843
Safeway Food and Drug (Kenai)	907-283-6300
Sysco Alaska	907-565-5567
Three Bears Alaska (Kenai)	907-283-6577
Walmart	907-395-0971
FUEL	
Alaska Oils Sales	907-262-2250
Crowley Marine	907-283-4542
Nikiski Fuel Service	907-776-3400
LODGING	
Aspen Extended Stay Suites (Kenai)	907-283-2272
Cannery Lodge, The	907-261-9499
Eagle Rock Lodge	907-283-1951
Kenai Airport Hotel	907-283-1577
Kenai Merit Inn	907-283-6131
Main Street Hotel	907-395-0394
Quality Inn	907-283-6060
Uptown Motel	907-283-3660
SCHOOLS/SHELTERS (KPBSD)	
Kaleidoscope Charter School	907-283-0804
Kenai Alternative High School	907-335-2870 or 907-335-2875
Kenai Central High School	907-283-7524 or 907-283-2100
Kenai Middle School	907-283-4896 or 907-283-1700
Mountain View Elementary	907-283-6148 or 907-283-8600
SOCIAL SERVICES/OTHER	
American Red Cross Disaster Action Team	907-232-2698
Boys and Girls Club	907-283-2682 (main) 907-398-9669 (teen center)
Kenaitze Indian Tribe	907-335-7200
Love Inc	907-283-5863

Salvation Army Family Service Center	907-283-3879
Women's Resource and Crisis Center (Lee Shore Center)	907-283-9479
TRANSPORTATION/FREIGHT	
Carlile Transportation Systems	907-283-2884 800-478-1853 (toll free)
Lyndon Transport	907-260-6500
Weaver Brothers Trucking	907-283-7975 (Terminal Manager)

NEWS MEDIA	
Department	Phone
(Alaska Public Media) KAKM Public TV KSKA Public Radio 3877 University Dr Anchorage 99508	907-550-8400 907-550-8444 (news) 907-550-8401 (fax)
KBBI 3913 Kachemak Way, Homer	907-235-7721 (new director) 907-235-2357 (fax)
KBYR 700AM 833 Gambell St Anchorage 99501	907-344-4045 907-522-6053 (fax)
KDLL	907-283-8433
KENI 650 800 E Dimond Blvd #3-370 Anchorage	907-522-1515 (manager) 907-522-0650 (studio) 907-743-5146 (news)
KFQD 750AM 301 Arctic Slope Ave Ste 200 Anchorage 99518	907-275-2221 907-522-0750 (studio)
KSRM 920 AM KWHQ 100.1 FM KKIS 96.5 FM KSLD 1140 AM KFSE 106.9 FM KKNI 105.3 FM 40960 Kalifornsky Beach Rd	907-283-8700 (manager) 907-283-9177 (fax) 855-631-3995 (toll-free)
(Alaska's News Source) KTUU Channel 2 KTVA Channel 11 501 East 40 th Ave Anchorage 99503	907-762-9202
KWAV/KPEN/K-BAY/KGTL Peninsula Radio Group Homer 36550 Kalifornsky Beach Rd	907-262-6000 (local) 907-235-6000 (Homer) 907-235-668 (fax)
KYUR Channel 13 (YourAlaskaLink) 2700 E Tudor Rd Anchorage	907-561-1313
Anchorage Daily News 300 W 31 st Ave Anchorage 99503	907-257-4200 (editor) 800-478-4200 (toll free)
Peninsula Clarion 150 Trading Bay Rd Suite 1	907-283-7551 (office and news)

APPENDIX D: Acronyms and Abbreviations

ACS	Alaska Communications Systems
ADEC	Alaska Department of Conservation, also DEC
ADNR	Alaska Department of Natural Resources
ADOTPF	Alaska Department Of Transportation & Public Facilities
AEP	Airport Emergency Plan
AHAB	All Hazards Alert Broadcasting (Coastal Sirens)
AICP	Airport Incident Command Post
ALMR	Alaska Land Mobile Radio
ALERT	KPB OEM Electronic Alert System
ALS	Advanced Life Support
ARFF	Aircraft Rescue Fire Fighting
ARRT	Alaska Regional Response Team
AS	Alaska Statute
AST	Alaska State Troopers
ATC	Air Traffic Control
ATV	All-Terrain Vehicle
ATWC	Alaska Tsunami Warning Center
BIA	Bureau of Indian Affairs
BLS	Basic Life Support
CB	Citizens Band
CBRNE	Chemical, Biological, Radiological, Nuclear, Environmental
CDC	Centers for Disease Control
CERCLA	Comprehensive Environmental Response, Compensation & Liability Act
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CHA	Community Health Aid
CHR	Community Health Representative
CHEMTREC	Chemical Transport Emergency Center
CISD	Critical Incident Stress Debrief
CISM	Critical Incident Stress Management
CISPRI	Cook Inlet Spill Prevention & Response Inc
CP	Command Post
CPCS	Central Peninsula Counseling Services
CPH	Central Peninsula Hospital
CPHUC	Central Peninsula Hospital Urgent Care
CBRNE	Chemical, Biological, Radiological, Nuclear and Explosive
DAC	Disaster Assistance Center (State declared disaster)
DEC	Dept of Environmental Conservation (State)
DHC	Disaster Help Center
DHS	Department of Homeland Security (US)
DHS&EM	Dept of Homeland Security & Emergency Mgmt. (Alaska Div. of DMVA)
DMA	Disaster Mitigation Act (Federal)
DMORT	Disaster Mortuary Assistance Team

DMVA	Department of Military and Veterans Affairs (Alaska)
DNR	Department of Natural Resources (Alaska)
DPC	Disaster Policy Cabinet (Alaska Governor's)
DPS	Department of Public Safety (Alaska)
DRC	Disaster Recovery Center (Federally declared disaster)
DSR	Damage Survey Reports (FEMA)
DWH	Downwind Hazard
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EHS	Extremely Hazardous Substance
EMP	Emergency Management Plan (CPH)
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPCRA	Emergency Planning & Community Right-To-Know Act
ERP	Emergency Response Plan
ETA	Estimated Time of Arrival
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FLSA	Fair Labor Standards Act
FOSC	Federal On-Scene Coordinator
FRP	Facility Response Team
HAZMAT	Hazardous Materials
HEA	Homer Electric Association
HEPA	High Efficiency Particle Air
HSPD	Homeland Security Presidential Directive
IC	Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IMT	Incident Management Team
JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
KPB	Kenai Peninsula Borough
KPBSD	Kenai Peninsula Borough School District
KMC	Kenai Municipal Code
KPCC	Kenai Peninsula Citizens Corps
LEPC	Local Emergency Planning Committee
LEPD	Local Emergency Planning District
LIPER	Life safety, Incident stabilization, Property conservation, Environmental concerns, Recovery from incidents
LOSC	Local On-Scene Coordinator
MAC	Multi-Agency Coordination Group

MRE	Meal Ready to Eat
MSD	Marine Safety Detachment (USCG Unit)
NCP	National Contingency Plan
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	National Response Center
NRF	National Response Framework
NRP	National Response Plan
NRT	National Response Team
NTH	National Terrorism Hotline
NWCG	National Wildfire Coordination Group
NWS	National Weather Service
OEM	Office of Emergency Management
OSC	On-Scene Coordinator
OSHA	Occupational Safety & Health Administration
PDD	Presidential Decision Directive
PIO	Public Information Officer
PL	Public Law
POD	Probability of Detection
PPE	Personal Protective Equipment
PW	Project Worksheet
PWSRCAC	Prince William Sound Regional Citizens' Advisory Council
RCAC	Regional Citizens Advisory Council
RCRA	Resource Conservation and Recovery Act
RP	Responsible Party
RRT	Regional Response Team
RSC	Regional Stakeholder Committee
SAR	Search and Rescue
SARA	Superfund Amendments & Reauthorization Act
SCBA	Self-Contained Breathing Apparatus
SDS	Safety Data Sheets
SECC	State Emergency Coordination Center
SERC	State Emergency Response Commission
SERVS	Ship Escort Response Vessel System (Alyeska)
SNS	Strategic National Stockpile
SCO	State Coordinating Officer
SCP	Subarea Contingency Plan (Subarea Plans have been superseded)
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SOSC	State On-Scene Coordinator
SSB	Single Side Band
STAR	Spill Tactics for Alaska Responders
TEC	Tribal Emergency Coordinator
TIA	Terrorism Information Annex
UHF	Ultra-High Frequency

US	United States
USAMRICD	United State Army Medical Research Institute of Chemical Defense
USCG	United States Coast Guard
USFA	United States Fire Administration
USGS	United States Geological Survey
VHF	Very High Frequency
VJIC	Virtual Joint Information Center
VM	Volunteer Manager
VPSO	Village Public Safety Officer
VRP	Vessel Response Plan
WMD	Weapons Of Mass Destruction

APPENDIX E: QUALIFIED PERSONNEL

[illegible]