

**CITY OF WASILLA
RESOLUTION SERIAL NO. 04-33**

**A RESOLUTION OF THE WASILLA CITY COUNCIL ADOPTING THE 2004 WASILLA
EMERGENCY OPERATIONS PLAN FOR THE CITY OF WASILLA AND REPEALING
RESOLUTION SERIAL NO. 01-14.**

WHEREAS, the City of Wasilla is required under AS 26.23.060 to implement an Emergency Operations Plan for the protection and safety of its Citizens; and

WHEREAS, Section 2.56.100(B) of the Wasilla Municipal Code requires the preparation of an Emergency Operations Plan to protect and preserve the lives, health, safety, and well-being of the people living or visiting Wasilla; and

WHEREAS, the City has developed both an Administrative Overview for the Emergency Operations Plan and an Emergency Operations Guide to plan and to prepare for major emergencies, to develop an orderly graduated response to a disaster emergency, and to assign specific and necessary responsibilities to maintain order in the event of a disaster; and

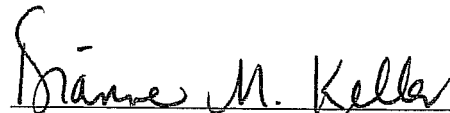
WHEREAS, the 2004 Wasilla Emergency Operations Plan consisting of the Administrative Overview and the Emergency Operations Guide is complete and designed to aid in emergencies that range from civil disorder to natural disasters; and

WHEREAS, The City wishes to forward the 2004 Wasilla Emergency Operations Plan to the Alaska Division of Emergency Services in compliance with AS 26.23.060.

NOW, THEREFORE BE IT RESOLVED by the Wasilla City Council that Resolution Serial No. 01-14 is repealed in its entirety; and


BE IT FURTHER RESOLVED that the 2004 Wasilla Emergency Operations Plan is adopted.

ADOPTED by the Wasilla City Council on July 26, 2004.



DIANNE M. KELLER, Mayor

ATTEST:



KRISTIE SMITHERS, MMC
City Clerk

[SEAL]



**CITY OF WASILLA
LEGISLATION STAFF REPORT**

RE: A resolution to approve the 2004 Emergency Operations Plan for the city and to replace the 2001 Emergency Operations Plan.

Agenda of: July 26, 2004
Originator: City Planner

Date: July 12, 2004

| Route to: | Department | Signature/Date |
|-----------|---|----------------------------|
| X | Police | |
| | Recreational and Cultural Services Library, Museum | |
| X | Public Works Planning | <i>J. Harley</i> 7/13/04 |
| X | Finance *signature required | <i>[Signature]</i> |
| X | Clerk | <i>[Signature]</i> 7/12/04 |
| | | |

REVIEWED BY MAYOR DIANNE M. KELLER: *DMK* 7/12/04

FISCAL IMPACT: yes\$ or no Funds Available yes no

Account name/number:

Attachments: Resolution Serial No. 04-33
2004 Wasilla Emergency Operations Plan

SUMMARY STATEMENT:

The City has recently completed a review and updated the 2001 Wasilla Emergency Operations Plan (EOP). This process was undertaken to fulfill the requirements of Section 2.56.100 of the Wasilla Municipal Code for the preparation of an emergency plan to protect and preserve the lives, health, safety and well being of the people living or visiting Wasilla. The City is also required to plan for the implementation of an EOP by AS 26.23.060.

The 2004 Wasilla Emergency Operations Plan replaces the 2001 EOP which was based on borough-wide hazard information and emergency resources. The 2004 EOP contains updated information on hazards specific to the City of Wasilla.

Local information in the 2004 EOP was added by the City staff to the base document prepared by a consultant, Bill Morse of Pinkston Enterprises.

The 2004 EOP consists of two volumes – the Administrative Overview and the Emergency Operations Guide. The plan provides for the orderly and graduated

response to major emergencies that range from civil disorder to natural disasters. The plan also assigns specific responsibilities during an emergency event and provides the framework for working with borough, state and federal agencies during and after a major emergency.

The Wasilla Chief of Police, Don Savage, was designated as the Project Coordinator. Chief Savage has reviewed the document as prepared and joins in respectfully requesting that Resolution 04-33, approving the 2004 Wasilla Emergency Operations Plan and replacing the 2001 EOP, be adopted.

CITY OF WASILLA
EMERGENCY OPERATIONS PLAN



Administrative Overview
Volume One

July 2004

City of Wasilla
290 E. Herning Ave.
Wasilla, AK 99654-7091
907 373-9055

HOW TO USE THIS VOLUME ADMINISTRATIVE OVERVIEW

While no plan can replace the common sense and good judgment of personnel required to manage a disaster emergency, this Emergency Operations Plan provides a system to manage the preparation for, mitigation of, response to, and recovery from disaster emergencies.

**In the event
that you need to
use this volume:**



- 1 st.** Turn to the appropriate section you are seeking information about (e.g. Plan Management, Hazard Information, etc.)
- 2 nd.** Read the information in that section.
- 3 rd.** Refer to the other volumes for additional information.

HOW TO USE THIS VOLUME ADMINISTRATIVE OVERVIEW

SECTION 1 EMERGENCY MANAGEMENT

This section contains the various federal, state, borough, and local statutes, rules, and regulations authorizing emergency management as well as emergency management policy statements.

SECTION 2 PLAN MANAGEMENT

This section contains how the plan will be managed including record of changes, distribution list, plan review cycle, and training and exercises.

SECTION 3 GEOGRAPHIC AND DEMOGRAPHIC CHARACTERISTICS

This section contains information describing the City of Wasilla in terms of geographic and demographic characteristics as well as a map of the City of Wasilla.

SECTION 4 HAZARD INFORMATION

This section describes the identified hazards that threaten the City of Wasilla.

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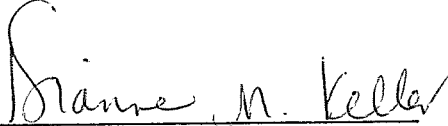
LETTER OF PROMULGATION

The City of Wasilla is required under AS 26.23.060 to implement a working Emergency Operations Plan for the protection and safety of its citizens. This plan will include the evaluation of reasonable risks and hazards the City may face and an operational guideline for responding to those hazards. The response to such emergencies may require the City to function and operate in a different manner from the normal day to day operations and functions of the City government.

The purpose of this Emergency Operations Plan is to focus on pre-planning and preparation for major emergencies that may face the City, and to allow for an orderly graduated response to a disaster emergency that requires the efforts and coordination of city, borough, state, federal and private resources.

The accomplishment of the tasks and assignments of this Emergency Operations Plan are dependent on the continuing updating of the document, training and exercising of the plan, and familiarization with the plan by all City departments and those agencies who actively coordinate and work with the City during an emergency response to disasters.

This plan is formally adopted and approved by a Resolution of the City of Wasilla, Serial No. 04-33 on July 26, 2004.


Dianne M. Keller, Mayor

ACKNOWLEDGMENTS

The preparation of this plan was made possible through the assistance, cooperation's and dedication of many people:

City Administration

Dianne M. Keller, Mayor

City Council

Howard O'Neil, Deputy Mayor
Verde Bowen
Ron Cox
Noel Lowe
Rob Sande
Diana Straub

Supporting Organizations

Wasilla City Council
Wasilla City Planning
Matanuska-Susitna Borough Local Emergency Planning Committee (LEPC)

Project Coordinator

Don Savage, Chief of Police

Consultant

Bill Morse, Pinkston Enterprises

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| Alert | Informs people of impending danger. |
| ADEC | Alaska Department of Environmental Conservation. |
| ADF&G | Alaska Department of Fish and Game. |
| ADHS&EM | Alaska Division of Homeland Security and Emergency Management. |
| ARC (American Red Cross) | The national organization with a congressional mandate to undertake the relief of persons suffering from disaster. |
| ARRT (Alaska Regional Response Team) | The ARRT is one of 13 Regional Response Teams of the National Response System for coordination of all government agencies responsible for environmental protection in a focused response strategy for the immediate and effective clean up of an oil or hazardous substance discharge. The regional response teams are planning, policy and coordinating bodies, and do not respond directly to incidents. |
| AST | Alaska State Troopers. |
| Avalanche | A fall or slide of a large mass of material, as snow, rock, or earth, down a mountainside. |
| CAMEO (Computer Aided Management of Emergency Operations) | Computer program developed by NOAA used to track data required under Title III of SARA. |
| CERCLA | Comprehensive Environmental Response, Compensation and Liability Act of 1980. |
| CHEMTREC (Chemical Transportation Emergency Center) | Operated by the Chemical Manufacturers Association. Provides information and/or assistance to emergency responders. Can be reached 24 hours a day by calling 800-424-9300. |
| CISPRI | Cook Inlet Spill Prevention and Response, Inc. |
| Civil Disorder | A breach of the peace or public disturbance created by U.S. residents or citizens. |
| Cold Zone | The clean area outside of the contamination control line. Equipment and personnel are not expected to become contaminated in this area. This is the area where resources are assembled to support the hazardous materials release response. |

Administrative Overview

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| Community Emergency Manager | The individual who has the primary day-to-day responsibilities for emergency management programs and activities, and coordinates a jurisdiction's mitigation, preparedness, response, and recovery activities. |
| Contamination Reduction Corridor | That area within the Warm Zone where the actual decontamination is to take place. |
| CPCS (Common Program Control Station) | An element of the Emergency Alert System. The primary broadcast station in each operational area assigned the responsibility for coordinating the broadcasting of common emergency public information in that area. |
| Damage Assessment | The appraisal or determination of the actual effects resulting from a disaster emergency. This estimate serves as the basis for the Governor's request for a Presidential Disaster Declaration. |
| Disaster | Occurrence or imminent threat of wide spread or severe damage, injury, loss of life or property, or shortage of food, water, or fuel resulting from: <ul style="list-style-type: none">a. an incident such as storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, avalanche, snowstorm, prolonged extreme cold, drought, fire, flood, epidemic, explosion, or riot:.b. the release of oil or a hazardous substance, if the release requires prompt action to avert environmental danger or mitigate environmental damage, or;c. equipment failure if the failure is not a predictably frequent or recurring event or preventable by adequate equipment maintenance or operation." (AS 26.23.900) |
| Disaster Emergency | The condition declared by proclamation of the governor or declared by the principal executive officer of a political subdivision to designate the imminence or occurrence of a disaster (AS 26.23.900). |
| DRC (Disaster Recovery Center) | An office established in the disaster area where individual disaster victims may receive information concerning available assistance and apply for programs for which they are eligible. The DRC will house representatives of the Federal, State and Local agencies which deal directly with the needs of individual victims. |
| Drought | A prolonged period with little or no precipitation with severe negative economic impact. |

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| Earthquake | A series of elastic waves in the earth's crust, caused by abrupt easing of strains built up along geologic faults and by volcanic action, and resulting in movement in the earth's surface. |
| EAS (Emergency Alert System) | Consists of broadcasting radio; television; cable stations; and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies. |
| EHS (Extremely Hazardous Substance) | In the text of SARA, Title III, EHS means any substance contained within the list of substances published by the Administrator of the U.S. Environmental Protection Agency. Otherwise known as the 302 Extremely Hazardous Substance List. |
| Enemy Attack | A hostile action taken against the United States by foreign forces which threatens military or civilian targets or both. |
| Energy and Communication System Disruptions | The shortage or interruption of vehicle fuel, heating oil, natural gas, disruptions of electrical power and interruption to communication systems. |
| EOC (Emergency Operations Center) | Facilities designated for use by governments to direct and manage disaster emergency operations. |
| EPA (Environmental Protection Agency) | The federal agency responsible for regulating air, water, hazardous waste, pesticides, and toxic substances. |
| EPCRA | Emergency Planning and Community Right-to-Know Act of 1986. |
| Epidemic | The occurrence in a community or region of cases of an illness (or an outbreak) with a frequency clearly in excess of normal expectancy. The number of cases indicating presence of an epidemic will vary according to the infectious agent, size and type of population exposed, previous experience or lack of exposure to the disease, and time and place of occurrence; epidemicity is thus relative to usual frequency of the disease in the same area, among the specified population, at the same season of the year. A single case of a communicable disease long absent from a population or the first invasion by a disease not previously recognized in that area requires immediate reporting and epidemiologic investigation; two cases of such a disease associated in time and place are sufficient evidence of transmission to be considered an epidemic. |

Administrative Overview

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| Evacuation | The removal of potentially endangered, but not yet exposed, persons from an area threatened by a hazard. Entry into the evacuation area should not require special protective equipment. |
| Facility Emergency Coordinator | Facility representative for each Title III 302 facility with an EHS in a quantity exceeding its threshold planning quantity (TPQ), who participates in the emergency planning process for that site. |
| FCO (Federal Coordinating Officer) | The person appointed by the President to coordinate federal assistance in an emergency or disaster. |
| FEMA (Federal Emergency Management Agency) | Agency established to oversee federal assistance to local government in the event of major disasters. Also administers the Emergency Management Assistance Program, which provides emergency management funds to local governments through the states. |
| Fire | <p>Wildland: Any fire occurring on wildland that is not meeting management objectives and thus requires a suppression response. [syn. Wildfire] (cf. Brush Fire, Forest Fire, Range Fire, Uncontrolled Fire)</p> <p>Structural: Fire originating in and burning any part or all of any building, shelter, or other structure.</p> <p>Wildland/Urban Interface: The wildland/urban interface is defined as the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels (Society of American Foresters, July 1990). It is synonymous with the term "intermix".</p> |
| Flood | An unusually large flow or rise of water, especially over land not usually covered with water. |
| Flood Plain | Any land area susceptible to being inundated by flood waters from any source. |
| FOSC (Federal On-Scene Coordinator) | Federal employee responsible for coordinating the on scene federal response to a hazardous materials incident. The FOSC will usually be a member of the U.S. Coast Guard or the Environmental Protection Agency. |
| Hazard | Any situation or condition that has the potential of causing injury to people or damage to property. |

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| Hazardous Materials Incident | Uncontrolled or unlicensed release of hazardous materials during storage or use from a fixed facility or during transport outside a fixed facility that may impact the public health, safety, and/or environment. |
| HAZ-MAT (Hazardous Material) | An element or compound which, when it enters into the atmosphere or in or upon the water or surface or subsurface land, presents an imminent and substantial danger to the public health or welfare, including but not limited to fish, animals, vegetation, or any part of the natural habitat in which they are found. |
| HAZWOPER (Hazardous Waste Operations and Emergency Response) | Federal safety and health standards promulgated for hazardous waste operators and emergency response personnel by the Occupational Safety and Health Administration (OSHA) as authorized in SARA, Title I; otherwise known as 20 CFR 1910.120 final rule. |
| Hot Zone | That area immediately around a hazardous materials release. That area where contamination does or could occur. The innermost of the three zones of a haz-mat site. Special protection is required for all personnel while in this zone. |
| IAP (Incident Action Plan) | The Incident Action Plan, which is initially prepared at the first Planning Meeting, contains general control objectives reflecting the overall incident strategy, and specific action plans for the next operational period. The Incident Action Plans will have a number of attachments. All incidents require an action plan. For simple incidents the action plan is not usually in written form. Large or complex incidents will require that the action plan be documented in writing. |
| IC (Incident Commander) | The individual responsible for the management of all incident operations. |
| ICP (Incident Command Post) | Facility where the incident commander, responders, and technical representatives can make response decisions, deploy resources, and handle communications. |
| ICS (Incident Command System) | System which provides effective incident management through the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure to effectively accomplish stated objectives pertaining to an incident. |
| IMT (Incident Management Team) | A management team organized within the Incident Command System to effectively achieve stated incident objectives utilizing the five management functions required for response to all hazard, all risk incidents. |

Administrative Overview

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| Incident | An occurrence or event, either human-caused or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources. |
| Integrated Emergency Management System | A broad, all hazard emergency management system which encompasses all the various types of emergencies, and addresses mitigation, preparedness, response, and recovery activities. It encourages the development of the common management functions required for response to emergencies of all types. |
| JIC | Joint Information Center. |
| Landslide | A mass of sliding mud or rocks. |
| LEPC (Local Emergency Planning Committee) | The committee appointed by the Alaska State Emergency Response Commission, as required by Title III of SARA, (AS 26.23.073), to perform local emergency planning and community right-to-know activities. Committees are appointed in each planning district in the state and are required to have representation from a variety of groups. |
| LEPD (Local Emergency Planning District) | The geographical area designated by the Alaska State Emergency Response Commission as the area in which plans must be developed for response to all disasters. |
| Local Government | Any county, city, village, town, district, or other political subdivision of any State, Indian tribe or authorized tribal organization, or Alaska Native village or organization and includes any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by a State or political subdivision thereof. (42 USC 5122) |
| LOSC (Local On-Scene Coordinator) | The designated community emergency coordinator under the Local Emergency Response Plan (LERP). Where no LERP exists, the police or fire chief or other emergency services official will serve as the LOSC. |

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| MAC Group | A Multi-Agency Coordination (MAC) group is a group of agency administrators who come together when the character and intensity of the emergency situation significantly impacts or involves other agencies for the intended purpose of improving interagency coordination at the top management level by the execution of the following duties: Setting priorities, acquiring or allocation of resources, coordinating State and Federal disaster designations, providing a political interface with the incident activity, and coordinating information to other agencies and the public. |
| MBO (Management By Objectives) | Top down management so that all involved know and understand the objectives of the operation. |
| MSDS (Material Safety Data Sheet) | Written or printed material concerning hazardous chemicals, including the manufacturer's name, the chemical's synonyms, trade name, chemical family, hazardous ingredients, physical data, fire and explosion hazard data, health hazard data, reactivity data, spill or leak procedures, special protection information, and special precautions. |
| NAWAS (Nation Warning System) | The Federal portion of the Civil Defense Warning System, used for the dissemination of warning and other emergency information from Federal and State warning points. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis. |
| NIIMS (National Interagency Incident Management System) | A common system consisting of five major sub-systems that collectively provide a total systems approach to all risk incident management. The sub-systems are: 1) The Incident Command System; 2) Standardized Training; 3) Qualifications and Certification System; 4) Publications Management; and 5) Supporting Technologies. |
| NRT (National Response Team) | The national body responsible for coordinating Federal planning, preparedness, and response actions related to oil discharges and hazardous substance releases. |
| NOAA | National Oceanic and Atmospheric Administration. |
| NWS | National Weather Service. |
| OEM (Office of Emergency Management) | A branch of the municipal government responsible for the preservation of life and property in the event of a natural or manmade disaster emergency by making maximum use of municipal resources. |

Administrative Overview

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| OSHA (Occupational Safety and Health Administration) | Part of the U.S. Department of Labor. OSHA develops and enforces federal standards for occupational safety and health. |
| PIO (Public Information Officer) | A member of the command staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations. |
| Political Subdivision | A municipality; an unincorporated village; or another unit of local government. (AS 26.23.900) |
| PPE (Personal Protective Equipment) | That equipment and clothing required to shield or isolate personnel from chemical, physical, and biological hazards. |
| RCRA | Resource Conservation Recovery Act of 1976. |
| RPOSC (Responsible Party On-Scene Coordinator) | Company employee responsible for coordinating the on-scene responsible party response to a hazardous materials incident. The RPOSC will usually be an employee of the company causing the spill or the designated contractor to the spiller. |
| Safe Refuge Area | An area within the contamination reduction zone for the assemblage of individuals who are witnesses to the hazardous materials incident or who were on site at the time of the spill. This assemblage will provide for the separation of contaminated persons from non-contaminated persons. |
| Salvation Army (The) | A religious and charitable organization, that in the event of a major disaster, mobilizes its personnel and resources to provide assistance to disaster victims and workers. Other aid provided includes food, clothing, shelter, and other needs as indicated. |
| SARA (Superfund Amendments and Reauthorization Act of 1986) | Title I deals with health and safety issues for hazardous waste workers and emergency response personnel. Title III deals with emergency planning and community right-to-know provisions. Also known as the Emergency Planning Community Right-to-Know Act (EPCRA). |
| SCO (State Coordinating Officer) | The representative of the Governor who coordinates State, Commonwealth, or Territorial response and recovery activities with those of the Federal Government. |
| SERC | State Emergency Response Commission. |
| SPCC PLAN | Spill Prevention, Control, and Countermeasures Plan. |

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| SOP (Standard Operating Procedure) | A standardized method or activity performed by members of a specific department, agency, organization, etc.. Usually these are in written form. They must conform to all applicable laws and regulations and applicable standards that may address the same issues. |
| SOSC (State On-Scene Coordinator) | State employee responsible for coordinating the on-scene state response to a hazardous materials incident. The SOSC will usually be a member of the Alaska Department of Environmental Conservation. |
| Support Zone | The clean area outside of the contamination control line. Equipment and personnel are not expected to become contaminated in this area. This is the area where resources are assembled to support the hazardous materials operations. |
| Terrorist Attack | The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population. |
| Title III | The Emergency Planning and Community Right-to-Know Act of 1986 which specifies requirements for organizing the planning and community right-to-know process at the state and local level. See SARA. |
| Transportation Accident | An accident involving passenger air, highway, rail or marine travel resulting in death or injury and/or disruption to the transportation system/corridor. |
| Triage | The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities. |
| Tsunami | Series of traveling ocean waves of great length and long period usually generated by submarine geophysical displacement. May or may not be preceded by an earthquake. |
| Unified Command | A command structure which provides for all agencies who have jurisdictional responsibility for the incident, either geographical or functional, to jointly manage an incident through a common set of incident objectives, strategy, and priorities. |
| USCG | United States Coast Guard. |

Administrative Overview

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| Volcanic Eruption | The venting of pressure from within the earth's crust, often accompanied by the ejection of molten lava, rock, gases and/or ash. |
| Warm Zone | That area between the Hot Zone and the Cold Zone. This zone contains the personnel decontamination station. This zone may require a lesser degree of personnel protection than the Hot Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area. |
| Warning | Notifies people of the imminent impact of a specific hazard, and protective actions which should be taken. |
| Weather Extremes | Weather events which exceed the bounds of normalcy for the area in which they occur. |

SECTION 1 EMERGENCY MANAGEMENT

Authorities

Plan Purpose and Executive Approval Statement

Policy Statement

General Policies

Operational Policies

Phases of Emergency Management

Emergency Management Agency

Emergency Management Office

City Emergency Management Coordinator

Local Emergency Planning Committee

Emergency Response Documents

Emergency Operations Plans

Plan Explanations

Concept of Operations

Approval and Coordination

Ordinance

Interjurisdictional Agreements

Appendix A ~ City of Wasilla Municipal Codes

Appendix B ~ City of Wasilla Resolution

Appendix C ~ Interjurisdictional Agreements

AUTHORITIES

This Emergency Operations Plan, as adopted by resolution of the City of Wasilla Council, will replace and supersede any prior disaster/emergency plans. As provided for in this plan any amendments, additions, corrections or modifications will be incorporated into the original plan.

This Emergency Operations Plan is adopted by the City of Wasilla under the following local, state and federal authorities:

City of Wasilla

City Resolution 04-33
Wasilla Municipal Code 2.56.100

State

AS 26 Chapter 20 (Civil Defense Act)
AS 26 Chapter 23 (Alaska Disaster Act)
AS 29 Chapter 25 (Emergency Ordinances)
AS 29 Chapter 35 (Emergency Disaster Powers)
AS 46 Chapter 9 (Hazardous Substance Release Control)

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)
Title III, Superfund Amendments and Re-authorization Act of 1986

Administrative Overview

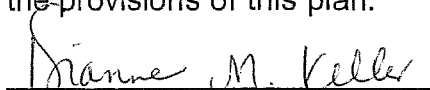
PLAN PURPOSE AND EXECUTIVE APPROVAL STATEMENT

The purpose of this City of Wasilla Emergency Operations Plan is to describe the system that will be utilized to manage the mitigation of, preparation for, response to, and recovery from natural and man-caused disaster emergencies. It is an all-hazard, all-risk plan using the NIIMS Incident Command System for comprehensive management of disaster emergency relief forces and disaster emergency operations.


This Emergency Operations Plan is intended to meet disaster emergency planning requirements of all Federal, State, Borough, City, and local agencies having jurisdiction over such matters. It is further intended that this document be used as a reference and training aid for, municipal, industry, and other emergency response personnel to ensure efficient and effective response and management of disaster emergencies.

This Emergency Operations Plan will be activated whenever there is a disaster emergency that could significantly threaten human health, property or the environment.

Upon declaration of a disaster emergency, the designated person responsible for emergency management is authorized to commit the resources necessary to carry out the provisions of this plan.



Dianne M. Keller
Mayor, City of Wasilla


Date

POLICY STATEMENTS

It is the policy of the City of Wasilla to safeguard life and property by making maximum use of all available resources; public and private, and to minimize the effects of environmental, technological, and civil disaster emergencies. Because of the nature of disaster emergencies, it is also the policy of the City of Wasilla that citizens are encouraged to be self-sufficient for up to 72 hours should a disaster emergency occur.

GENERAL POLICIES

- Essential City services will be maintained as long as, and restored as quickly as conditions permit.
- A disaster emergency will require prompt and effective response and recovery operations by resources from City departments, disaster relief agencies, volunteer organizations, and the private sector.
- Environmental, technological, and civil disaster emergencies may be of such magnitude and severity that other assistance is required.
- City disaster emergency operations will be based on the principle of self-help. The City will be responsible for using all available local resources prior to requesting assistance from others.
- When the City Mayor recognizes that the resources locally available to the City (including mutual aid) will be insufficient to respond to and/or recover from the disaster emergency, the City Mayor will request assistance from the Matanuska-Susitna Borough, next level of supporting government.
- When a disaster emergency situation exists, all City departments will put their respective emergency operations plans and standard operating procedures into limited or full operation as necessary.

Administrative Overview

- Incident situation and status reports will be made by the Incident Management Team based upon severity of the disaster emergency or anticipated disaster emergency to include:
 - Estimated time and location of impact.
 - Date, time, and location of the actual disaster emergency, known number of injuries or casualties, and estimated damage at time of report.
 - Date and time of activation of Emergency Operations Plans.

- Such reports will be forwarded to the City Mayor.

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

- Local activities pursuant to the Federal/State Agreement for major disaster recovery will be carried out in accordance with Title 44, CFR, Section 205.16 (Nondiscrimination). Federal disaster assistance is conditional on full compliance with this rule.

OPERATIONAL POLICIES

Levels of Incidents

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

Level I Incident

An incident that requires the coordinated response of all levels of City government to save lives of a large portion of the population and protect property and the environment. Such a disaster emergency may require the sheltering or relocation of the affected population. Under such conditions, this plan will be implemented.

Level II Incident

An incident that has special or unusual characteristics not readily managed by department policies and Standard Operating Procedures (SOP's), and/or requiring response by more than one City department, and/or which is beyond the capabilities of available resources (including mutual aid), will require partial or full implementation of this plan.

Level III Incident

An incident that can be managed within normal operations of the various City departments and can be managed with department policies and Standard Operating Procedures (SOP's). May require implementation of the entire or specific sections of the plan and/or individual Incident Management Team positions as requested by the Incident Commander.

Administrative Overview

Plan Activation

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

- The emergency cannot be effectively managed using only City department policies and resources. A local disaster emergency declaration is needed to implement the plan, access City funding and expedite procurement of local response resources;

OR

- The emergency directly impacts more than one department's jurisdiction, and a coordinated response under a Unified Command structure is desirable or necessary and a local disaster emergency declaration is needed to implement the plan, access local funding and expedite procurement of local response resources;

OR

- The resources of the City, including resources available through mutual aid agreements, are overwhelmed and a local disaster emergency is declared, under the terms and authority of AS 26.23.140.

NOTE: Within Alaska, only the "Chief Executive Officer" of the involved municipality may declare a disaster emergency (AS 26.23.140). The City Mayor is defined as the "Chief Administrator" for the City of Wasilla (WMC 2.16.020[A]). The Emergency Management Coordinator for the City of Wasilla is the Police Chief.

Emergency Management

Levels of Activation

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

Level I Activation

Full activation of the Emergency Operations Center and Incident Management Team. This will include using the entire Emergency Operations Center and the use of a "long team". The Emergency Operations Center may be in an alternate location other than the predesignated locations based on geographic or operational needs. The activation of a "long" Incident Management Team will include the complete Command Staff as well as the complete General Staff with the following Incident Command System functions activated :

1. Incident Commander — Chief of Police
 - A. Public Information Officer — Deputy Clerk
 - B. Safety Officer — Deputy Public Works Director
 - C. Liaison Officer — City Clerk
2. Operations Section Chief — Public Works Director
3. Planning Section Chief — City Planner
 - A. Situation Unit Leader
 - B. Resource Unit Leader — Parks & Property Tech III
4. Logistics Section Chief — Recreation & Cultural Services Manager
 - A. Emergency Operations Center Manager
5. Finance Section Chief — Finance and Human Resources Manager

Level II Activation

Activation of a Command Post, or the Emergency Operations Center, and an Incident Management Team to handle the limited needs of the incident. This will include using parts of the Emergency Operations Center as needed and the use of a "short team." The activation of a "short" Incident Management Team will include the following positions:

1. Incident Commander — Chief of Police
 - A. Public Information Officer — Deputy Clerk
2. Planning Section Chief — City Planner
3. Logistics/ Finance Section Chief
 - A. Emergency Operations Center Manager

Administrative Overview

Level III Activation

The use of specific sections and/or parts of the plan and the use of individual Incident Command System positions as required by the on-scene Incident Commander. The on-scene Incident Commander has the standing delegated authority for the above actions without the necessity of a declared disaster emergency.

Activation Procedures

ACTIVATION WILL BEGIN BY CONTACTING MATCOMM AND REQUESTING A SPECIFIC LEVEL OF PLAN ACTIVATION.

The on-scene Incident Commander, City Emergency Management Coordinator or the City Mayor will contact MATCOMM and request a Level I, Level II, or Level III Emergency Operations Plan activation as appropriate. The dispatcher on-duty will initiate the requested plan activation level as follows:

Level I

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested and direct those persons to report to the Emergency Operations Center or other identified location.

Level II

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested and direct those persons to report to the Emergency Operations Center or other identified location.

Emergency Management

Level III

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested.

Responsibilities

- All City departments are tasked with the following:
 - Development of a department emergency operation plan (EOP) and department standard operating procedures (SOP's) to implement assigned duties within this plan.
 - Training department personnel to accomplish disaster emergency duties.
 - Assignment of department personnel to Incident Command System positions .
 - Establishment of department internal lines of succession of authority.
 - Protection of department records, materials, facilities, equipment and services.
 - Warning department personnel of impending emergencies.
 - Assignment of department personnel to the Incident Management Team and Emergency Operations Center.

- The City Mayor of Wasilla has the ultimate authority and responsibility for the direction and control of City resources during an emergency. On a day to day basis, this authority is delegated to City Department Heads who have the power to establish control of an emergency through the Incident Command System and the position of Incident Commander. The City Mayor may assume the duties of Incident Commander, if in their judgment, emergency response will be enhanced by this action. Operational control of the emergency scene should remain with the lead department or agency.

Administrative Overview

- Responsibility for coordination of disaster emergency activities with City, Borough, State, Federal, and private organizations has been delegated to the City Emergency Management Coordinator.
- A declaration of a disaster emergency by the City of Wasilla is required to implement the Emergency Operations Plan, access City funding, expedite procurement of City response resources and access City, Borough, State, and Federal disaster assistance. The City Mayor of Wasilla has the legal authority under AS 26.23.140 to declare that a local disaster emergency exists. If the City Mayor is unable to act due to absence or incapacity, the next person designated in the City "line of succession" will exercise local disaster emergency declaration authority. The declared local disaster emergency shall authorize the emergency powers for the period set forth in the City of Wasilla Municipal Code, 2.56 "Disaster Emergency Planning cited on page 1-23, Appendix A, this section.

PHASES OF EMERGENCY MANAGEMENT

Disaster emergency management planning can be divided into four phases: mitigation, preparedness, response, and recovery. Although each phase has tasks assigned to it, the process is dynamic and interconnected. For example, tasks taken to recover from a disaster may have effects on mitigation, preparedness, and response to future occurrences.

- Mitigation:** Includes those actions taken to eliminate a hazard, or to reduce the potential for damage should a disaster emergency occur. Such actions include building codes, special identifications and routing requirements for the movement of hazardous materials, land use, and zoning requirements.
- Preparedness:** Includes actions taken to plan, equip, and train citizens and local governments to respond to emergencies arising from hazards which cannot be eliminated through mitigation. This may include preparation of Emergency Operations Plans and guidelines, and exercises to test them. It may also include training in evacuation procedures, home fire safety, and purchase of equipment and supplies needed to respond to the disaster emergency.
- Response:** Includes actions taken to save lives and protect property during a disaster emergency. This may include search and rescue, fire suppression, evacuation, emergency feeding and sheltering. It may also include such behind the scenes activities as activating disaster plans, and opening and staffing Emergency Operations Centers from which Incident Management Teams manage operations.
- Recovery:** Includes those processes required to return the jurisdiction to normal. This could include reconstruction of roads and public facilities, securing financial aid for disaster victims, and review and critique of response activities.

The responsibility for mitigation and preparedness is addressed in City codes, departmental standard operating procedures, and position descriptions. Response and recovery tasks are detailed in this Emergency Operations Plan.

Administrative Overview

EMERGENCY MANAGEMENT AGENCY

Emergency Management Office

The Wasilla Department of Administration is the Emergency Management Office and shall function as the disaster agency within the City as defined in AS 26.23.060. As per Wasilla City Code:

- A. The Mayor or his or her designee, the Emergency Management Coordinator, is responsible for maintaining liaison with state and other political subdivision authorities to insure the most effective operation of emergency preparedness plans.
- B. The Wasilla Office of Emergency Management shall prepare and maintain a city emergency plan which may include provisions for:
 1. Prevention and mitigation of injury and damage that may be caused by a disaster;
 2. Prompt and effective response to disasters;
 3. Emergency relief;
 4. Authorizations and procedures for emergency procurement, temporary construction works to mitigate danger or damage, and other activities associated with appropriate responses to a disaster emergency;
 5. Organization of manpower and command and control;
 6. Coordination of federal, state and local disaster activities and plans;
 7. Recruiting and directing volunteer personnel to augment city personnel and facilities for response to disaster emergencies;
 8. Directing the immediate use of facilities, equipment and personnel from all available sources to prevent damage to persons or property or restoring governmental services and public utilities;
 9. Make surveys of resources and facilities in the city both public and private, as may be necessary to carry out the purpose of this chapter;
 10. Establish a register of volunteer organizations and persons with training and skills important to disaster prevention, preparedness, response and recovery;
 11. Establish a register of communication, construction and other equipment, temporary housing, and other resources available for use in a disaster emergency. (Prior code § 11.50.100)

Note: See Appendix A, page 1-23, this section, for Wasilla Municipal Code 2.56, Disaster Emergency Planning.

City Emergency Management Coordinator

The Mayor or his or her designee shall be designated as the City Emergency Management Coordinator. The Emergency Management Coordinator shall have full authority to coordinate and cooperate with the Matanuska-Susitna Borough emergency services coordinator and with the State of Alaska Division of Homeland Security and Emergency Management for response and relief of unforeseen emergencies and disasters.

In accordance with inter-jurisdictional agreements, the Emergency Management Coordinator may direct city employees to the aid of other communities when required and he or she may request aid from the state, or other political subdivision, be sent to the City in case of disaster when conditions are beyond the capability of the City's resources to control.

Administrative Overview

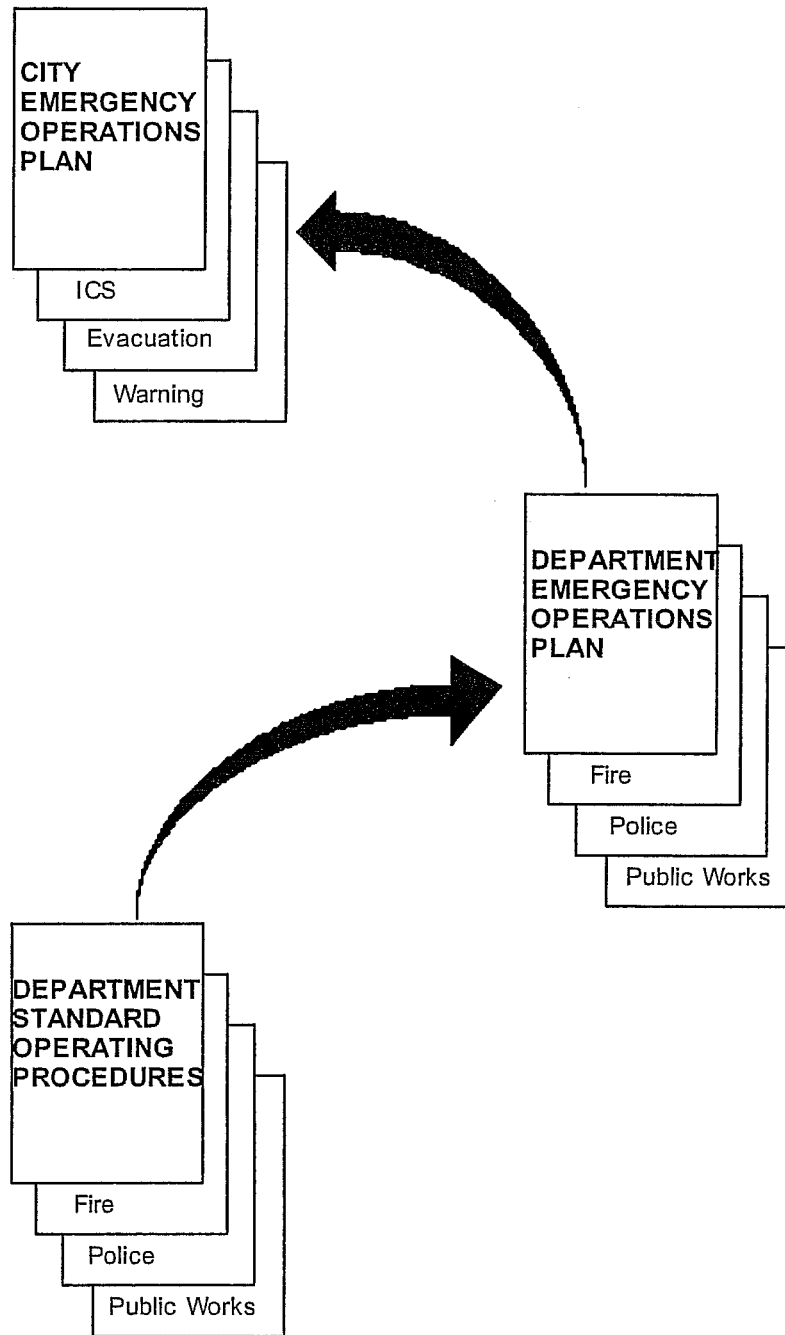
Local Emergency Planning Committee

The Matanuska-Susitna Borough Assembly in 1990 approved Ordinance 90-012 for the formation of a Local Emergency Planning Committee (LEPC). The State Emergency Response Commission designated the Borough as a LEPD and approved the appointment of members to the LEPC. The Local Emergency Planning Committee elected officers, established bylaws and formed subcommittees.

The LEPC is currently composed of 25 positions representing elected officials, responders, private citizens, public health, environmental organizations, media, utilities, regulatory agencies, small business, emergency management, transportation, local and state government, and industry.

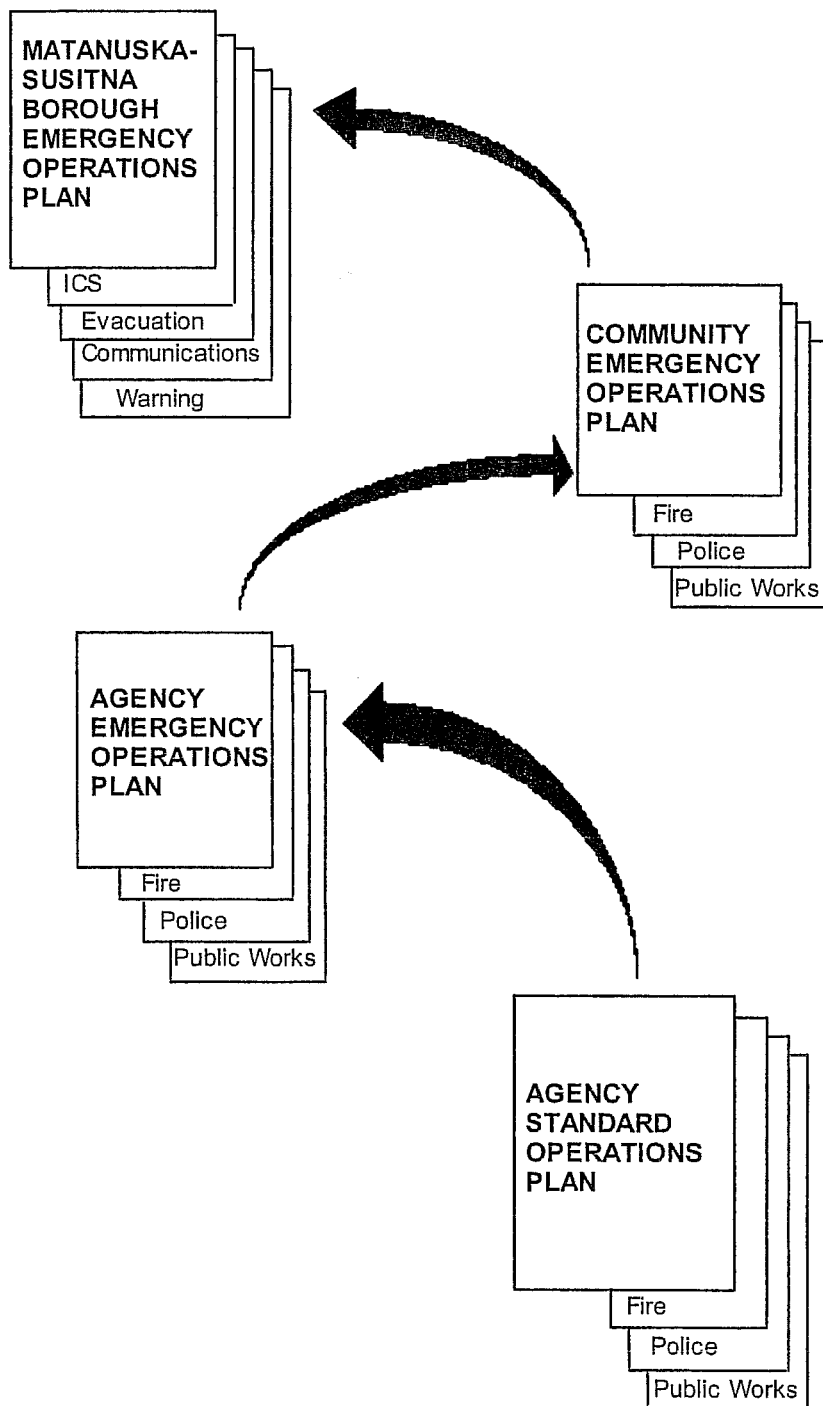
The mission of the Local Emergency Planning Committee is; 1) to serve as the coordinating agency for emergency planning, 2) conduct an annual hazards assessment, 3) coordinate request for information under the federal and state community right-to-know regulations, 4) coordinate activities with other boards to facilitate the safety of the Borough, 5) review and make recommendations to the assembly on hazardous materials transportation routes and locations, 6) annually review and update the Borough disaster plan, 7) assist local, Borough, state, and federal agencies with disaster exercises, 8) coordinate with local governments with their disaster planning, and 9) coordinate with local industry and utilities with their disaster planning.

WASILLA EMERGENCY RESPONSE DOCUMENTS

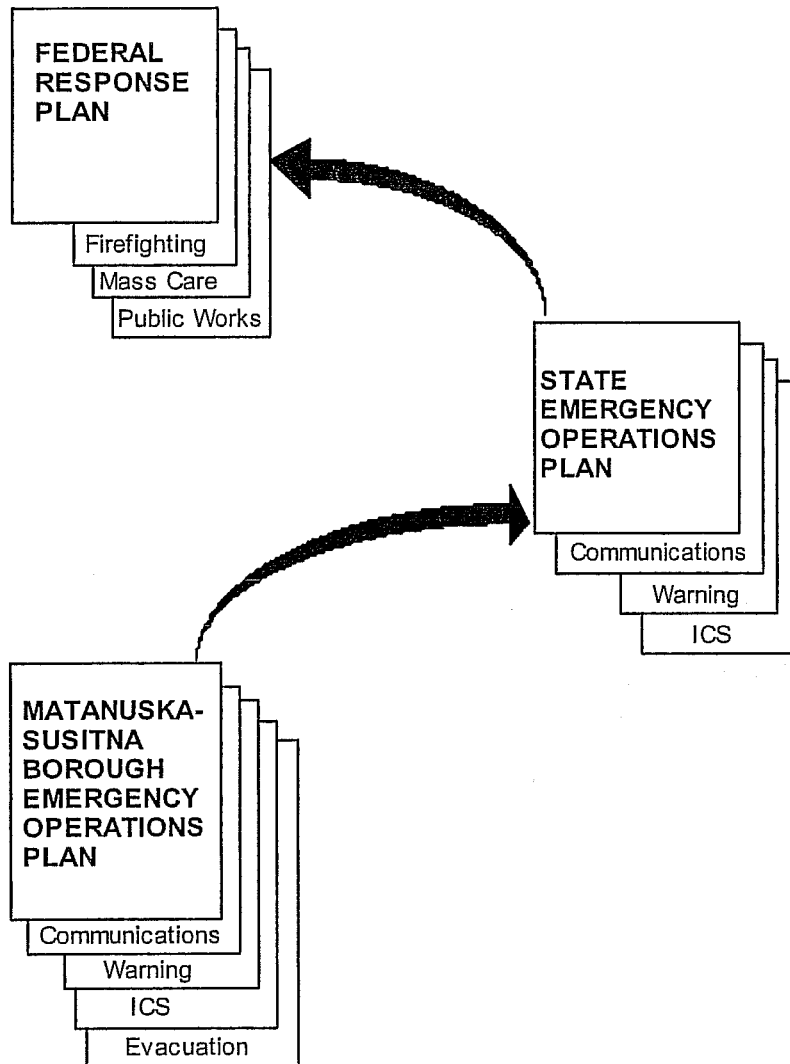


Administrative Overview

BOROUGH EMERGENCY RESPONSE DOCUMENTS



ALASKA EMERGENCY RESPONSE DOCUMENTS



EMERGENCY OPERATIONS PLANS

Plan Explanations

City Emergency Operations Plan

Consists of a basic plan and various supporting appendices. It is a single comprehensive plan which encompasses all hazards for the purposes of organizing and coordinating the disaster emergency relief forces and disaster emergency operations of the City of Wasilla.

City Department Emergency Operations Plan

Supports the City Emergency Operations Plan and provides implementing procedures for events that exceed the parameters defining a "normal" or "standard" incident response. The individual City Department Emergency Operations Plans provide the overall framework for greater emergencies and disaster responses. Individual City Department Emergency Operations Plans detail specific response procedures and actions for each City Department. Individual site specific Emergency Operations Plans identify names, locations, call lists and so forth for responses specific to an individual facility, and individual City Department Emergency Operations Plans provide personnel assignments, call-up procedures, line of authority, special equipment use, etc., for emergency units, strike teams, task forces, or other resources.

City Department Standard Operating Procedures (SOP's)

Supports the City Department Emergency Operations Plan and provides implementing procedures to respond to "normal" or "standard" incidents. The individual City Department Standard Operating Procedures provide the overall framework for general operations and response per each respective City Department. Standard Operating Procedures outline this general framework and detail specific response procedures and actions. Site specific Standard Operating Procedures identify names, locations, call lists and so forth for response within a specific facility or location, and individual City Department . Standard Operating Procedures provide personnel assignments, call-up procedures, line of authority, special equipment use, etc., for incident response forces.

Concept of Operations

A major disaster emergency requires a coordinated response involving all levels of government and private industry. Basic responsibility for disaster emergency planning and response lies with individuals and heads of households. When individuals and families cannot respond effectively, the City Mayor will take actions to protect lives, property and resources and relieve the suffering of those victimized. If Local capabilities are exceeded, the City Mayor may ask for Borough assistance. If Borough capabilities are exceeded, the Borough Manager may ask for State assistance. The Governor, in turn, has the option of declaring a State disaster emergency and asking for Federal aid and assistance when it appears that the combined resources of Local, Borough and State agencies will be inadequate.

Local Emergency Managers usually know the best ways to apply disaster emergency relief resources within their communities. State response resources will coordinate their activities with local Emergency Managers so that State aid is rendered in the most helpful manner. Similarly, federal assistance is intended to be supportive of State and local efforts, not a substitute for them.

When a disaster emergency requires a coordinated response, the following tiered response flow is implemented as required:

First Responders

The local emergency services first responders are dispatched to deal with the emergency. A local emergency official assumes the role of Incident Commander and leads the response effort at the scene. The Incident Commander follows standard operating procedures/standard operating guides, implements agency/department/organization emergency operations plan(s), communicates with the Mayor and requests additional assistance.

City

The City Mayor implements the Emergency Operations Plan and activates the Emergency Operations Center. The Mayor declares a City Disaster Emergency and communicates with the Matanuska-Susitna Borough and requests assistance.

Administrative Overview

Private Sector

The local private sector chief executive whose facility is impacted implements its Emergency Operations Plan, activates its Emergency Operations Center, declares a facility disaster emergency and communicates with the local government and requests assistance.

Borough

The Borough Director of Emergency Services implements the Borough Emergency Operations Plan and activates the Emergency Operations Center. The Borough Manager declares a Borough Disaster Emergency and communicates with the Alaska Division of Homeland Security and Emergency Management and requests State assistance.

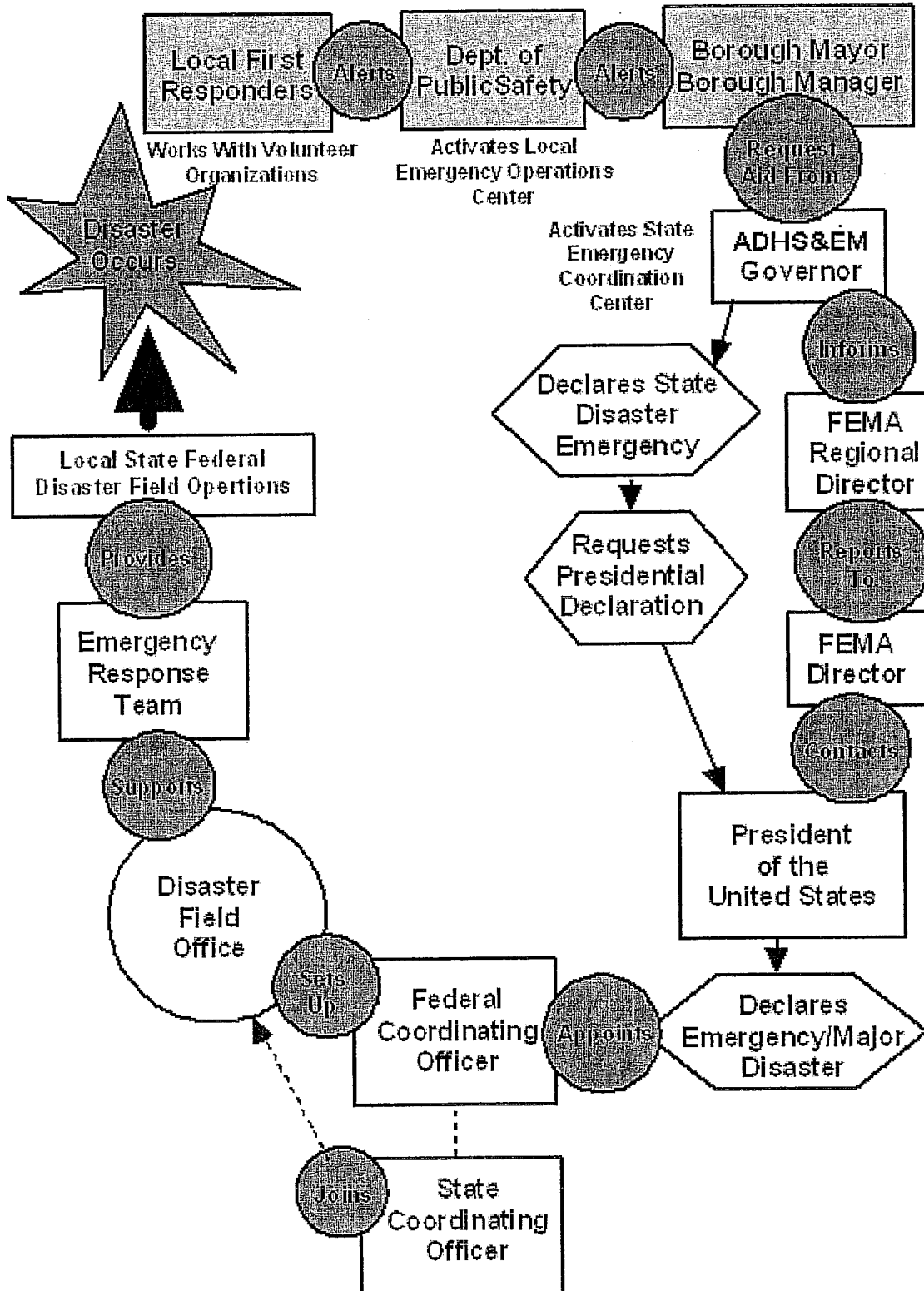
State

The Governor implements the State of Alaska Emergency Operations Plan and activates the State Emergency Coordination Center, declares a State Disaster Emergency, appoints a State Coordinating Officer, contacts the FEMA Regional Director and request a Presidential Disaster Declaration for federal assistance.

Federal

The FEMA regional director activates the Regional Operations Center, organizes the Alaska Emergency Response Team and Federal Liaison Officer (FLO). The regional director will also alert the Region X Emergency Response Team and the Federal Coordinating Officer. After completion of a preliminary damage assessment, the director of FEMA recommends the President declare an Emergency or Major Disaster. The President declares an Emergency or Major Disaster and appoints the Federal Coordinating Officer. The Federal Coordinating Officer serves as the President's representative to the disaster emergency and leads the federal response and recovery efforts from the disaster field office.

Emergency Management



Administrative Overview

APPROVAL AND COORDINATION

Ordinance

This Emergency Operations Plan has been adopted by resolution and agreed to as the principal document for managing disaster emergencies within the City of Wasilla as per Wasilla 2.56.100:

Note: See Appendix B, this section, for City of Wasilla ordinance.

Interjurisdictional Agreements

The Emergency Operations Plan as approved will serve as the primary guidance document and operating procedures for the City during times of emergency. Memorandums of Agreement, Memorandums of Understanding, Mutual or Automatic Aid agreements or other agreements or contracts made a part of this plan by reference or inclusion will comply with the provisions of this plan. In the event of a conflict in any provision of the Emergency Operations Plan and appended or referenced agreement, the City Mayor will make the determination as to which document will have supremacy by determining which document or provision is in the best interest of the City.

The following Mutual Aid Agreements, Cooperative Agreements and other Interjurisdictional Agreements for the purposes of disaster emergency management are an integral part of this plan and are hereby referenced :

Note: See Appendix C, this section, for interjurisdictional agreements.

CITY OF WASILLA MUNICIPAL CODE

Chapter 2.56
DISASTER EMERGENCY PLANNING

Sections:

- 2.56.010 Definitions.
- 2.56.020 Emergency management coordinator designation.
- 2.56.030 Declaration of disaster authority.
- 2.56.040 Interjurisdictional agreements.
- 2.56.050 Emergency plan—Implementation.
- 2.56.060 Emergency powers of mayor.
- 2.56.070 Emergency powers of coordinator.
- 2.56.080 Cleanup authority.
- 2.56.090 Financing.
- 2.56.100 Emergency management office.
- 2.56.110 Compensation.
- 2.56.120 Governmental or private liability.

2.56.010 Definitions.

As used in this chapter:

“Disaster” means the occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural or nonmilitary man-made cause including, but not limited to, fire, flood, earthquake, landslide, mud slide, wind driven water, weather condition, volcanic activity, epidemic, air contamination, blight, infestation, explosion, riot, equipment failure, or shortage of food, water, fuel or clothing, or the release of petroleum products or a hazardous substance requiring prompt action to avert environmental danger or damage or, civil defense measures to mitigate or respond to acts of war toward the city or the United States of America by any enemy or the agents thereof.

“Disaster emergency” means the condition declared by proclamation of the mayor to designate the imminence or occurrence of a disaster. (Prior code § 11.50.010)

Administrative Overview

APPENDIX A

2.56.020 Emergency management coordinator designation.

The mayor or his or her designee shall be designated as the city Emergency Management Coordinator (EMC). The EMC shall have full authority to coordinate and cooperate with the Matanuska-Susitna Borough emergency services coordinator and with the state of Alaska Division of Homeland Security and Emergency Management for response and relief of unforeseen emergencies and disasters. (Prior code § 11.50.020)

2.56.030 Declaration of disaster authority.

A local disaster emergency may only be declared by the mayor. If the city council is not in session when a disaster emergency proclamation is issued, a special session of the council will be requested to ratify the actions taken under this chapter as soon as conditions attendant to the emergency permit. A disaster emergency proclamation may not be continued or renewed for a period in excess of seven days, except by or with the consent of the city council. Any order or proclamation declaring, continuing or terminating a local disaster emergency shall be given prompt and general publicity, and shall be filed with the city clerk and the Alaska Division of Homeland Security and Emergency Management. (Prior code § 11.50.030)

2.56.040 Interjurisdictional agreements.

The mayor may, with council approval, enter into interjurisdictional arrangements with other political subdivisions, and the Alaska Division of Homeland Security and Emergency Management, for mutual aid in response to and recovery from disaster emergencies. (Prior code § 11.50.040)

2.56.050 Emergency plan—Implementation.

The declaration of a local disaster emergency shall authorize the implementation of the response and recovery aspects of the city disaster emergency plans, and authorizes the mayor to furnish aid and assistance under such plans. (Prior code § 11.50.050)

2.56.060 Emergency powers of mayor.

In addition to any other powers conferred upon the mayor by law, he or she may, upon proclamation of a disaster emergency:

- A. Suspend the provisions of any regulatory ordinance prescribing procedures for the conduct of city business or the orders or regulations of any city department, if compliance with the provisions of the statute, order or regulation would prevent, or substantially impede or delay, action necessary to cope with the disaster emergency;
- B. Use all of the resources of the city government as reasonably necessary to cope with the disaster emergency;
- C. Direct and compel the relocation of all or part of the population from any stricken or threatened area in the city, if he or she considers relocation necessary for the preservation of life or for other disaster mitigation purposes;
- D. Prescribe routes, modes of transportation and destination in connection with necessary relocation;
- E. Control ingress and egress from a disaster area, the movement of persons within the area, and the occupancy of premises in it;
- F. Make provisions for the availability and use of temporary housing;
- G. Allocate, ration or redistribute food, water, fuel, clothing and other items he or she deems necessary;
- H. Obtain vital supplies, equipment and other property found lacking and needed for the protection of the health, life and property of the people, and bind the city for the fair value thereof. (Prior code § 11.50.060)

2.56.070 Emergency powers of coordinator.

In accordance with inter-jurisdictional agreements, the Emergency Management Coordinator may direct city employees to the aid of other communities when required and he or she may request aid from the state, or other political subdivision, be sent to the city in case of disaster when conditions are beyond the capability of the city's resources to control. (Prior code § 11.50.070)

Administrative Overview

APPENDIX A

2.56.080 Cleanup authority.

Debris and wreckage removal in disaster emergency or major disaster:

- A. When the mayor has declared a major disaster or emergency to exist in the city, he or she may:
 1. Through the use of city employees or other public employees including public emergency response volunteers, clear from publicly or privately owned land or water, debris and wreckage that may threaten public health, safety or property;
 2. Apply for and accept state or federal funds and use those funds for the purpose of removing debris or wreckage from publicly or privately owned land or water.

- B. The mayor shall not have debris or wreckage removed from private property without first receiving agreement from the owner of the debris or wreckage, and from the property owner, to indemnify the city against claims arising from the removal. (Prior code § 11.50.080)

2.56.090 Financing.

- A. It is the intent of the council, and declared to be the policy of the city, that funds to meet disaster emergencies will always be available.

- B. The first recourse for funds to cope with a disaster emergency shall be the regularly appropriated funds of the various city departments. If appropriate departmental budgets have insufficient funds, the mayor may, not withstanding any other restrictions, or prior council approval, transfer and spend funds appropriated for other purposes, not to exceed fifty thousand dollars (\$50,000.00).

- C. During a declared disaster emergency, the mayor may apply for, receive, administer and spend grants, gifts or payments from any source, to aid in disaster response or recovery. (Prior code § 11.50.090)

Emergency Management

APPENDIX A

2.56.100 Emergency management office.

The Wasilla department of administration is the emergency management office and shall function as the disaster agency within the city as defined in AS 26.23.060.

- A. The mayor or his or her designee, the Emergency Management Coordinator, is responsible for maintaining liaison with state and other political subdivision authorities to insure the most effective operation of emergency preparedness plans.
- B. The Wasilla office of emergency management shall prepare and maintain a city emergency plan which may include provisions for:
 - 1. Prevention and mitigation of injury and damage that may be caused by a disaster;
 - 2. Prompt and effective response to disasters;
 - 3. Emergency relief;
 - 4. Authorizations and procedures for emergency procurement, temporary construction works to mitigate danger or damage, and other activities associated with appropriate responses to a disaster emergency;
 - 5. Organization of manpower and command and control;
 - 6. Coordination of federal, state and local disaster activities and plans;
 - 7. Recruiting and directing volunteer personnel to augment city personnel and facilities for response to disaster emergencies;
 - 8. Directing the immediate use of facilities, equipment and personnel from all available sources to prevent damage to persons or property or restoring governmental services and public utilities;
 - 9. Make surveys of resources and facilities in the city both public and private, as may be necessary to carry out the purpose of this chapter;
 - 10. Establish a register of volunteer organizations and persons with training and skills important to disaster prevention, preparedness, response and recovery;
 - 11. Establish a register of communication, construction and other equipment, temporary housing, and other resources available for use in a disaster emergency. (Prior code § 11.50.100)

Administrative Overview

APPENDIX A

2.56.110 Compensation.

No compensation for personal services is authorized under this chapter except for contract services during proclaimed disaster emergencies and in accordance with Wasilla Municipal Code. (Prior code § 11.50.110)

2.56.120 Governmental or private liability.

- A. This chapter provides for the city to exercise its governmental functions for the protection of the public peace, health and safety and neither the city nor agents or representatives of the city, or any individual, receiver, firm, partnership, corporation, association or trustee, or any agents thereof, in good faith carrying out, complying with or attempting to comply with any order, rule or regulation promulgated pursuant to this chapter shall be liable for any damage sustained to persons or property as the result of said activity.

- B. Any person owning or controlling real estate premises who voluntarily and without compensation grants the city the right to inspect, designate and use the whole or parts of the premises during a declared disaster emergency shall not be civilly liable for the death of, or injury to, any person on or about such real estate or premise under such license, privilege or other permission, or for loss of or damage to the property of such persons. (Prior code § 11.50.120)

CITY OF WASILLA RESOLUTION #04-33

Emergency Operations Plan

**CITY OF WASILLA
RESOLUTION SERIAL NO. 04-33**

**A RESOLUTION OF THE WASILLA CITY COUNCIL ADOPTING THE 2004 WASILLA
EMERGENCY OPERATIONS PLAN FOR THE CITY OF WASILLA AND REPEALING
RESOLUTION SERIAL NO. 01-14.**

WHEREAS, the City of Wasilla is required under AS 26.23.060 to implement an Emergency Operations Plan for the protection and safety of its Citizens; and

WHEREAS, Section 2.56.100(B) of the Wasilla Municipal Code requires the preparation of an Emergency Operations Plan to protect and preserve the lives, health, safety, and well-being of the people living or visiting Wasilla; and

WHEREAS, the City has developed both an Administrative Overview for the Emergency Operations Plan and an Emergency Operations Guide to plan and to prepare for major emergencies, to develop an orderly graduated response to a disaster emergency, and to assign specific and necessary responsibilities to maintain order in the event of a disaster; and

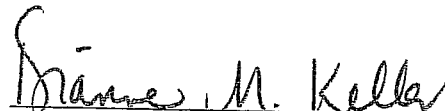
WHEREAS, the 2004 Wasilla Emergency Operations Plan consisting of the Administrative Overview and the Emergency Operations Guide is complete and designed to aid in emergencies that range from civil disorder to natural disasters; and

WHEREAS, The City wishes to forward the 2004 Wasilla Emergency Operations Plan to the Alaska Division of Emergency Services in compliance with AS 26.23.060.

NOW, THEREFORE BE IT RESOLVED by the Wasilla City Council that Resolution Serial No. 01-14 is repealed in its entirety; and


BE IT FURTHER RESOLVED that the 2004 Wasilla Emergency Operations Plan
is adopted.

ADOPTED by the Wasilla City Council on July 26, 2004.



DIANNE M. KELLER, Mayor

ATTEST:



KRISTIE SMITHERS, MMC
City Clerk

[SEAL]

INTERJURISDICTIONAL AGREEMENTS

Administrative Overview

APPENDIX C

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SECTION 2 PLAN MANAGEMENT

**Instructions to Plan Holder
Record of Changes
Distribution List
Plan Review Cycle
Training and Exercises**

Administrative Overview

DISTRIBUTION LIST

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

1. Alaska Department of Environmental Conservation
2. Alaska Department of Forestry
3. Alaska Division of Emergency Services, Terry Smith
4. MSB Central Mat-Su Fire Station, Fire Chief Jack Krill Jr.
5. MSB Director Emergency Services, Dennis Brodigan
6. Wasilla Chief of Police, Don Savage
7. Wasilla City Clerk, Krisite Smithers
8. Wasilla City Planner, Sandra Garley
9. Wasilla Director of Finance, Ted Leonard
10. Wasilla Director of Public Works, Archie Giddings
11. Wasilla Deputy Director of Finance, Susan Colligan
12. Wasilla Deputy Director of Public Works, Bill Harvey
13. Wasilla Library
14. Wasilla Manager C&R Services, Bruce Urban
15. Wasilla MAT-COMM Dispatch Center
16. Wasilla Mayor Dianne M. Keller

PLAN REVIEW CYCLE

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

- Whenever the Plan fails in an emergency.
- At least once per year.

The City Emergency Management Coordinator, with the assistance of the various City Departments, the Local Emergency Planning Committee, and other personnel as necessary, will determine if changes to the Plan are necessary. The City Emergency Management Coordinator will meet with City departments in April of each year to determine whether a revision is needed.

The City Emergency Management Coordinator will then be responsible for ensuring that revisions are incorporated into all copies of the Plan.

Administrative Overview

TRAINING AND EXERCISES

Training and exercises are vital to determine the effectiveness of this Emergency Operations Plan. These preparedness activities ensure that the operational concepts outlined are sound and that personnel are adequately trained to carry out necessary functions in time of disaster emergencies. In addition, such testing will provide a basis for the updating and revision of this Plan and for the identification of inadequate resources.

Training and exercise will be evaluated by participants and observers and specific elements of the Plan changed as indicated.

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

This Plan is designed to be used as a training outline to cover much of the above requirements.

Geographic & Demographic Characteristics

SECTION 3 GEOGRAPHIC AND DEMOGRAPHIC CHARACTERISTICS

Description
Local Government
Regional Geography
Climate
Population
Local Economy
Transportation
 Road System
 Rail Transportation
 Air Transportation
Facilities, Utilities and Services
 Utilities
 Communications
 Health Services
City of Wasilla Map

Geographic & Demographic Characteristics

DESCRIPTION

The City of Wasilla is located midway between the Matanuska and the Susitna valleys in south-central Alaska at approximately 61°58'14" North Latitude and 149°43'94" West Longitude, (Sec. 10, T017N, R001W, Seward Meridian). Main vehicular access to Wasilla is from the George Parks Highway the major transportation route that connects Anchorage and Fairbanks. Wasilla is about 45 miles north of Anchorage. It is also on the Alaska Railroad main line that runs between Anchorage and Fairbanks.

The City encompasses 13.2 sq. miles of land and 0.7 sq. miles of water

Over the past several years, Wasilla has been one of Alaska's fastest growing cities. With a present population of just over 6,715 (2003 estimate Alaska Division of Labor and Workplace Development), it is the largest city in the Matanuska-Susitna Borough.

Wasilla is the center of commercial activity in the Borough. Retail and shopping outlets abound in several malls and along the shopping strip; several statewide banks have outlets and service branches here, and utility, real estate, insurance and medical service organizations consider Wasilla their home base.

Commercial and industrial activities include steel fabrication, agriculture, concrete products, building materials distribution, millwork and building truss manufacture. Because of the location of several hundred small, private aircraft in the Wasilla-Palmer area, aircraft maintenance has also become a very important service. Catering to the tourist trade is another huge enterprise in Wasilla. There will be found hotels, motels and bed and breakfast operations and in total, over 100 lodging rooms are available in the Greater Wasilla marketing area.

Many dining, recreational and entertainment facilities can be found in the business district and nearby.

Administrative Overview

LOCAL GOVERNMENT

Wasilla was originally incorporated in 1974 as a 2nd class city, however, it is designated a first class city under Alaska statutes. It is governed by a six-member city council and an elected Mayor. It has the customary and usual powers of most Alaska municipalities and levies a .40 mill property tax and a 2.5 cent city sales tax to provide city services such as law enforcement and planning. Other municipal services include street maintenance, parks and recreation; water, sewer; airport, library, cemetery, museum, and visitor center; business licensing, and animal control.

REGIONAL GEOGRAPHY

Wasilla is nearly enveloped by the mountains of the Talkeetna and Chugach Ranges. Elevation varies from 300 feet to 500 feet above sea level within the City, as the topography features gentle rolling hills and flat moraines of glacial outwash materials. Lakes Lucille and Wasilla are prominent, popular, and located within the Wasilla city limits. A number of streams crisscross the area.

CLIMATE

January temperatures range from -33°F to 33°F; July temperatures range from 42°F to 83°F. Spring thaw, or break-up, typically begins in late March or early April and continues through May. Daylight hours range from a mean of 19 hours in June to 5 hours in December.

The average annual precipitation is 17 inches, with 50 inches of snowfall.

POPULATION

The population of the City is approximately 6,715 people (2003 est. by State Division of Labor and Workplace Development). Wasilla's population growth rate between 2000 and 2003 was 7.6% per year with a sustained annual growth rate of 5% per year since 1990. The population density for Wasilla is 516 persons per square mile. In comparison, the State of Alaska has a population density of 2.4 persons per square mile.

Geographic & Demographic Characteristics

LOCAL ECONOMY

Approximately 30% of the Wasilla workforce commutes to Anchorage. The local economy is diverse, and residents are employed in a variety of government, retail, and professional service positions. Tourism, agriculture, wood products, steel and concrete products are part of the economy. 120 area residents hold commercial fishing permits. Wasilla is the home of the Iditarod Sled Dog Race, Jr. Iditarod and the Tesoro Iron Dog Snowmobile Race.

TRANSPORTATION

Road System

The City is traversed by a major federal highway, the Parks Highway, running north to Fairbanks and south to Anchorage via the Glen Highway. This highway and other local roads connect the City to Anchorage, the remainder of the state and Canada. In addition, there are primary and secondary roads as well as subdivision roads.

Rail Transportation

The Alaska Railroad serves and traverses the City and mostly parallels the Parks Highway. The Alaska Railroad is the major shipper of bulk commodities like coal, timber and refined petroleum products. The railroad is a vital freight link between Anchorage and Fairbanks. The railroad also provides passenger service.

Air Transportation

A City airport, with a paved 3,700' airstrip, provides scheduled commuter and air taxi services. Float planes land at Wasilla Lake, Jacobsen Lake and Lake Lucille. There are ten additional private airstrips in the vicinity. Commercial jet flights are operated out of Anchorage International Airport.

Administrative Overview

FACILITIES, UTILITIES AND SERVICES

The majority of homes use individual water wells and septic systems, although the City operates a piped water and sewer system. Water is provided by a well at Spruce Avenue and two at Iditarod School, with a 2.3 million gallon storage capacity. Funds have been requested to develop an additional water source. Refuse collection is provided by a private company, for disposal in the Borough landfill. Residents also drop refuse at the Borough landfill in Palmer. Piped natural gas, provided by Enstar, is used to heat homes.

Utilities

Electricity

Matanuska Electric Association

Public Sewer

City

Public Water

City

Refuse Collection

Wasilla Refuse; other Private

Natural Gas

Enstar Natural Gas

LP Gas (Propane)

Bulk fuel service from local suppliers

Heating Oil

Bulk fuel service from local suppliers

Geographic & Demographic Characteristics

Telephone

Matanuska Telephone Association
Alascom AT&T
GCI

Cellular Phone Providers

MTA Wireless
Mactel Cellular System
Cellular One

Internet Service Providers

ACS Internet; Arctic.Net/TelAlaska, Inc; Chugach.Net; Core Comm.; Custom CPU; GCI; MTA Online; Sinbad Network Comm.

Communications

Newspapers

Frontiersman/ Valley Sun, Wasilla
Anchorage Daily News, Anchorage
Anchorage Press, Eagle River

Radio

KMBQ-FM, Wasilla
KNTA-FM, Talkeetna
Most Anchorage Stations

Television

Most Anchorage stations, KAKM; KIMO; KTBY; KTUU; KTVA; KYES

Cable Television

GCI Cable TV

Administrative Overview

Health Services

The central area of the Matanuska-Susitna Borough has a fairly comprehensive health service system. Valley Hospital provides inpatient and outpatient care at the hospital facility in Palmer as well as outpatient care at the West Valley Hospital Medical Center in Wasilla. The State of Alaska stations Public Health Nurses in the Matanuska-Susitna Borough. The main health center is located in Wasilla, with a satellite clinic in Palmer. Public health nurses respond to outbreaks and other public health emergencies throughout the Borough. There are numerous medical care clinics, dental clinics, vision clinics, counseling centers, children's and youth services, and private physicians and specialists.

Emergency medical services are provided by the Wasilla Ambulance Service, part of the Matanuska-Susitna Borough area wide emergency medical services.

Public Safety

Fire services are provided by the Central Mat-Su Fire Department, a part of the Matanuska Susitna Borough non area wide fire service area.

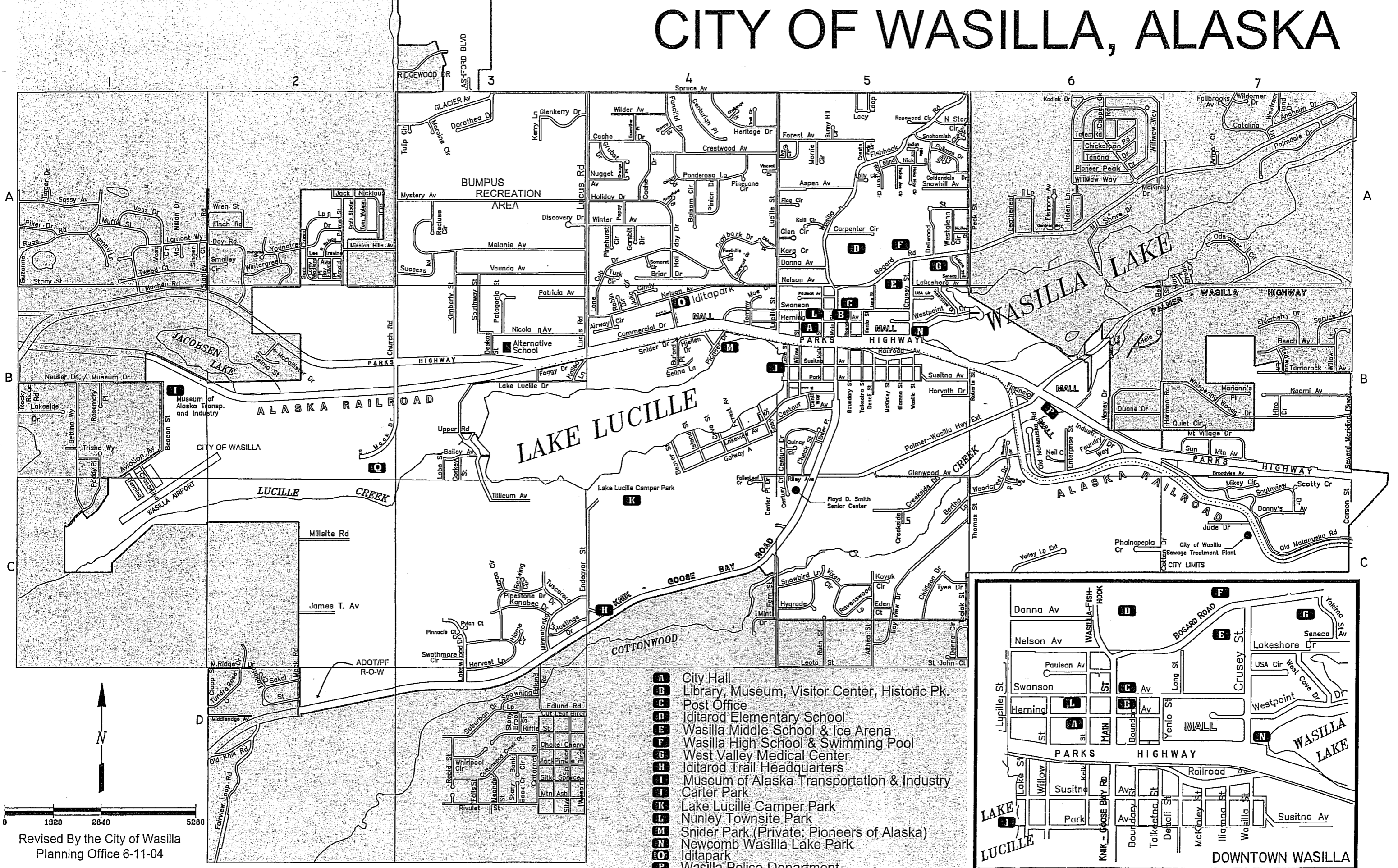
Geographic & Demographic Characteristics

CITY OF WASILLA MAP

Administrative Overview

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CITY OF WASILLA, ALASKA



- A** City Hall
- B** Library, Museum, Visitor Center, Historic Pk.
- C** Post Office
- D** Iditarod Elementary School
- E** Wasilla Middle School & Ice Arena
- F** Wasilla High School & Swimming Pool
- G** West Valley Medical Center
- H** Iditarod Trail Headquarters
- I** Museum of Alaska Transportation & Industry
- J** Carter Park
- K** Lake Lucille Camper Park
- L** Nunley Townsite Park
- M** Snider Park (Private: Pioneers of Alaska)
- N** Newcomb Wasilla Lake Park
- O** Iditapark
- P** Wasilla Police Department
- Q** Multi-Use Sports Complex

Revised By the City of Wasilla
Planning Office 6-11-04

STREET INDEX

Adele Cir. B-6
Airway Cir. B-4
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Alaska Railroad C-7
Alaska Railroad B-6
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Arnold Palmer's St. A-2
Aspen Ln. A-5
Aspen Ave. A-5
Byron Nelson Dr. A-2
Bailey Ave. B-3
Balsam Cir. A-4
Bank Cir. N. D-3
Bay View Dr. C-5
Beacon B-1
Beaver St. B-4
Beech Wy. B-7
Bertha Ln. C-5
Bettina Wy. B-1
Betts St. B-6
Betts St. A-7
Betts St. A-6
Blind Nick Dr. A-5
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Boundary St. B-5
Briar Dr. A-4
Bridge Stone Dr. A-5
Broadview Ave. B-7, C-7
Brook Cir. A-7
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Cache Dr. A-4
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Heritage Dr. A-4
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Hoka Hay Cir. A-5
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Pioneer Dr. B-4
Pipestone Dr. C-3
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Tuscarora Dr. C-3
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Wasilla Fishhook Rd. A-5
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Westglenn Cir. A-5
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Westcove Dr. B-5
Westmorland Dr. A-7
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Woodcrest Dr. B-6
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Youngtree Dr. A-2

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Museum of Transportation and Industry B-1
Old Wasilla Town Site Park B-5
Iditarod Trail Headquarters C-4
Newcomb Wasilla Lake Park B-5
City Hall, Police Dept. B-5
West Valley Medical Center B-5
Iditarod Elementary School A-5
Wasilla High School & Swimming Pool A-5
Wasilla Middle School & Ice Rink B-5
Lake Lucille Park C-4
Carter Park B-5
Snider Park (Private, Pioneers of Ak.) B-4
Alternative School B-3
Wasilla Municipal Airport B-1, C-1
Bumpus Ballfields A-3
City of Wasilla Municipal Library B-5
Post Office B-5
Nunley Park B-5
Floyd D. Smith, Senior Center C-5
Wasilla Wonderland Playground B-4
Wasilla Police Department B-6

Community Agencies

American Red Cross 357-6060
AmVets Post No. 9 376-2999
Greater Wasilla Chamber of Commerce 376-1299
Matanuska Electric Association 376-7237
Matanuska Susitna Borough School District 746-9200
Mat-Su Convention Visitors Bureau 746-5000
Matanuska Telephone Association 376-3211
Salvation Army 745-7079
The Veterans Center 376-4318
VFW Post No. 9365 376-5820
Valley Board of Realtors 376-5080
Valley Hospital 746-8600
Wasilla Area Seniors, Inc. 376-3104

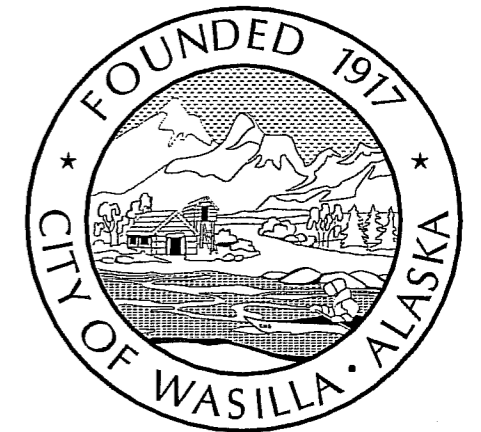
Emergency Numbers

Fire, Police, Ambulance - 911
Forestry Burn Permits 761-6203
Poison Control - 1-800-222-1222
Women's Shelter - 746-4080
Power Outage, M.E.A. - 745-3231
Telephone Outage, M.T.A. - 611
Enstar Natural Gas - 376-7979
Crime Stoppers - 745-3333
State Troopers (Bus. line) - 745-2131
Alaska Div. of Homeland Security & Emergency Mgmt - 1-800-478-2337

STREET MAP AND INDEX

City of Wasilla

290 E. Herning Ave.
Wasilla, Alaska 99654-7091
Phone: (907) 373-9050
FAX: (907) 373-9092
Population: 6,715
Elevation: 350 ft. above sea level
www.cityofwasilla.com



DIANNE M. KELLER, MAYOR

City of Wasilla Directory

ADMINISTRATION - 373-9055 FAX 373-9096
FINANCE - 373-9081 FAX 373-9085
CITY CLERK'S OFFICE - 373-9090 FAX 373-9092
WASILLA POLICE
POLICE DISPATCH - 352-5401 FAX 357-7877
PUBLIC WORKS - 373-9095 FAX 373-9054
LIBRARY - 376-5913 FAX 376-2347
MUSEUM - 373-9071 FAX 373-9072
RECREATION SERVICES - 373-9053 FAX 373-9092
PLANNING - 373-9020 FAX 373-9021
SPORTS COMPLEX - 357-9100 FAX 357-9122
WASILLA AIRPORT MANAGER - 376-6882

SECTION 4 HAZARD INFORMATION

Discussion

Hazard Identification

Civil Disorder

Earthquake

Enemy Attack

Energy and Communication System Interruptions

Fire

Hazardous Materials

Transportation Accident

Volcanic Eruption

Weather Extremes

DISCUSSION

The development of an all risk Emergency Operations Plan for the City of Wasilla requires the analysis of hazards, both natural and technological, that threaten the people, property, and environment within the City. The hazard analysis is the foundation for mitigation strategies, planning and preparedness activities, response capabilities, and recovery and restoration. There are several concepts involved in analyzing the dangers posed by natural and technological hazards.

A separate hazard analysis for the City of Wasilla has been performed for the Wasilla All Hazard Mitigation Plan. Additionally, the Matanuska-Susitna Borough's Local Emergency Planning Committee assembled a hazards analysis team with expertise in demographics, law enforcement, public works, utilities, fire fighting, hazardous substances, transportation, military, medical, and public health disciplines. The methodology they used to develop the Borough's hazards analysis followed the guidance in Guide for All-Hazard Emergency Operations Planning, State and Local Guide 101, September 1996, Federal Emergency Management Agency (FEMA); Capability and Hazard Identification Program, Civil Preparedness Guide 1-35, 1994, FEMA; Recommended Practice for Disaster Management, NFPA 1600, 1995 Edition, National Fire Protection Association; and Hazardous Materials Emergency Planning Guide, NRT-1, March 1987, National Response Team.

The following steps were employed:

1. Hazard Identification

The team first listed all hazards known to exist in the City of Wasilla and the Borough.

2. Vulnerability Analysis

The team then identified the population and property that is susceptible to death, injury or damage, should one of the identified hazards create an incident.

3. Risk Analysis

The team then assessed the probability that death, injury and/or damage would occur, considering the City and Borough's vulnerability. A "worst case scenario" was assumed in analyzing the risk from each hazard.

Administrative Overview

4. Hazard Selection

Finally, the team identified those hazards with potential catastrophic impact, to be included in the plan.

The information from this Hazard Analysis that pertains to specific hazards identified as threatening the City of Wasilla has been included in this Plan. Reference the Matanuska-Susitna Borough Emergency Operations Plan, Volume One, Administrative Overview, for the Hazard Analysis for the Borough.

As important as knowing the methodology of performing a hazard analysis is, deciding how detailed an analysis to conduct is a major consideration. While a complete analysis of all hazards would be informative, it may not be feasible or practical given resource and time constraints. The value of a limited hazard analysis should not be underestimated. The City of Wasilla has identified only the major hazards that threaten the area.

HAZARD IDENTIFICATION

| HAZARD | COULD THIS HAZARD AFFECT THE CITY OF WASILLA? | IS THIS HAZARD A SIGNIFICANT THREAT TO THE CITY OF WASILLA? |
|--|---|---|
| <p style="text-align: center;">Avalanche</p> <p>Mass of sliding snow, occurs in mountainous terrain where snow is deposited on slopes of 20 degrees or more.</p> | NO | NO |
| <p style="text-align: center;">Civil Disorder</p> <p>Riot, violent protest, demonstration, illegal assembly. Certain types of facilities are more vulnerable than others such as government buildings, universities, military bases, nuclear power facilities, correctional facilities.</p> | YES | YES |
| <p style="text-align: center;">Dam Failure</p> <p>Downstream flooding due to the collapse or failure of an impoundment. Risk area is the downstream inundation area as mapped by the Corps of Engineers or state/local agencies.</p> | NO | NO |
| <p style="text-align: center;">Drought</p> <p>Prolonged period without rain.</p> | YES | NO |

Administrative Overview

HAZARD IDENTIFICATION

| HAZARD | COULD THIS HAZARD AFFECT THE CITY OF WASILLA? | IS THIS HAZARD A SIGNIFICANT THREAT TO THE CITY OF WASILLA? |
|---|---|---|
| <p>Enemy Attack</p> <p>Hostile action taken against the U.S. by foreign forces resulting in the destruction of military targets or civilian targets or both. Areas around the country have been designated as high risk areas, host areas, or both.</p> | YES | NO |
| <p>Earthquake</p> <p>Sudden motion of the earth's surface, faulting, and ground failure.</p> | YES | YES |
| <p>Flood</p> <p>Riverine: periodic overbank flow of rivers and streams.</p> <p>Flash: quickly rising small streams after heavy rain or rapid snowmelt.</p> <p>Urban: overflow of storm sewer system usually due to poor drainage following heavy rain or rapid snowmelt.</p> | YES | NO |
| <p>Hazardous Materials Incident (stationary)</p> <p>Uncontrolled release of hazardous materials from a fixed site. Areas with hazardous materials fabrication, processing, or storage sites or hazardous waste treatment, storage, or disposal sites are at risk.</p> | YES | NO |

HAZARD IDENTIFICATION

| HAZARD | COULD THIS HAZARD AFFECT THE CITY OF WASILLA? | IS THIS HAZARD A SIGNIFICANT THREAT TO THE CITY OF WASILLA? |
|---|---|---|
| <p>Hazardous Materials Incident (transportation)</p> <p>Uncontrolled release of hazardous materials during transport. Areas at risk would be along highways, rail lines, pipelines, rivers, and port areas.</p> | YES | YES |
| <p>Hurricane ~Tropical Storm</p> <p>Large cyclonic storm accompanied by high winds, extreme rainfall, and storm surge.</p> | NO | NO |
| <p>Landslide</p> <p>A mass of sliding mud or rocks.</p> | YES | NO |
| <p>Nuclear Facility Incident (fixed)</p> <p>Uncontrolled release of radioactive material at a commercial power plant or other reactor facility. Areas at risk are designated as within the emergency planning zone of such facilities.</p> | NO | NO |

Administrative Overview

HAZARD IDENTIFICATION

| HAZARD | COULD THIS HAZARD AFFECT THE CITY OF WASILLA? | IS THIS HAZARD A SIGNIFICANT THREAT TO THE CITY OF WASILLA? |
|---|---|---|
| <p>Power Failure</p> <p>Interruption or loss of electrical service for an extended period of time. (An extended period of time would be long enough to require emergency management organization response to needs for food, water, heating, etc., caused by loss of power.)</p> | YES | YES |
| <p>Subsidence</p> <p>Depressions, cracks, and sinkholes in the ground surface. Areas of high vulnerability are active or abandoned underground mining sites, areas subject to other hazards which could trigger subsidence (i.e. earthquake) or areas of extensive groundwater withdrawal.</p> | YES | NO |
| <p>Tornado</p> <p>A small radius cyclonic windstorm.</p> | YES | NO |
| <p>Transportation Accident</p> <p>An incident involving passenger air or rail travel resulting in death or injury. Risk areas would be around airports with FAA control towers or with traffic flow heavy enough to pose a hazard and passenger rail lines.</p> | YES | YES |

HAZARD IDENTIFICATION

| HAZARD | COULD THIS HAZARD AFFECT THE CITY OF WASILLA? | IS THIS HAZARD A SIGNIFICANT THREAT TO THE CITY OF WASILLA? |
|---|--|--|
| <p>Tsunami</p> <p>Seismic sea wave usually generated by submarine geophysical displacement..</p> | <p>NO</p> | <p>NO</p> |
| <p>Urban Fire</p> <p>Uncontrolled burning in residential, commercial, industrial, or other properties in developed areas. All urban areas are at risk to personal injury or property damage due to fire.</p> | <p>YES</p> | <p>YES</p> |
| <p>Volcanic Eruption</p> <p>An eruption from the earth's interior producing severe blast effects, turbulent clouds of ash and gases, lighting discharges, volcanic mudflows, pyroclastic flows, corrosive rain, flash floods, outburst floods, earthquakes and tsunamis.</p> | <p>YES</p> | <p>YES</p> |
| <p>Wildfire</p> <p>Any instance of uncontrolled burning in grasslands, brush or woodlands.</p> | <p>YES</p> | <p>YES</p> |
| <p>Winter Storm (severe)</p> <p>Includes ice storm, blizzard, and extreme cold. Vulnerable areas would be subject to heavy snowfall, combined snow and high winds, or ice storms.</p> | <p>YES</p> | <p>YES</p> |

Administrative Overview

CIVIL DISORDER

Definition: A breach of the peace or public disturbance created by U.S. residents or citizens.

Legal protest assembly and terrorism may be seen as two extremes of a continuum of activity which may include strikes against a particular employer, through sabotage of government facilities, to the taking of hostages, and assassinations. Employees and facilities of City, Borough, State, and Federal agencies within the City may become the focus for violent activity. Persons or organizations determined to disrupt normal activities may attempt to damage or destroy such vital services as phone, electricity, water, and natural gas. Risks to persons and property depend on the nature and extent of the incident.

In conclusion, pre-planning and "worst case scenario" analysis are ways to begin mitigation for civil disturbance and acts of terrorism.

EARTHQUAKE

Definition: A series of elastic waves in the earth's crust, caused by abrupt easing of strains built up along geologic faults and by volcanic action, and resulting in movement in the earth's surface.

Approximately 11 percent of the world's earthquakes occur in Alaska. Of the ten largest earthquakes in the world since 1904, three occurred in Alaska. The vast majority of the large earthquakes in Alaska occur along the Aleutian Islands, the Alaska Peninsula, and the Kenai Peninsula. This belt is known as the Alaska-Aleutian subduction zone. The earthquakes result from slipping along the contact zone of the Pacific and Alaska plates. These earthquakes typically cause very strong shaking which last several minutes; significant, permanent uplift or subsidence over very large areas.

The general effects of these events include structural damage to bridges, buildings, airport facilities, utilities, and communications systems. In addition, an earthquake of between 6.0 to 8.0 on the Richter scale may be expected to result in additional natural/environmental emergencies such as floods and technological emergencies such as fires, explosions, and hazardous materials incidents; disruption of vital services such as water, sewer, power, gas and transportation; damage to and disruption of emergency response facilities, resources and systems; civil and political emergencies such as looting, and damage to water impoundment structures.

Wasilla is sited in the Cook Inlet basin which is a northeast-trending forearc basin located between the Chugach and Kenai mountains to the south and the Alaska Range and the Aleutian volcanic arc to the north and west. Major fault zones are close to the margin of the basin: the Castle Mountain fault to the north, Bruin Bay fault to the northwest, and the Border Ranges fault along the south. Folds in the basin are complex, discontinuous structures that have variable shape and vergence, and are commonly cored by blind faults. Many of the blind faults may be active. Of 28 identified structures, 22 are of sufficient size that, if active, could generate a magnitude 6 or greater earthquake. The City experiences frequent earthquakes below the 6.0 level.

Persons and property at risk in Wasilla are dependent on the severity of the earthquake. The severity, in part can be expressed in terms of both intensity and magnitude. Intensity is based on the observed effects of ground shaking on people, buildings, and natural features. This is measured with the Modified Mercalli Intensity Scale. Magnitude is related to the amount of seismic energy released at the hypocenter of the earthquake. This is measured with the Richter Magnitude Scale. The maximum threat would be the "worst case scenario" with the above mentioned effects impacting the entire City.

Administrative Overview

In conclusion, Wasilla has a rapidly developing urban and transportation infrastructure which is vulnerable to an extremely high level of earthquake hazard. Only through increased knowledge of the hazard and the carrying out of loss reduction measures can this potential hazard be mitigated.

ENEMY ATTACK

Definition: A hostile action taken against the United States by foreign forces which threatens military or civilian targets or both.

FEMA's publication, Nuclear Attack Planning Basis-1990 Final Project Report (US GPO, 1987 719-953/60059), otherwise referred to as NAPB-90, is an estimate of the potential physical effects of a nuclear attack on the population of the United States in terms of the degree of the potential risk. Three types of potential nuclear attack effects risks are:

- the direct effects risk from blast overpressure generated by the explosion of a nuclear weapon.
- the potential thermal and secondary blast-ignited fire risk created by the combined effects of blast overpressure damage and the thermal pulse or fireball of a weapon.
- the fallout risk from radiation generated by surface-burst weapons.

FEMA's publication, Nuclear Attack Planning Basis-1990 Final Project Report identifies no military targets in the City of Wasilla or the Borough. The nearest military targets identified are located in the Municipality of Anchorage. Due to the City's lack of proximity to a primary target, blast overpressure and fire risks are of little concern. "Secondary" effects, such as radioactive fallout, electromagnetic pulse (EMP), and nuclear winter, are a concern. Protection from "fallout" requires sheltering. Electrical and electronic equipment need to be protected from EMP.

The task of identifying civilian targets subject to hostile action is difficult at best since one has to ascertain the attack objectives of the hostile force(s). Many factors affect the validity of assumptions concerning the effects of an enemy attack. Among them are enemy targeting priorities, weapon size and design, height of burst, and the delivery system accuracy and reliability. It seems probable that terrorism provides the most likely attack threat to Wasilla. The City's proximity to potential terrorist targets in the Municipality of Anchorage, makes a diversionary strike a possibility.

In conclusion, the threat of enemy attack to the City of Wasilla is statistically extremely low. Preparation for this kind of hazard entails the same kind of planning for the other identified hazards mainly in the areas of sheltering and evacuation.

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS

Definition: The shortage or interruption of vehicle fuel, heating oil, natural gas, disruptions of electrical power and interruptions to communication systems.

Energy shortages in Wasilla include the shortage or interruption of vehicle fuel, heating oil, bottled gas or disruptions of electrical power. The City's supply of fuel, heating oil, bottled gas, and production of electrical power may be affected by international, national or Alaska conditions, or as a result of major natural or technological emergencies such as earthquakes or periods of unusually cold weather.

The moment at which a reduction in supply becomes an emergency, or requires specific action is difficult to pinpoint. Conditions may be exacerbated by panic buying, hoarding, or the time of year in which the crisis occurs. Short of declarations of emergency by either the Governor, or by the President of the United States, the fuel supply of the United States is designed to respond to market conditions. People and property at risk in the City of Wasilla are dependent on the extent of shortages or outages.

In conclusion, mitigation depends again on public education and awareness for individuals to be prepared to function without normal sources and supplies of energy and for entities such as hospitals, administrations, emergency services, and other vital agencies to have in place alternate and/or backup supplies and capabilities for energy use.

FIRE

Definition: (as published by the Society of American Foresters)

Wildland fire: Any fire occurring on wildland that is not meeting management objectives and thus requires a suppression response. [syn. Wildfire] (cf. Brush Fire, Forest Fire, Range Fire, Uncontrolled Fire)

Structural fire: Fire originating in and burning any part or all of any building, shelter, or other structure.

Wildland/Urban Interface: The wildland/urban interface is defined as the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetation. It is synonymous with the term "intermix."

WILDLAND FIRE

The City of Wasilla generally only experiences secondary effects of wildland fires such as smoke and ash fall. The City has served as an incident management center for wildland fires in the borough and provides shelter and services for borough residents who have been evacuated as a result of wildland fires. Currently, an annual average of 160 wildland fire responses are made throughout the Borough each summer. This is a 3-fold increase in activity as compared to pre-1980. While lightning fires do occur, 99 percent of the fires are caused by human activities. Wildland fire activity is expected to continue to increase as the Borough population increases.

The official wildland fire season is established in AS 41.15.050 as the time period between May 1 to September 30, inclusively; although fires do occur as early as mid-April and as late as mid-October. The majority of fires occur in populated areas and therefore pose an immediate threat to real property and residents. Fires are caused principally by human activities with debris burning being the most frequent cause, followed by abandoned campfires. Other starts are attributed to children, fire works, downed power lines and structure fires escaping into surrounding vegetation. Infrequent starts can be caused by vehicle accidents, aircraft crashes and flying brake shoes from railroad cars. Intentionally set fires by juveniles have occurred. Fires can also be caused by other emergencies such as earthquakes and thunderstorms.

Administrative Overview

URBAN FIRE

The Central Mat-Su Fire Station, the primary responder to all City of Wasilla fire incidents, received 254 fire related calls between February 2003 and January 2004. Of these calls, 79 were structure fire, 4 were fires in mobile property, 48 were vehicle fires, 72 were natural vegetation fires, 35 were outside rubbish fires, the remainder were listed as "other fires". All structures are vulnerable to urban fire. Central Mat-Su firefighters respond to structure fire and natural vegetation fires in about equal numbers. The City has aggressively installed fire hydrants as part of its water system improvements program; however, fire hydrants are not normally available outside the city limits.

The June, 1996 Miller's Reach Fire serves to demonstrate the potential for catastrophic harm to residents and developments. Commercial and private property loss exceeded \$15 million and personal property loss was nearly \$1 million. Another \$16.5 million was expended to control and extinguish the fire.

Secondary impacts from fires include air space and road closures due to smoke and communication and electrical service shutdown.

Cooperative agreements between the Alaska Division of Forestry, the Borough and other Volunteer Departments provide for joint response to fire starts. It is important to note that mutual response is the most efficient and economical management strategy to apply as it maximizes the use of the suppression forces available. In addition, the Alaska Division of Forestry has agreements with the federal sector (Bureau of Land Management & U.S. Forest Service) which allow for a sharing of firefighting resources.

HAZARDOUS MATERIALS

Definition: An element or compound which, when it enters into the atmosphere or in or upon the water or surface or subsurface land, presents an imminent and substantial danger to the public health or welfare, including but not limited to fish, animals, vegetation, or any part of the natural habitat in which they are found.

Stationary Releases

The uncontrolled release of hazardous materials from a fixed site such as hazardous materials storage sites, or sites where hazardous materials are used.

Transportation Releases

The uncontrolled release of hazardous materials being transported via highways, railway, pipelines, waterways or by air.

“Hazardous materials” refers generally to extremely hazardous substances, petroleum products, natural gas, synthetic gas, acutely toxic chemicals and other toxic chemicals. Hazardous materials release incidents addressed include both fixed site facilities (storage and usage) and during transportation.

Hazardous material may be transported to and through Wasilla on the Parks Highway, the Palmer-Wasilla Highway, and on the Alaska Railroad. Small quantities of hazardous materials may be transported to private fields or the Wasilla airport for subsequent distribution on fixed-wing aircraft. All classes of hazardous materials may be expected on these routes.

The most common method of transport along the highway system is with semi-tractor trailers. The Alaska Railroad is a major transporter of hazardous materials through the City.

Regionally, ocean-going vessels transport hazardous materials into and out of upper Cook Inlet. Fresh water transport occurs on a smaller scale throughout the Susitna River basin. There are a number of fixed sites within the Borough where hazardous materials are stored and used. Hazardous materials releases may also occur as a result of other hazards (i.e. earthquakes).

Administrative Overview

HAZARDOUS MATERIALS

Historically, major hazardous materials release incidents have involved highway and/or railway transportation. Numerous small incidents from fixed sites and roadway transportation have occurred.

At this time in the City of Wasilla, there are no known facilities with reportable quantities of Extremely Hazardous Substances (EHS) as delineated in The Emergency Planning and Community Right to Know Act (EPCRA). In addition there are no known At Risk Facilities from EHS's.

Hazardous materials response methods and procedures to be followed by individual facility owner/operator's to respond to a release can be found in the respective facility Emergency Operations Plan. Hazardous materials response methods and procedures to be followed by local emergency and medical personnel to respond to a release can be found in the respective agency Standard Operating Procedures and Standard Operating Guides. Release detection equipment and emergency equipment is facility specific and can be found in the respective facility Emergency Operations Plan.

Persons, property and environment at risk depend on the nature, quantity and location of the hazardous materials released, and prevailing weather and tides. The worst case scenario has the potential to greatly impact the City. Identifying the specific hazardous materials and their potential impact to the City allows pre-planning to mitigate the risks from this hazard.

TRANSPORTATION ACCIDENT

Definition: An accident involving passenger air, highway, rail and marine travel resulting in death or injury and/or disruption to the transportation system/corridor.

The major types of transportation accidents considered in this EOP are air, highway, and rail. Transportation accidents that occur along the highway system, air space, and railroad would not normally constitute a major emergency unless the accident was complicated by hazardous materials, or include mass casualties or fatalities. Aviation is an important form of transportation in Alaska.

The City owns the Wasilla Airport. The bulk of the air traffic is small to mid-size air taxis and private aircraft. Military aircraft frequently transit the area, and the area is used occasionally for military training and maneuvers. In addition to fixed wing aircraft, helicopters fly the area in a variety of activities.

Wasilla is traversed by the Parks Highway and the Alaska Railroad line. These are the major freight corridors linking the interior with the coast. The City experiences a seasonal increase in vehicular traffic during the summer months with large RV's and motor homes. Most of the goods and commodities are transported by semi-tractor trailer and medium sized rigs. Also, full sized buses frequently visit with the tourist trade. The railroad is the major shipper of bulk commodities (gravel, coal, timber, petroleum) and a vital freight link between Anchorage and Fairbanks.

People and property at risk are dependent on the size and location of the accident. Most transportation accidents are localized and are mitigated by local resources and augmented with mutual aid agreements. Accidents on a larger scale or that involve haz-mat and/or mass casualties will require additional resources. These events may also impact much larger areas due to secondary effects.

In conclusion, pre-planning with mutual aid agreements and cooperative aid agreements are the tools for mitigating transportation accidents.

VOLCANIC ERUPTION

Definition: The venting of pressure from within the earth's crust, often accompanied by the ejection of molten lava, rock, gases and/or ash.

The most likely sources of volcanic hazard to the City of Wasilla are Mt. Hayes, Mt. Redoubt and Mount Spurr. These are the active and eruptive volcanos closest to the City and are part of the "Pacific Rim of Fire". These volcanoes are classified as strombolian type, are mildly explosive, and have been active for some time, as indicated by numerous buried ash layers in surrounding soils. Volcanic activity can produce severe blasts, turbulent clouds of ash and gases, lightning discharges, volcanic mudflows, pyroclastic flows, corrosive rain, flash floods, outburst floods, earthquakes, and tsunamis. Wasilla has experienced ash fallout, disruption of air traffic, and decreased visibility as a result of the recent volcanogenic activity. Vulnerability is dependent on the type of activity and current weather, especially wind patterns.

Fresh volcanic ash may be harsh, acidic, gritty, and smell like sulphur. Heavy ashfall may reduce sunlight, causing a sudden electrical demand and possibly "brown-outs" of electric power. Ash can clog watercourses and sewage treatment facilities, and affect all kinds of machinery. A one inch layer of ash weighs ten pounds per square foot. Thus, ash accumulation on structures presents a threat identical to that of heavy, wet snow. Fine ash is extremely slippery, especially when wet, and can hamper both driving and walking. Ash can also damage the lungs of small infants, the very old or infirm, or those already suffering from respiratory illnesses.

In summary, it is predominantly the secondary effects of volcanic eruptions that present a hazard to the City. This requires a few emergency actions to enable people to cope with the immediate and potential long term effects. The ability of City administration, city departments, local utilities, and medical facilities to function and continue to provide essential services facilitates this effort. Public information, education and awareness efforts, before, during and after the event, are absolutely essential.

WEATHER EXTREMES

Definition: Weather events which exceed the bounds of normalcy for the area in which they occur.

The City of Wasilla is located midway between the Matanuska and Susitna river valleys. It lies south of the Talkeetna Mountains and about 12 miles north of the Knik Arm of the Cook Inlet. Hurricanes, tornadoes, or large hail are not known to occur in Wasilla. Freezing rain, heavy snowfall, drifting snow and high winds are the dominate weather hazards affecting the City.

Winds in excess of 60 miles/hour occur frequently. High winds can reach hurricane force and have the potential to seriously damage community infrastructure such as buildings and above ground utility lines.

Injuries and death related to freezing rain, heavy snowfall and drifting snow usually occur as a result of vehicle accidents. Casualties also occur due to overexertion while shoveling snow and hypothermia caused by overexposure to the cold weather. Periods of extreme cold occur infrequently due to the moderating effects of the Cook Inlet.

Occurrences of extreme weather tend to disrupt vital services such as water, sewer, power, gas and transportation systems and emergency response capabilities. Populations at risk depend on the duration and extent of the weather system. A "worst case scenario" would affect the entire City.

In conclusion, mitigation depends heavily on public education, individual preparedness, and the City' ability to provide emergency services and shelter in partnership with other agencies.

Administrative Overview

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CITY OF WASILLA
EMERGENCY OPERATIONS PLAN



Emergency Operations Guide
Volume Two

July 2004

City of Wasilla
290 E. Herning Ave.
Wasilla, AK 99654-7091
907 373-9055

HOW TO USE THIS VOLUME EMERGENCY OPERATIONS GUIDE

While no plan can replace the common sense and good judgement of personnel, department directors, managers, and other decision makers, this Emergency Operations Guide does provide a system to guide persons in an effort to mitigate and prepare for, respond to, and recover from disaster emergencies.

The Wasilla Emergency Operations Guide sets forth general policies and procedures for the purpose of integrating all emergency and non-emergency response systems into a program for integrated disaster emergency management.

**In the event
that you need to
use this volume:**

1 st. Go to the Hazard Checklist that is specific to the threat causing the incident. Follow the recommendations listed under the respective emergency phases:

- **Warning**
- **Response**
- **Recovery**

2 nd. Use the other sections of the Emergency Operations Guide as directed and/or required by the hazard checklist.

Emergency Operations Guide

SECTIONS

SECTION 1 HAZARD SPECIFIC CHECKLIST

This section contains hazard specific checklists that encompasses the warning, response, and recovery phases of the hazards that threaten the City.

SECTION 2 DISASTER DECLARATION AND REPORTING

This section gives legal definitions of emergencies and disasters, and explains how to declare a disaster emergency and report one to the Borough and the Alaska Division of Homeland Security and Emergency Management. Procedures for reporting damage assessment are also found in this section.

SECTION 3 INCIDENT COMMAND SYSTEM

This section explains the Incident Command System as used throughout the City. It incorporates command levels, Incident Command System organizational assignments and major or complex incident management.

SECTION 4 PUBLIC INFORMATION

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

SECTION 5 COMMUNICATIONS

This section explains the communication planning required for incidents, emergency operation centers, amateur radio operators, and radio caches.

SECTION 6 ALERT AND WARNING

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

SECTION 7 EVACUATION

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

SECTIONS

SECTION 8 SHELTER AND FEEDING

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

SECTION 9 HEALTH AND MEDICAL SERVICES

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

SECTION 10 RESOURCE MANAGEMENT

This section describes how resources needed during a disaster emergency will be managed.

SECTION 11 ORGANIZING FOR SPECIAL INCIDENTS

This section explains the Incident Command System as used in the City of Wasilla for special incidents. It includes oil spills, hazardous materials, and multi-casualty incidents.

SECTION 12 TERRORIST INCIDENTS

The purpose of this section is to assist in the development of a management plan for responding to and recovering from a terrorist-initiated incident, particularly one involving weapons of mass destruction (WMD).

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| Alert | Informs people of impending danger. |
| ADEC | Alaska Department of Environmental Conservation. |
| ADF&G | Alaska Department of Fish and Game. |
| ADHS&EM | Alaska Division of Homeland Security and Emergency Management. |
| ARC (American Red Cross) | The national organization with a congressional mandate to undertake the relief of persons suffering from disaster. |
| ARRT (Alaska Regional Response Team) | The ARRT is one of 13 Regional Response Teams of the National Response System for coordination of all government agencies responsible for environmental protection in a focused response strategy for the immediate and effective clean up of an oil or hazardous substance discharge. The regional response teams are planning, policy and coordinating bodies, and do not respond directly to incidents. |
| AST | Alaska State Troopers. |
| Avalanche | A fall or slide of a large mass of material, as snow, rock, or earth, down a mountainside. |
| CAMEO (Computer Aided Management of Emergency Operations) | Computer program developed by NOAA used to track data required under Title III of SARA. |
| CERCLA | Comprehensive Environmental Response, Compensation and Liability Act of 1980. |
| CHEMTREC (Chemical Transportation Emergency Center) | Operated by the Chemical Manufacturers Association. Provides information and/or assistance to emergency responders. Can be reached 24 hours a day by calling 800-424-9300. |
| CISPRI | Cook Inlet Spill Prevention and Response, Inc. |
| Civil Disorder | A breach of the peace or public disturbance created by U.S. residents or citizens. |
| Cold Zone | The clean area outside of the contamination control line. Equipment and personnel are not expected to become contaminated in this area. This is the area where resources are assembled to support the hazardous materials release response. |

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**Community
Emergency Manager**

The individual who has the primary day-to-day responsibilities for emergency management programs and activities, and coordinates a jurisdiction's mitigation, preparedness, response, and recovery activities.

**Contamination
Reduction
Corridor**

That area within the Warm Zone where the actual decontamination is to take place.

**CPCS
(Common Program
Control Station)**

An element of the Emergency Alert System. The primary broadcast station in each operational area assigned the responsibility for coordinating the broadcasting of common emergency public information in that area.

Damage Assessment

The appraisal or determination of the actual effects resulting from a disaster emergency. This estimate serves as the basis for the Governor's request for a Presidential Disaster Declaration.

Disaster

Occurrence or imminent threat of wide spread or severe damage, injury, loss of life or property, or shortage of food, water, or fuel resulting from:

- a. an incident such as storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, avalanche, snowstorm, prolonged extreme cold, drought, fire, flood, epidemic, explosion, or riot;
- b. the release of oil or a hazardous substance, if the release requires prompt action to avert environmental danger or mitigate environmental damage; or
- c. equipment failure if the failure is not a predictably frequent or recurring event or preventable by adequate equipment maintenance or operation." (AS 26.23.900)

Disaster Emergency

The condition declared by proclamation of the governor or declared by the principal executive officer of a political subdivision to designate the imminence or occurrence of a disaster (AS 26.23.900).

**DRC
(Disaster Recovery
Center)**

An office established in the disaster area where individual disaster victims may receive information concerning available assistance and apply for programs for which they are eligible. The DRC will house representatives of the Federal, State and Local agencies which deal directly with the needs of individual victims.

Drought

A prolonged period with little or no precipitation with severe negative economic impact.

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| Earthquake | A series of elastic waves in the earth's crust, caused by abrupt easing of strains built up along geologic faults and by volcanic action, and resulting in movement in the earth's surface. |
| EAS (Emergency Alert System) | Consists of broadcasting radio; television; cable stations; and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies. |
| EHS (Extremely Hazardous Substance) | In the text of SARA, Title III, EHS means any substance contained within the list of substances published by the Administrator of the U.S. Environmental Protection Agency. Otherwise known as the 302 Extremely Hazardous Substance List. |
| Enemy Attack | A hostile action taken against the United States by foreign forces which threatens military or civilian targets or both. |
| Energy and Communication System Disruptions | The shortage or interruption of vehicle fuel, heating oil, natural gas, disruptions of electrical power and interruption to communication systems. |
| EOC (Emergency Operations Center) | Facilities designated for use by governments to direct and manage disaster emergency operations. |
| EPA (Environmental Protection Agency) | The federal agency responsible for regulating air, water, hazardous waste, pesticides, and toxic substances. |
| EPCRA | Emergency Planning and Community Right-to-Know Act of 1986. |
| Epidemic | The occurrence in a community or region of cases of an illness (or an outbreak) with a frequency clearly in excess of normal expectancy. The number of cases indicating presence of an epidemic will vary according to the infectious agent, size and type of population exposed, previous experience or lack of exposure to the disease, and time and place of occurrence; epidemicity is thus relative to usual frequency of the disease in the same area, among the specified population, at the same season of the year. A single case of a communicable disease long absent from a population or the first invasion by a disease not previously recognized in that area requires immediate reporting and epidemiologic investigation; two cases of such a disease associated in time and place are sufficient evidence of transmission to be considered an epidemic. |

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| Evacuation | The removal of potentially endangered, but not yet exposed, persons from an area threatened by a hazard. Entry into the evacuation area should not require special protective equipment. |
| Facility Emergency Coordinator | Facility representative for each Title III 302 facility with an EHS in a quantity exceeding its threshold planning quantity (TPQ), who participates in the emergency planning process for that site. |
| FCO (Federal Coordinating Officer) | The person appointed by the President to coordinate federal assistance in an emergency or disaster. |
| FEMA (Federal Emergency Management Agency) | Agency established to oversee federal assistance to local government in the event of major disasters. Also administers the Emergency Management Assistance Program, which provides emergency management funds to local governments through the states. |
| Fire | <p>Wildland: Any fire occurring on wildland that is not meeting management objectives and thus requires a suppression response. [syn. Wildfire] (cf. Brush Fire, Forest Fire, Range Fire, Uncontrolled Fire)</p> <p>Structural: Fire originating in and burning any part or all of any building, shelter, or other structure.</p> <p>Wildland/Urban Interface: The wildland/urban interface is defined as the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuels (Society of American Foresters, July 1990). It is synonymous with the term "intermix".</p> |
| Flood | An unusually large flow or rise of water, especially over land not usually covered with water. |
| Flood Plain | Any land area susceptible to being inundated by flood waters from any source. |
| FOSC (Federal On-Scene Coordinator) | Federal employee responsible for coordinating the on scene federal response to a hazardous materials incident. The FOSC will usually be a member of the U.S. Coast Guard or the Environmental Protection Agency. |
| Hazard | Any situation or condition that has the potential of causing injury to people or damage to property. |

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| Hazardous Materials Incident | Uncontrolled or unlicensed release of hazardous materials during storage or use from a fixed facility or during transport outside a fixed facility that may impact the public health, safety, and/or environment. |
| HAZ-MAT (Hazardous Material) | An element or compound which, when it enters into the atmosphere or in or upon the water or surface or subsurface land, presents an imminent and substantial danger to the public health or welfare, including but not limited to fish, animals, vegetation, or any part of the natural habitat in which they are found. |
| HAZWOPER (Hazardous Waste Operations and Emergency Response) | Federal safety and health standards promulgated for hazardous waste operators and emergency response personnel by the Occupational Safety and Health Administration (OSHA) as authorized in SARA, Title I; otherwise known as 20 CFR 1910.120 final rule. |
| Hot Zone | That area immediately around a hazardous materials release. That area where contamination does or could occur. The innermost of the three zones of a haz-mat site. Special protection is required for all personnel while in this zone. |
| IAP (Incident Action Plan) | The Incident Action Plan, which is initially prepared at the first Planning Meeting, contains general control objectives reflecting the overall incident strategy, and specific action plans for the next operational period. The Incident Action Plans will have a number of attachments. All incidents require an action plan. For simple incidents the action plan is not usually in written form. Large or complex incidents will require that the action plan be documented in writing. |
| IC (Incident Commander) | The individual responsible for the management of all incident operations. |
| ICP (Incident Command Post) | Facility where the incident commander, responders, and technical representatives can make response decisions, deploy resources, and handle communications. |
| ICS (Incident Command System) | System which provides effective incident management through the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure to effectively accomplish stated objectives pertaining to an incident. |
| IMT (Incident Management Team) | A management team organized within the Incident Command System to effectively achieve stated incident objectives utilizing the five management functions required for response to all hazard, all risk incidents. |

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| Incident | An occurrence or event, either human-caused or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources. |
| Integrated Emergency Management System | A broad, all hazard emergency management system which encompasses all the various types of emergencies, and addresses mitigation, preparedness, response, and recovery activities. It encourages the development of the common management functions required for response to emergencies of all types. |
| JIC | Joint Information Center. |
| Landslide | A mass of sliding mud or rocks. |
| LEPC (Local Emergency Planning Committee) | The committee appointed by the Alaska State Emergency Response Commission, as required by Title III of SARA, (AS 26.23.073), to perform local emergency planning and community right-to-know activities. Committees are appointed in each planning district in the state and are required to have representation from a variety of groups. |
| LEPD (Local Emergency Planning District) | The geographical area designated by the Alaska State Emergency Response Commission as the area in which plans must be developed for response to all disasters. |
| Local Government | Any county, city, village, town, district, or other political subdivision of any State, Indian tribe or authorized tribal organization, or Alaska Native village or organization and includes any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by a State or political subdivision thereof. (42 USC 5122) |
| LOSC (Local On-Scene Coordinator) | The designated community emergency coordinator under the Local Emergency Response Plan (LERP). Where no LERP exists, the police or fire chief or other emergency services official will serve as the LOSC. |

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| MAC Group | A Multi-Agency Coordination (MAC) group is a group of agency administrators who come together when the character and intensity of the emergency situation significantly impacts or involves other agencies for the intended purpose of improving interagency coordination at the top management level by the execution of the following duties: Setting priorities, acquiring or allocation of resources, coordinating State and Federal disaster designations, providing a political interface with the incident activity, and coordinating information to other agencies and the public. |
| MBO (Management By Objectives) | Top down management so that all involved know and understand the objectives of the operation. |
| MBO (Management By Objectives) | Top down management so that all involved know and understand the objectives of the operation. |
| MSDS (Material Safety Data Sheet) | Written or printed material concerning hazardous chemicals, including the manufacturer's name, the chemical's synonyms, trade name, chemical family, hazardous ingredients, physical data, fire and explosion hazard data, health hazard data, reactivity data, spill or leak procedures, special protection information, and special precautions. |
| NAWAS (Nation Warning System) | The Federal portion of the Civil Defense Warning System, used for the dissemination of warning and other emergency information from Federal and State warning points. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis. |
| NIIMS (National Interagency Incident Management System) | A common system consisting of five major sub-systems that collectively provide a total systems approach to all risk incident management. The sub-systems are: 1) The Incident Command System; 2) Standardized Training; 3) Qualifications and Certification System; 4) Publications Management; and 5) Supporting Technologies. |
| NRT (National Response Team) | The national body responsible for coordinating Federal planning, preparedness, and response actions related to oil discharges and hazardous substance releases. |
| NOAA | National Oceanic and Atmospheric Administration. |
| NWS | National Weather Service. |

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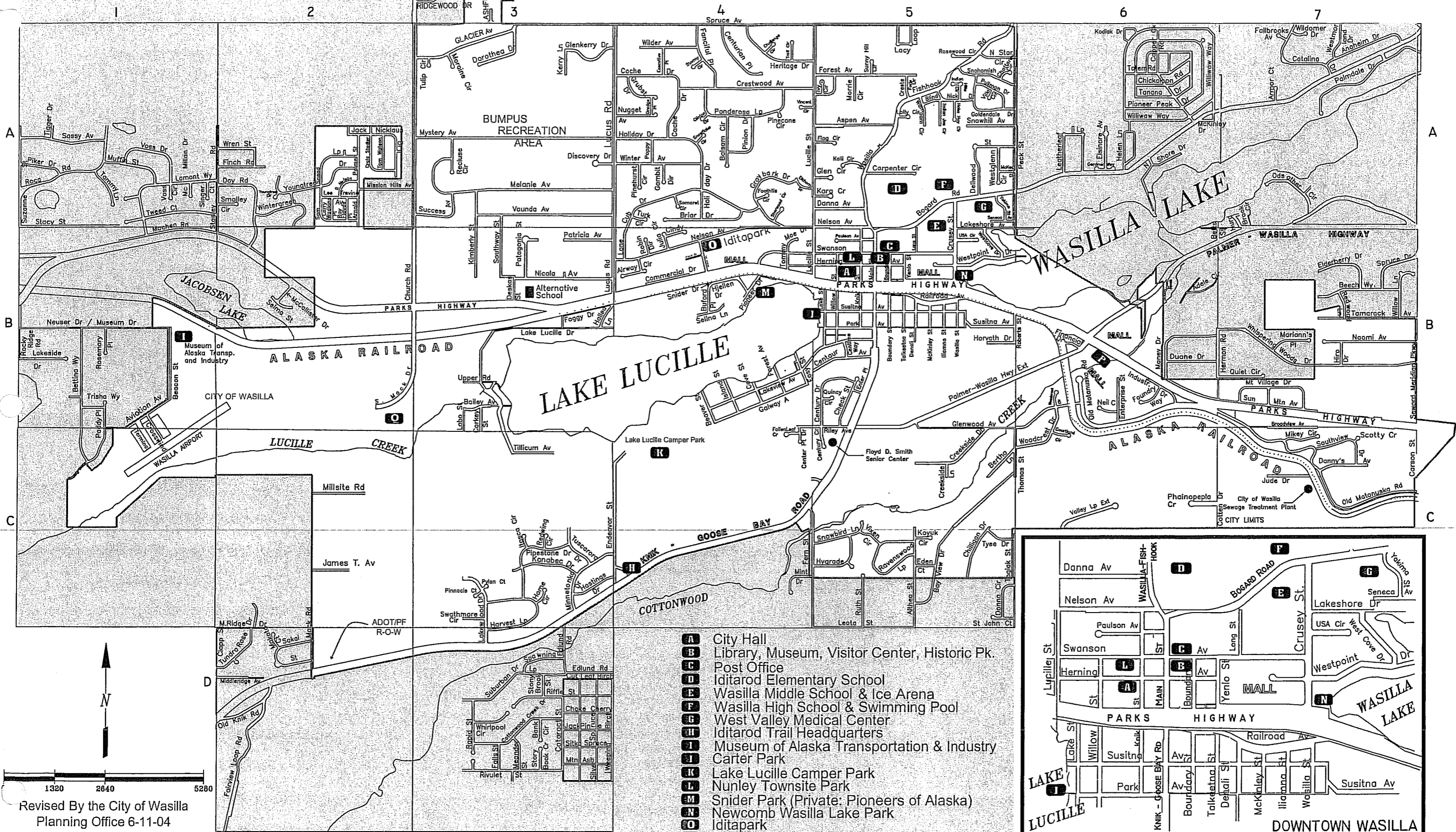
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| OEM (Office of Emergency Management) | A branch of the municipal government responsible for the preservation of life and property in the event of a natural or manmade disaster emergency by making maximum use of municipal resources. |
| OSHA (Occupational Safety and Health Administration) | Part of the U.S. Department of Labor. OSHA develops and enforces federal standards for occupational safety and health. |
| PIO (Public Information Officer) | A member of the command staff, is responsible for the formulation and release of information about the incident to the news media and other appropriate agencies and organizations. |
| Political Subdivision | A municipality; an unincorporated village; or another unit of local government. (AS 26.23.900) |
| PPE (Personal Protective Equipment) | That equipment and clothing required to shield or isolate personnel from chemical, physical, and biological hazards. |
| RCRA | Resource Conservation Recovery Act of 1976. |
| RPOSC (Responsible Party On-Scene Coordinator) | Company employee responsible for coordinating the on-scene responsible party response to a hazardous materials incident. The RPOSC will usually be an employee of the company causing the spill or the designated contractor to the spiller. |
| Safe Refuge Area | An area within the contamination reduction zone for the assemblage of individuals who are witnesses to the hazardous materials incident or who were on site at the time of the spill. This assemblage will provide for the separation of contaminated persons from non-contaminated persons. |
| Salvation Army (The) | A religious and charitable organization, that in the event of a major disaster, mobilizes its personnel and resources to provide assistance to disaster victims and workers. Other aid provided includes food, clothing, shelter, and other needs as indicated. |
| SARA (Superfund Amendments and Reauthorization Act of 1986) | Title I deals with health and safety issues for hazardous waste workers and emergency response personnel. Title III deals with emergency planning and community right-to-know provisions. Also known as the Emergency Planning Community Right-to-Know Act (EPCRA). |
| SCO (State Coordinating Officer) | The representative of the Governor who coordinates State, Commonwealth, or Territorial response and recovery activities with those of the Federal Government. |

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| SERC | State Emergency Response Commission. |
| SPCC PLAN | Spill Prevention, Control, and Countermeasures Plan. |
| SOP (Standard Operating Procedure) | A standardized method or activity performed by members of a specific department, agency, organization, etc.. Usually these are in written form. They must conform to all applicable laws and regulations and applicable standards that may address the same issues. |
| SOSC (State On-Scene Coordinator) | State employee responsible for coordinating the on-scene state response to a hazardous materials incident. The SOSC will usually be a member of the Alaska Department of Environmental Conservation. |
| Support Zone | The clean area outside of the contamination control line. Equipment and personnel are not expected to become contaminated in this area. This is the area where resources are assembled to support the hazardous materials operations. |
| Terrorist Attack | The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population. |
| Title III | The Emergency Planning and Community Right-to-Know Act of 1986 which specifies requirements for organizing the planning and community right-to-know process at the state and local level. See SARA. |
| Transportation Accident | An accident involving passenger air, highway, rail or marine travel resulting in death or injury and/or disruption to the transportation system/corridor. |
| Triage | The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities. |
| Tsunami | Series of traveling ocean waves of great length and long period usually generated by submarine geophysical displacement. May or may not be preceded by an earthquake. |

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| Unified Command | A command structure which provides for all agencies who have jurisdictional responsibility for the incident, either geographical or functional, to jointly manage an incident through a common set of incident objectives, strategy, and priorities. |
| USCG | United States Coast Guard. |
| Volcanic Eruption | The venting of pressure from within the earth's crust, often accompanied by the ejection of molten lava, rock, gases and/or ash. |
| Warm Zone | That area between the Hot Zone and the Cold Zone. This zone contains the personnel decontamination station. This zone may require a lesser degree of personnel protection than the Hot Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area. |
| Warning | Notifies people of the imminent impact of a specific hazard, and protective actions which should be taken. |
| Weather Extremes | Weather events which exceed the bounds of normalcy for the area in which they occur. |

CITY OF WASILLA, ALASKA



- A** City Hall
- B** Library, Museum, Visitor Center, Historic Pk.
- C** Post Office
- D** Iditarod Elementary School
- E** Wasilla Middle School & Ice Arena
- F** Wasilla High School & Swimming Pool
- G** West Valley Medical Center
- H** Iditarod Trail Headquarters
- I** Museum of Alaska Transportation & Industry
- J** Carter Park
- K** Lake Lucille Camper Park
- L** Nunley Townsite Park
- M** Snider Park (Private: Pioneers of Alaska)
- N** Newcomb Wasilla Lake Park
- O** Iditapark
- P** Wasilla Police Department
- Q** Multi-Use Sports Complex

Revised By the City of Wasilla
Planning Office 6-11-04

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Turk Cir. A-4
Tuscarora Dr. C-3
Tweed Ct. A-1
Tye Dr. C-5
Upper Rd. B-3
USA Cir. B-5
Valley Lp Ext. C-6
Vaunda Ave. A-3
Villa Cir. A-5
Vincent Cr. A-4
Vixen Cir. C-5
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Wasilla Fishhook Rd. A-5
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Weber Cir. B-4
Westglenn Cir. A-5
Weeping Birch D-3
Westcove Dr. B-5
Westmorland Dr. A-7
Westpoint Dr. B-5
Whirlpool Cir. D-3
Whispering Woods Dr. B-7
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Williwaw Way A-6
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Winter Ave. A-4
Wintergreen A-2
Woodcrest Cir. B-6
Woodcrest Dr. C-6
Woodcrest Dr. B-6
Wren St. A-2
Yakima St. A-5
Yenlo St. B-5
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Museum of Transportation and Industry B-1
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Iditarod Trail Headquarters C-4
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West Valley Medical Center B-5
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Lake Lucille Park C-4
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Alternative School B-3
Wasilla Municipal Airport B-1, C-1
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City of Wasilla Municipal Library B-5
Post Office B-5
Nunley Park B-5
Floyd D. Smith, Senior Center C-5
Wasilla Wonderland Playground B-4
Wasilla Police Department B-6

Community Agencies

American Red Cross 357-6060
AmVets Post No. 9 376-2999
Greater Wasilla Chamber of Commerce 376-1299
Matanuska Electric Association 376-7237
Matanuska Susitna Borough School District 746-9200
Mat-Su Convention Visitors Bureau 746-5000
Matanuska Telephone Association 376-3211
Salvation Army 745-7079
The Veterans Center 376-4318
VFW Post No. 9365 376-5820
Valley Board of Realtors 376-5080
Valley Hospital 746-8600
Wasilla Area Seniors, Inc. 376-3104

Emergency Numbers

Fire, Police, Ambulance - 911
Forestry Burn Permits 761-6203
Poison Control - 1-800-222-1222
Women's Shelter - 746-4080
Power Outage, M.E.A. - 745-3231
Telephone Outage, M.T.A. - 611
Enstar Natural Gas - 376-7979
Crime Stoppers - 745-3333
State Troopers (Bus. line) - 745-2131
Alaska Div. of Homeland Security & Emergency Mgmt - 1-800-478-2337

STREET MAP AND INDEX

City of Wasilla

290 E. Herning Ave.

Wasilla, Alaska 99654-7091

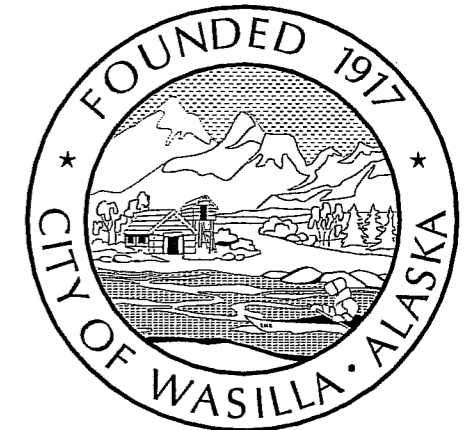
Phone: (907) 373-9050

FAX: (907) 373-9092

Population: 6,715

Elevation: 350 ft. above sea level

www.cityofwasilla.com



DIANNE M. KELLER, MAYOR

City of Wasilla Directory

ADMINISTRATION - 373-9055 FAX 373-9096

FINANCE - 373-9081 FAX 373-9085

CITY CLERK'S OFFICE - 373-9090 FAX 373-9092

WASILLA POLICE

POLICE DISPATCH - 352-5401 FAX 357-7877

PUBLIC WORKS - 373-9095 FAX 373-9054

LIBRARY - 376-5913 FAX 376-2347

MUSEUM - 373-9071 FAX 373-9072

RECREATION SERVICES - 373-9053 FAX 373-9092

PLANNING - 373-9020 FAX 373-9021

SPORTS COMPLEX - 357-9100 FAX 357-9122

WASILLA AIRPORT MANAGER - 376-6882

SECTION 1 HAZARD SPECIFIC CHECKLISTS

Civil Disorder

Earthquake

Energy and Communication System Interruptions

Fire

Hazardous Materials

Terrorist Attack

Transportation Accident

Volcanic Eruption

Weather Extremes

CIVIL DISORDER

Definition: A breach of the peace or public disturbance created by U.S. residents or citizens.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of civil disorder. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Threatens

Use WARNING PHASE CHECKLIST

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST

Use RECOVERY PHASE CHECKLIST

Emergency Operations Guide

CIVIL DISORDER WARNING PHASE CHECKLIST

- ___ 1. Receive and evaluate forecasts and reports which indicate a potential for civil disorder. Make whatever confirmations are necessary, and pursue further information and guidance from the Alaska State Troopers, federal law enforcement agencies, Alaska Division of Homeland Security and Emergency Management, or other qualified agencies.
- ___ 2. In coordination with these agencies, develop the following estimates on the basis of past experience or other available data:
 - a) When a problem is anticipated and its duration.
 - b) What areas are expected to be subject to a riot, violent protest, demonstrations, illegal assembly and to what extent;
 - c) On the basis of available indications, how much warning time will be available from the time that an event is definitely imminent until the time that it actually occurs;
 - d) Estimate possible consequences;
 - e) What measures can be taken to mitigate the possible effects.
- ___ 3. Estimate the nature and scope of assistance which may be required by the City.
- ___ 4. Inventory communications capabilities between essential facilities and the emergency operations center. Augment as necessary with auxiliary equipment and operators for emergency requirements. Design an Incident Communications Plan from the information in the **COMMUNICATIONS SECTION, (this volume) and Communications Planning Guide (EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN).**
- ___ 5. Receive reports of problems and confirm as soon as possible.
- ___ 6. Estimate possible consequences.
- ___ 7. Establish liaison with appropriate local, state and federal agencies.

CIVIL DISORDER WARNING PHASE CHECKLIST

- ___ 8. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 9. In conjunction with Law Enforcement and in phase with the situation as it develops, publicize emergency public information to include:
 - a) Description of the situation and identification of areas which are expected to receive riot, violent protest, demonstrations, or illegal assembly;
 - b) Guidelines on the protection of real and personal property;
 - c) Closures of schools, offices, and other facilities;
 - d) Evacuation routes and reception areas; and
 - e) How warning and evacuation instructions will be disseminated.
- ___ 10. Alert staff personnel of impending location assignments.
- ___ 11. Maintain an alert or standby of personnel as necessary.
- ___ 12. Arrange for the protection and distribution of fire fighting and emergency medical equipment.
- ___ 13. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 14. Inventory available decontamination resources.
- ___ 15. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 16. Review the **RESPONSE PHASE CHECKLIST** on the following pages for preparatory action which may be required.

Emergency Operations Guide

CIVIL DISORDER RESPONSE PHASE CHECKLIST

- ___ 1. Assure safety of responders.
- ___ 2. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 3. Activate Incident Management Team and establish an Emergency Operations Center (EOC) in a suitable location within the City and notify City Mayor as soon as possible of the situation. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 4. Within capabilities, the City Police Department with jurisdiction will maintain public order, control crowds and protect property.
- ___ 5. Keep the City Mayor informed of the situation and submit requests for assistance when local resources are inadequate to cope with the emergency. If conditions warrant, declare the existence of a City disaster emergency and submit requests for borough declaration of disaster emergency if appropriate.
- ___ 6. Ask the Alaska Division of Homeland Security and Emergency Management for law enforcement assistance, if necessary.
- ___ 7. Disseminate emergency public information as necessary to attempt to control the situation.
- ___ 8. Issue evacuation directives as appropriate.
- ___ 9. Establish crowd control, reconnaissance, rescue and medical strike teams and/or task forces with accompanying communications according to the incident communications plan.
- ___ 10. Control fires and the escapement and/or spread of hazardous or toxic substances.
- ___ 11. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- ___ 12. Maintain public order, control crowds and protect property.

CIVIL DISORDER RESPONSE PHASE CHECKLIST

- ___ 12. Publicize emergency public information to include:
 - a) Description of the situation and location of damaged areas.
 - b) Evacuation routes and reception areas.
 - c) Location and/or phone number where information concerning the victims may be obtained.
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**
- ___ 13. If needed, establish emergency shelters and congregate care facilities. Coordinate with the American Red Cross and The Salvation Army. **See SHELTER AND FEEDING SECTION, this volume.**
- ___ 14. Establish traffic control and roadblocks in heavily damaged areas.
- ___ 15. Provide patrols for the security of evacuated areas.
- ___ 16. Maintain surveillance of current conditions.
- ___ 17. Keep in communication with highway, law enforcement, fire, rescue and others with emergency services responsibilities. Obtain official information on what and how highways and streets are to be kept open, particularly those required by emergency service personnel in case of serious fires, accidents and other emergencies. Obtain estimates of requirements for additional manpower, equipment and supplies.
- ___ 18. Establish strike teams and/or task forces to assess and document damage to public and private property. Record this information for future reimbursement purposes.
- ___ 19. Take other emergency actions as necessary to resolve the immediate and root causes of the riots or disturbances.
- ___ 20. Establish emergency morgues, as necessary. Coordinate with the American Red Cross, The Salvation Army and the relief organizations as appropriate. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 21. Establish financial accountability and tracking for all related costs and expenditures.

Emergency Operations Guide

CIVIL DISORDER RECOVERY PHASE CHECKLIST

- ___ 1. Restore and maintain essential services such as disrupted utilities, transportation arteries, communications systems, public property, and equipment. Priority will be given to services for hospitals, emergency operations centers, nursing homes and housing for the elderly and fire and police departments.
- ___ 2. Take other actions necessary to restore public confidence and to solve problems at the root of the disturbances.
- ___ 3. Ask the Alaska Division of Homeland Security and Emergency Management for law enforcement assistance, if necessary.
- ___ 4. Disseminate emergency public information as necessary to attempt to control the situation.
- ___ 5. Arrange for emergency housing as necessary.
- ___ 6. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 7. Initiate surveys for the identification of safety hazards and undertake corrective measures.
- ___ 8. Arrange for initial debris clearance and restoration of essential public utilities and facilities.
- ___ 9. Arrange for a health and sanitation survey and initiation of disease prevention measures.
- ___ 10. Arrange for handling and identification of fatalities. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 11. Arrange for partial return of evacuees, particularly the heads of households, for individual damage assessment and cleanup. Phase the return of the remaining evacuees in pace with the rehabilitation progress.
- ___ 12. Initiate individual rehabilitation program.
- ___ 13. Arrange for public distribution of instructions on how to clean and restore real estate and personal property.
- ___ 14. Initiate immediate and long range rehabilitation measures and programs.

CIVIL DISORDER RECOVERY PHASE CHECKLIST

- 15. Take other emergency actions as necessary to resolve the immediate and root causes of the riots or disturbances.
- 16. Perform post-incident cleanup and utilities restoration.
- 17. Perform damage assessments.
- 18. Establish financial accountability and tracking for all related costs and expenditures.
- 19. Provide monetary figures necessary to support a request for disaster declaration.
- 20. Release excess personnel and equipment.
- 21. Complete and submit necessary reports and paperwork to appropriate agencies.
- 22. Perform an incident critique After Action Report.

Emergency Operations Guide

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EARTHQUAKE

Definition: A series of elastic waves in the earth's crust, caused by abrupt easing of strains built up along geologic faults and by volcanic action, and resulting in movement in the earth's surface.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of earthquake. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ **If a Disaster Has Occurred**

**Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST**

Emergency Operations Guide

EARTHQUAKE RESPONSE PHASE CHECKLIST

- ___ 1. Warn citizens of the danger of the collapse of structures weakened or damaged by the earthquake. **See the Emergency Alert System, ALERT AND WARNING SECTION, this volume.**
- ___ 2. Issue evacuation directives as appropriate.
- ___ 3. Activate Incident Management Team and establish an Emergency Operations Center (EOC) for the City and such Incident Command Posts (ICP) as necessary and notify the City Mayor of the extent of the disaster soon as possible. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 4. Survey existing communications. Establish short and long range communications nets as available, with assistance from amateur and citizen's band radio operators.
- ___ 5. Activate reconnaissance, rescue and medical strike teams and/or task forces with accompanying communications according to the incident communications plan.
- ___ 6. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- ___ 7. Control fires and the escapement and/or spread of hazardous or toxic substances. An early check should be made of the industrial areas, hazardous materials storage areas and propane and bulk fuel plants to determine if any dangerous or toxic substances are leaking from damaged tanks.
- ___ 8. Maintain public order, control crowds and protect property. Special emphasis will be given to food stores and bulk food sales firms.
- ___ 9. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 10. Restore and maintain essential services such as disrupted utilities, transportation arteries and communications systems. Priority will be given to services for hospitals, emergency operations centers, nursing homes, and housing for the elderly and fire and police departments.
- ___ 11. Establish emergency shelters and congregate care stations. Survey buildings and facilities for damage prior to using as shelters. Coordinate with the American Red Cross and The Salvation Army. **See SHELTER AND FEEDING SECTION, this volume.**

EARTHQUAKE RESPONSE PHASE CHECKLIST

- ___ 12. In consultation with the various sections, make preparations for the orderly evacuation and reception of the evacuees, which will progress in phase with conditions.
- Note: Provide for the security of the areas evacuated.**
- ___ 13. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a City disaster emergency and submit request for Borough declaration of disaster emergency if appropriate.
- ___ 14. Establish strike teams and/or task forces to assess and document damage to public and private property. Record this information for future reimbursement purposes.
- ___ 15. Publicize emergency public information to include:
- a) Description of the situation and location of damaged areas.
 - b) Evacuation routes and reception areas.
 - c) Location and/or phone number where information concerning the victims may be obtained.
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**
- ___ 16. Establish traffic control and roadblocks in heavily damaged areas.
- ___ 17. Establish, as necessary, field surgical and medical care teams where hospital buildings or other medical facilities are destroyed or damaged beyond use, or where essential utilities are inoperative in these buildings.
- ___ 18. Prepare to assist, within available resources, other areas with repair of damage.
- ___ 19. Establish emergency morgues, as necessary. Coordinate with the American Red Cross, The Salvation Army and the relief organizations as appropriate. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 20. Establish financial accountability and tracking for all related costs and expenditures.

EARTHQUAKE RECOVERY PHASE CHECKLIST

1. Arrange for the security of the area from visitors and souvenir hunters.
2. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
3. Initiate surveys for the identification of safety hazards and undertake corrective measures.
4. Arrange for initial debris clearance and restoration of essential public utilities and facilities.
5. Arrange for a health and sanitation survey and initiation of disease prevention measures.
6. Arrange for handling and identification of fatalities. **SEE HEALTH AND MEDICAL SERVICES SECTION, this volume.**
7. Arrange for emergency housing as necessary.
8. Arrange for partial return of evacuees, particularly heads of households, for individual damage assessment and cleanup. Phase the return of the remaining evacuees in pace with the rehabilitation progress.
9. Initiate individual rehabilitation program.
10. Arrange for public distribution of instructions on how to clean and restore real and personal property.
11. Initiate immediate and long range rehabilitation measures and programs.
12. Perform post-earthquake cleanup and utilities restoration.
13. Perform damage assessments.
14. Establish financial accountability and tracking for all related costs and expenditures.
15. Provide monetary figures necessary to support a request for disaster declaration.
16. Release excess personnel and equipment.
17. Complete and submit necessary reports and paperwork to appropriate agencies.
18. Perform an incident critique After Action Report.

EARTHQUAKE STABILIZATION/RESTORATION SEQUENCE

| | Priority 1 | Priority 2 | Priority 3 |
|-----------------------|---|--|--|
| Communication | Emergency Response Emergency Operations Center | Phones on Essential Circuits | Data and Other Commercial Communications Services |
| Facilities | Dispatch Center Fire Stations Red Cross Shelters Water Treatment Plants | Grocery Stores Public Works Sewer Treatment Plant Municipal Offices | Schools Library Businesses |
| Energy | Power to Fuel Pumps Power to EOC Power to Shelters Power to Water Treatment Plant | Power to Sewer Treatment Plants Heating/Cooking Power to City Facilities | Dwellings Businesses |
| Transportation | Primary Arterials Evacuation Routes | Secondary Routes | |
| Equipment | Emergency Generators Emergency Response Vehicles | Heavy Equipment | Buses |
| Personnel | City Dept. Heads Emergency Response Personnel IMT Staff | Workers essential to reconstruction, debris, and waste disposal | Personnel necessary for economic recovery |
| Water | Fire Suppression Potable Water Sanitation | Industrial Processes | |

THE PRIORITIES REFLECTED IN THIS MATRIX ARE GENERAL GUIDELINES FOR RETURNING THE CITY TO OPERATIONAL AND ECONOMIC NORMALCY

Emergency Operations Guide

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**ENERGY AND COMMUNICATION SYSTEM
INTERRUPTIONS**

Definition: The shortage or interruption of vehicle fuel, heating oil, natural gas or disruptions of electrical power and interruptions to communication systems.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from energy and communication disruption incidents. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ **If a Disaster Threatens**

Use WARNING PHASE CHECKLIST

✓ **If a Disaster Has Occurred**

**Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST**

Emergency Operations Guide

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS WARNING PHASE CHECKLIST

- ___ 1. Receive report and confirm as soon as possible.
- ___ 2. Estimate possible consequences.
- ___ 3. Establish liaison and coordination with utility companies and other appropriate local, state and federal agencies.
- ___ 4. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 5. Alert public utilities which may be threatened and review emergency shutdown procedures.
- ___ 6. Estimate the nature and scope of assistance which may be required by threatened utilities.
- ___ 7. Alert Incident Management Team personnel of impending location assignments.
- ___ 8. Establish a Unified Command Incident Management Team with the utility companies and other appropriate local, state and federal agencies as required.
- ___ 9. Maintain an alert or standby of personnel as necessary.
- ___ 10. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 11. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 12. Review the **RESPONSE PHASE CHECKLIST** on the following pages for preparatory action which may be required.

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RESPONSE PHASE CHECKLIST

- ___ 1. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 2. Determine the extent of damage to the affected utilities by inquiry or reconnaissance.
- ___ 3. Locate staff personnel of key affected utilities within the Emergency Operations Center or at other locations as required to coordinate emergency restoration of affected utilities.
- ___ 4. Pursue those measures necessary to minimize any hazard to the general public and to limit additional utility damage.
- ___ 5. Respond to fast-developing health and safety hazards:
 - a) Arrange for emergency power where needed, for hospitals, nursing homes and residential users of critical life-sustaining equipment.
 - b) Identify and plan emergency assistance to the local governmental, commercial and industrial facilities (such as computers, food freezers, etc.):
 - 1) Whose equipment and stocks could be damaged by voltage reduction, and
 - 2) Who do not have their own emergency power generating equipment.
 - c) Keep gasoline filling station operators and fuel distributors advised of emergency methods of pumping gasoline and fuel.
 - d) Develop personnel and material readiness to augment fire and law enforcement forces to cope with problems such as inactivated traffic signals, street lights, burglar and fire alarms, stopped elevators and lowered water pressure.
 - e) Be ready to advise householders what to do when home freezers stop in warm weather.

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RESPONSE PHASE CHECKLIST

- ___ 6. Respond to heating problems:
- a) Alert heating fuel distributors who customarily serve the buildings in trouble when assistance from the Alaska Public Utilities Commission is being requested (**NOTE: The City Mayor will NOT get involved in credit matters**).
 - b) Prepare to host evacuees in cases where a lack of fuel forces householders or apartment dwellers to evacuate their homes in cold weather. **See SHELTER AND FEEDING SECTION, this volume.**
 - c) To safely delay evacuation as long as possible, arrange with all available local media to urge people to turn down their thermostats to the lowest possible levels consistent with safety and the health condition of the residents.
 - e) Stand ready to:
 - 1) Advise all evacuating householders and other building operators how to shut down their homes and buildings to avoid property damage, and
 - 2) Ensure law enforcement surveillance, within resources, of deserted buildings.
 - f) Alert the best sources of "back-up" alternate fuels in case the normally used heating fuels are in short supply, for example, emergency sources of coal and wood (when necessary, publicize government regulations and instructions on how needy citizens may cut wood on government lands; also publicize lists of wood-using industrial plants, lumber yards and building supply stores where citizens may obtain scraps for fuel).

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RESPONSE PHASE CHECKLIST

- g) Arrange for stockpiling emergency supplies of local government-owned fuels: ensure compliance with local fire and building codes, also insurance coverage (**NOTE: stocks of heating oil and gasoline should be "turned over" periodically: they do not keep indefinitely).**

NOTE: IN THESE SITUATIONS, THE CITY CAN BE CLASSIFIED, BY FEDERAL DEFINITION, AS A "WHOLESALE PURCHASE CONSUMER."

- h) Assist low-income or unemployed people to make local contacts for special services and aid otherwise unavailable to them (e.g. services under the Federal Community Services Act of 1974, Section 222 (a) and the National Energy Conservation Policy Act, PL 95-619). Request assistance with this from Alaska Division of Homeland Security and Emergency Management

___ 7. Respond to Electrical Power Emergencies:

- a) Identify and plan emergency assistance to City, commercial and industrial facilities (such as computers, food freezers, etc.):
 - 1) Whose equipment and stocks could be damaged by voltage reduction, and
 - 2) Who do not have their own emergency power generating equipment.
- b) Review City legal powers to impose restrictions and curtailments; initiate required new measures, authorities, etc.
- c) Impose shift schedules and curfews for governmental departments when shortages prevent simultaneous operation of all equipment units.
- d) Review the locations and KW ratings of emergency generating equipment within the City and plan for possible emergency hookups. Arrange for emergency power where needed, for hospitals, nursing homes and residential users of critical life-sustaining equipment.
- e) Where "ready-to-use" standby generating equipment may be inadequate, plan to improvise by use of induction motors run as generators. (**NOTE: this use of motors should only be done by qualified electricians).**

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RESPONSE PHASE CHECKLIST

- f) Arrange with utilities to receive advance confidential notices of areas that will be affected by load-shedding or rolling-blackout sequences. Identify all public and private essential facilities that would be affected and develop appropriate counter-measures, including provisions for high-rise buildings that might suffer losses of water-lift, light, and elevator capabilities. Let the power company do all the actual notifying of customers.
- g) Maintain a ready selection of draft statements which, when adapted to a specific emergency, can be handed to representatives of the media. These statements should cover the emergency situation and government measures in effect. Fully coordinate with the utility companies before issuing these statements.
- h) Try to interest local building materials dealers in offering discounts on insulating materials to householders and others who have electrically heated buildings, to encourage reduction of heat loss.

___ 8. Respond to Natural Gas Emergencies:

- a) Assist local users who have "interruptible" gas supply contracts, to prepare to obtain and use substitute fuels, such as fuel oil, where it will suffice.
- b) Review City powers to impose restrictions and curtailments on gas users; initiate required new measures; such as enactment of ordinances, etc.
- c) Encourage hospitals and nursing homes to install bypass valves and couplings in natural gas supply lines, on the owner's side of the shutoff valve, so that if the normal pipeline supply is cut off, the local gas company's tank-trucks of compressed gas ("tube trailers") can hook into the user-building's supply lines.
- d) Be prepared to deal with the news media, as outlined for electrical power, in full and careful coordination with gas suppliers.
- e) Promote improved insulation in gas-heated buildings, as outlined for electrical power.

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RESPONSE PHASE CHECKLIST

- ___ 9. Respond to Motor Gasoline Shortages:
- a) If the State government will place predesignated "set-aside" monthly quantities of gasoline under local government control, arrange with selected service station operators (selected on a rotating basis that assures greatest possible equity among operators) to agree to use it to keep open during night hours, on weekends and holidays, so that workers, travelers, tourists, ambulances, public safety vehicles, etc. will have assured sources of motor fuel in the event of area shortages.
 - b) Give wide publicity to such station's locations and operating hours.
 - c) Find oil company terminal operators who will cooperate in delivering less than a full tanker (usually 8,000 gallons) load a trip.
 - d) Promote conservation by all users, both government, business and private citizens.
 - e) If mandatory petroleum allocation programs are likely to be imposed, or are already in effect, be ready to inform or remind users of the advisability of:
 - 1) Establishing a pre-emergency purchase-volume relationship with an oil-supplier, and
 - 2) Staying with this supplier.
- ___ 10. Establish financial accountability and tracking for all related costs and expenditures.

Emergency Operations Guide

ENERGY AND COMMUNICATION SYSTEM INTERRUPTIONS RECOVERY PHASE CHECKLIST

- ___ 1. Prepare maps identifying points or areas of damage for damage assessment strike teams and/or task forces.
- ___ 2. Provide representation at regional meetings to effectively portray the situation, requirements, and problems of the public utilities in the affected areas.
- ___ 3. In coordination with the Alaska Division of Homeland Security and Emergency Management, evaluate damage assessment data and establish priorities for utilities restoration.
- ___ 4. As restoration progresses, phase out temporary emergency assistance as rapidly as possible. Insure that borrowed equipment is returned or accounted for.
- ___ 5. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 6. In coordination with Alaska Division of Homeland Security and Emergency Management, assist individual utilities in the administration of Federal and State assistance as may be necessary.
- ___ 7. Perform post-incident cleanup and utilities restoration.
- ___ 8. Perform damage assessments.
- ___ 9. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 10. Provide monetary figures necessary to support a request for disaster declaration.
- ___ 11. Release excess personnel and equipment.
- ___ 12. Complete and submit necessary reports and paperwork to appropriate agencies.
- ___ 13. Perform an incident critique After Action Report.

FIRE

Definition: (as published by the Society of American Foresters)

- Wildland fire:** Any fire occurring on wildland that is not meeting management objectives and thus requires a suppression response. [syn. Wildfire] (cf. Brush Fire, Forest Fire, Range Fire, Uncontrolled Fire)
- Structural fire:** Fire originating in and burning any part or all of any building, shelter, or other structure.
- Wildland/Urban Interface:** The wildland/urban interface is defined as the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetation. It is synonymous with the term "intermix."

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of fire. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Threatens

Use WARNING PHASE CHECKLIST

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST

Emergency Operations Guide

FIRE WARNING PHASE CHECKLIST

- ___ 1. Assess staffing. Increase personnel during periods of increased risk as necessary. So far as is practical, put personnel and equipment on alert, and keep in communication with operating and alerted crews.
- ___ 2. Review status and location of equipment, fuel, and other essential supplies.
- ___ 3. Consider repositioning equipment if current location could become cut off, or if staging equipment closer to high risk areas would be more effective.
- ___ 4. Check auxiliary generators and other power, lighting and communications equipment.
- ___ 5. Determine fire readiness of vehicles and equipment. Provide wildland equipment, hose, Nomex, etc. as necessary.
- ___ 6. Alert field personnel and fire stations. Consider providing daily fire weather briefings during periods of extreme fire danger.
- ___ 7. Restrict outdoor burning as necessary.
- ___ 8. Assess the fire situation, including a determination of affected areas. Obtain information such as current and predicted speed and direction of wind, resources committed and available, etc..
- ___ 9. Consider activation of the Emergency Operations Center.
- ___ 10. Establish and maintain contact with mutual aid cooperators and other fire agencies. In the case of wildland fire, consider requesting a representative of the Alaska State Division of Forestry and/or BLM Alaska Fire Service to provide liaison with state/federal wildfire resources such as aerial retardant aircraft.
- ___ 11. Establish and maintain contact with the National Weather Service to ensure adequate forecasting support. Make sure on-scene personnel receive all weather information on a timely basis.
- ___ 12. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 13. Provide public information and direction.
- ___ 14. Establish contact with assisting social service agencies such as the American Red Cross, The Salvation Army and others.

FIRE WARNING PHASE CHECKLIST

- ___ 15. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 16. Undertake those actions listed in the **RESPONSE PHASE CHECKLIST** which can be accomplished according to the priorities of the situation.

Emergency Operations Guide

FIRE RESPONSE PHASE CHECKLIST

- ___ 1. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 2. Assess the fire situation including determination of affected areas. Obtain information such as current and predicted speed and direction of wind, resources committed and available, etc.
- ___ 3. Warn citizens in possible danger from the fire or from toxic fumes or materials.
- ___ 4. Issue evacuation directives as appropriate. **See ALERT AND WARNING and EVACUATION SECTIONS, this volume.**
- ___ 5. Activate Incident Management Team and establish an Emergency Operations Center (EOC) for the City and such Incident Command Posts (ICPs) as necessary and notify the City Mayor of the extent of the disaster as soon as possible. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 6. Maintain communications with operating units and fire personnel. Survey existing communications and augment as necessary.
- ___ 7. Keep information on access routes up to date. Request the assistance of Law Enforcement in establishing and maintaining access and evacuation routes. Utilize appropriate routes as conditions change. Keep other departments informed of changes in the use of such routes.
- ___ 8. Notify the City Mayor as conditions warrant.
- ___ 9. Establish reconnaissance and rescue strike team(s) and/or task force(s) with accompanying communications as necessary.
- ___ 10. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- ___ 11. Establish and maintain contact with the National Weather Service to ensure adequate forecasting support. Make sure on-scene personnel receive all weather information on a timely basis.
- ___ 12. Assist in controlling fires and the escapement and/or spread of hazardous materials.

FIRE RESPONSE PHASE CHECKLIST

- ___ 13. Coordinate scene control with Law Enforcement. Allow no one in the fire area except authorized emergency personnel and properly escorted press.
- ___ 14. Maintain public order, control crowds and protect property and keep the access routes to the fire(s) open.
- ___ 15. If needed, restore and maintain essential services such as disrupted utilities, transportation arteries and communications systems. Priority must be given to services for hospitals, emergency operations centers, nursing homes and public safety facilities.
- ___ 16. Establish emergency shelters and communal care facilities as necessary. Coordinate with volunteer agencies such as the American Red Cross and The Salvation Army as appropriate. **See SHELTER AND FEEDING SECTION, this volume.**
- ___ 17. In consultation with the various sections, make preparations for the orderly evacuation and reception of the evacuees, which will progress in phase with the fire conditions.

Note: Provide for the security of the areas evacuated.
- ___ 18. Establish strike teams and/or task forces to assess and document damage to public and private property as necessary. Record this information.
- ___ 19. Publicize emergency public information to include:
 - a) Description of the situation and location of damaged or threatened areas.
 - b) Evacuation routes and reception areas.
 - c) If applicable, location or phone number where information concerning victims may be obtained.
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**
- ___ 20. Establish other traffic control and road blocks as necessary.
- ___ 21. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a City disaster emergency and submit request for state declaration of disaster emergency if appropriate.

FIRE RESPONSE PHASE CHECKLIST

- ___ 22. Establish emergency morgues, as necessary. Coordinate with the State Medical Examiner, American Red Cross, The Salvation Army and the relief organizations as appropriate. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**

- ___ 23. Establish financial accountability and tracking for all related costs and expenditures.

FIRE RECOVERY PHASE CHECKLIST

- ___ 1. Initiate surveys for the identification of safety hazards and undertake corrective measures.
- ___ 2. Arrange for initial debris clearance and restoration of essential public facilities and utilities.
- ___ 3. Arrange for emergency housing as necessary.
- ___ 4. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 5. Arrange for handling and identification of fatalities. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 6. Perform damage assessments.
- ___ 7. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 8. Provide monetary figures necessary to support a request for disaster declaration.
- ___ 9. Release excess personnel and equipment.
- ___ 10. Complete and submit necessary reports and paperwork to appropriate agencies.
- ___ 11. Perform an incident critique After Action Report.

Emergency Operations Guide

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HAZARDOUS MATERIALS

Definition: An element or compound which, when it enters into the atmosphere or in or upon the water or surface or subsurface land, presents an imminent and substantial danger to the public health or welfare, including but not limited to fish, animals, vegetation, or any part of the natural habitat in which they are found.

Stationary Releases: The uncontrolled release of hazardous materials from a fixed site such as hazardous materials storage sites, or sites where hazardous materials are used.

Transportation Release: The uncontrolled release of hazardous materials being transported via highways, railway, pipelines, waterways or by air.

See Emergency Operations Center Guide, Volume Three, MSB Emergency Operations Plan, Organizing for Special Incidents, (Appendix A), for ICS Hazardous Materials position descriptions and functions.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from hazardous materials incidents. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST

Emergency Operations Guide

HAZARDOUS MATERIALS RESPONSE PHASE CHECKLIST

- ___ 1. Notify the nearest fire department if not already on scene, Matanuska-Susitna Borough Department of Emergency Services and the Alaska Department of Environmental Conservation.

If the incident occurs within a fire service area, the fire chief will be the initial Incident Commander.

- ___ 2. Establish Incident Command Post. If needed activate Incident Management Team and establish an Emergency Operations Center. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 3. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 4. Take whatever steps are necessary to isolate the area where the release has occurred. Safety of all personnel is the number one priority.
- ___ 5. Initiate evacuation procedures of local and downwind areas as appropriate according to the evacuation section. **See ALERT AND WARNING SECTION and EVACUATION SECTION, this volume.**
- ___ 6. Senior fire official will obtain a wind direction forecast from the weather bureau, if one has not already been obtained. The wind direction along with chemical type, method of release, temperature, etc. will be entered into a computer with the National Oceanographic and Atmospheric Administration's CAMEO program, if available, to plot the predicted plume size and direction.
- ___ 7. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- ___ 8. Where a radiological accident involves injuries, provide a Radiological Response Strike Team and/or Task Force to local medical care facilities treating the injured.

Hazardous Materials response capability within the City is only at Level D. Level D protection is coverall with no respiratory protection. Level D is the lowest protection level for personnel protective equipment.

HAZARDOUS MATERIALS RESPONSE PHASE CHECKLIST

- ___ 9. Obtain the bill of lading, if a shipment is involved, and notify the shipper and the addressee. If radiological materials are involved, the Matanuska-Susitna Borough Department of Emergency Services will notify the Alaska Department of Environmental Conservation (ADEC), who will notify the Nuclear Regulatory Commission. If other hazardous materials are involved, the Department of Emergency Services will notify ADEC and CHEMTREC (1-800-424-9300).
- ___ 10. If needed, establish emergency shelters and congregate care facilities for evacuees. **See SHELTER AND FEEDING SECTION, this volume.**
- ___ 11. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 12. Restore and maintain essential services such as disrupted utilities, transportation arteries and communications systems. Priority will be given to services for hospitals, emergency operations centers, nursing homes and housing for the elderly and fire and police departments.
- ___ 13. If necessary, maintain isolation of the area until expert personnel have removed or neutralized the hazard.
- ___ 14. Publicize emergency public information to include:
 - a) Description of the situation and location of the incident;
 - b) Evacuation routes and reception areas, as necessary;
 - c) Location and/or phone number where information concerning the victims may be obtained; and
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**
- ___ 15. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a City disaster emergency and submit request for state declaration of disaster emergency if appropriate.
- ___ 16. Establish financial accountability and tracking for all related costs and expenditures.

Note: Reference the Matanuska-Susitna Borough ~ Hazardous Material Contaminated Patient Response System Annex; Emergency Operations Plan, Volume Two, Section 11, Appendix A, MSB EMERGENCY OPERATIONS PLAN.

HAZARDOUS MATERIALS RECOVERY PHASE CHECKLIST

- ___ 1. Assure that all hazardous materials have been disposed of or neutralized.
- ___ 2. Initiate surveys for the identification of safety hazards and undertake necessary corrective measures.
- ___ 3. Perform other actions as necessary to recovery from the situation.
- ___ 4. Perform post-incident cleanup and utilities restoration.
- ___ 5. Perform damage assessments.
- ___ 6. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 7. Provide monetary figures necessary to support a request for disaster declaration.
- ___ 8. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 9. Release excess personnel and equipment.
- ___ 10. Complete and submit necessary reports and paperwork to appropriate agencies.
- ___ 11. Perform an incident critique After Action Report.

TERRORIST ATTACK

Definition: The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of terrorist attack. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Threatens

Use WARNING PHASE CHECKLIST

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST

TERRORIST ATTACK WARNING PHASE CHECKLIST

- ___ 1. Receive and evaluate forecasts and reports which indicate a potential for terrorism. Make whatever confirmations are necessary, and pursue further information and guidance from the Alaska State Troopers, federal law enforcement agencies, Alaska Division of Homeland Security and Emergency Management, or other qualified agencies.
- ___ 2. In coordination with these agencies, develop the following estimates on the basis of past experience or other available data:
 - a) When an attack is anticipated.
 - b) What areas are expected to be subject to a terrorist attack and to what extent;
 - c) On the basis of available indications, how much warning time will be available from the time that an attack is definitely imminent until the time that it actually occurs;
 - d) Estimate possible consequences;
 - e) What measures can be taken to mitigate the possible effects.
- ___ 3. Estimate the nature and scope of assistance which may be required by the City.
- ___ 4. Inventory communications capabilities between essential facilities and the emergency operations center. Augment as necessary with auxiliary equipment and operators for emergency requirements. Design an Incident Communications Plan from the information in the **COMMUNICATIONS SECTION, (this volume) and Communications Planning Guide (EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN)**.
- ___ 5. Receive reports of attacks and confirm as soon as possible.
- ___ 6. Estimate possible consequences.
- ___ 7. Establish liaison with appropriate local, state and federal agencies.

TERRORIST ATTACK WARNING PHASE CHECKLIST

- ___ 8. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 9. In conjunction with Law Enforcement and in phase with the situation as it develops, publicize emergency public information to include:
 - a) Description of the situation and identification of areas which are expected to receive terrorist attack;
 - b) Guidelines on the protection of real and personal property;
 - c) Closures of schools, offices, and other facilities;
 - d) Evacuation routes and reception areas; and
 - e) How warning and evacuation instructions will be disseminated.
- ___ 10. Alert staff personnel of impending location assignments within the Incident Management Team.
- ___ 11. Maintain an alert or standby of personnel as necessary.
- ___ 12. Arrange for the protection and distribution of fire fighting and emergency medical equipment.
- ___ 13. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 14. Inventory available decontamination resources.
- ___ 15. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 16. Review the **RESPONSE PHASE CHECKLIST** on the following pages for preparatory action which may be required.

TERRORIST ATTACK RESPONSE PHASE CHECKLIST

- ___ 1. Assure safety of responders from the effects of a secondary device(s).
- ___ 2. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 3. Activate Incident Management Team and establish an Emergency Operations Center (EOC) in a suitable location within the City and notify City Mayor as soon as possible of the situation. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 4. Within capabilities, the City Police Department will maintain public order, control crowds and protect property.
- ___ 5. Keep the City Mayor informed of the situation and submit requests for assistance when local resources are inadequate to cope with the emergency. If conditions warrant, declare the existence of a City disaster emergency and submit requests for borough declaration of disaster emergency if appropriate.
- ___ 6. Ask the Alaska Division of Homeland Security and Emergency Management for law enforcement assistance, if necessary.
- ___ 7. Disseminate emergency public information as necessary to attempt to control the situation.
- ___ 8. Issue evacuation directives as appropriate.
- ___ 9. Establish crowd control, reconnaissance, rescue and medical strike teams and/or task forces with accompanying communications according to the incident communications plan.
- ___ 10. Control fires and the escapement and/or spread of hazardous or toxic substances.
- ___ 11. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- ___ 12. Maintain public order, control crowds and protect property.

TERRORIST ATTACK RESPONSE PHASE CHECKLIST

- ___ 12. Publicize emergency public information to include:
 - a) Description of the situation and location of damaged areas.
 - b) Evacuation routes and reception areas.
 - c) Location and/or phone number where information concerning the victims may be obtained.
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**

- ___ 13. If needed, establish emergency shelters and congregate care facilities. Coordinate with the American Red Cross and The Salvation Army. **See SHELTER AND FEEDING SECTION, this volume.**

- ___ 14. Establish traffic control and roadblocks in heavily damaged areas.

- ___ 15. Provide patrols for the security of evacuated areas.

- ___ 16. Maintain surveillance of current conditions.

- ___ 17. Keep in communication with highway, law enforcement, fire, rescue and others with emergency services responsibilities. Obtain official information on what and how highways and streets are to be kept open, particularly those required by emergency service personnel in case of serious fires, accidents and other emergencies. Obtain estimates of requirements for additional manpower, equipment and supplies.

- ___ 18. Establish strike teams and/or task forces to assess and document damage to public and private property. Record this information for future reimbursement purposes.

- ___ 19. Take other emergency actions as necessary to resolve the immediate consequences of the attack.

- ___ 20. Establish emergency morgues, as necessary. Coordinate with the American Red Cross, The Salvation Army and the relief organizations as appropriate. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**

- ___ 21. Establish financial accountability and tracking for all related costs and expenditures.

TERRORIST ATTACK RECOVERY PHASE CHECKLIST

- ___ 1. Restore and maintain essential services such as disrupted utilities, transportation arteries, communications systems, public property, and equipment. Priority will be given to services for hospitals, emergency operations centers, nursing homes and housing for the elderly and fire and police departments.
- ___ 2. Take other actions necessary to restore public confidence.
- ___ 3. Ask the Alaska Division of Homeland Security and Emergency Management for law enforcement assistance, if necessary.
- ___ 4. Disseminate emergency public information as necessary to attempt to control the situation.
- ___ 5. Arrange for emergency housing as necessary.
- ___ 6. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 7. Initiate surveys for the identification of safety hazards and undertake corrective measures.
- ___ 8. Arrange for initial debris clearance and restoration of essential public utilities and facilities.
- ___ 9. Arrange for a health and sanitation survey and initiation of disease prevention measures.
- ___ 10. Arrange for handling and identification of fatalities. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 11. Arrange for partial return of evacuees, particularly the heads of households, for individual damage assessment and cleanup. Phase the return of the remaining evacuees in pace with the rehabilitation progress.
- ___ 12. Initiate individual rehabilitation program.
- ___ 13. Arrange for public distribution of instructions on how to clean and restore real estate and personal property.
- ___ 14. Initiate immediate and long range rehabilitation measures and programs.

TERRORIST ATTACK RECOVERY PHASE CHECKLIST

- 15. Take other emergency actions as necessary to resolve the immediate consequences of the attack.
- 16. Perform post-incident cleanup and utilities restoration.
- 17. Perform damage assessments.
- 18. Establish financial accountability and tracking for all related costs and expenditures.
- 19. Provide monetary figures necessary to support a request for disaster declaration.
- 20. Release excess personnel and equipment.
- 21. Complete and submit necessary reports and paperwork to appropriate agencies.
- 22. Perform an incident critique After Action Report.

Emergency Operations Guide

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TRANSPORTATION ACCIDENT

Definition: An accident involving passenger air, highway, rail and marine travel resulting in death or injury and/or disruption to the transportation system/corridor.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from transportation incidents. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ **If a Disaster Has Occurred**

Use RESPONSE PHASE CHECKLIST
Use RECOVERY PHASE CHECKLIST

TRANSPORTATION ACCIDENT RESPONSE PHASE CHECKLIST

- ___ 1. Activate Incident Management Team and establish an Emergency Operations Center (EOC) for the City and such Incident Command Posts (ICPs) as necessary and notify the City Mayor and Wasilla Airport Manager if applicable, of the extent of the disaster as soon as possible. Establish a Unified Command with the shipper/owner/responsible party if appropriate. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
 - ___ 2. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
 - ___ 3. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
 - ___ 4. If hazardous or toxic materials are present, warn citizens in the danger area according to the **ALERT AND WARNING SECTION (this volume) and notify the Alaska Department of Environmental Conservation (ADEC) and National Response Center (NRC)**
 - ___ 5. Initiate evacuation procedures as necessary. **See EVACUATION SECTION, this volume.**
- Note: Provide for the security of the areas evacuated.**
- ___ 6. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations. May require activation of the Federal Family Assistance Plan for Aviation Disasters by the American Red Cross.
 - ___ 7. Establish reconnaissance and rescue strike teams and/or task forces as needed and grid out the area to be searched.
 - ___ 8. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a local disaster emergency and submit requests for City and state declaration of disaster emergency if appropriate.
 - ___ 9. Control fires and the escapement and/or spread of hazardous or toxic substances.
 - ___ 10. Establish a radiological monitoring strike team and/or task force if radioactive materials are believed to be involved.
 - ___ 11. Maintain the public order, control traffic and crowds.

TRANSPORTATION ACCIDENT RESPONSE PHASE CHECKLIST

- ___ 12. Restore and maintain essential services such as utilities, transportation arteries and communications systems. Priority will be given to services for hospitals, emergency operations centers, nursing homes and housing for the elderly and fire and police departments.
- ___ 13. Where airport, airfield or FAA officials are present, the Incident Commander will work with their advice and assistance (unified command).
- ___ 14. Establish emergency shelters and congregate care stations, as necessary. Coordinate with the American Red Cross, The Salvation Army and the relief organizations as appropriate. **See SHELTER AND FEEDING SECTION, this volume.**
- ___ 15. Publicize emergency public information to include:
 - a) Description of the situation and location of the accident.
 - b) Evacuation routes and reception areas.
 - c) Location and/or phone numbers where information concerning the victims may be obtained.
 - d) Other information and instructions concerning the public welfare.
 - e) **See PUBLIC INFORMATION SECTION, this volume.**
- ___ 16. Establish emergency morgues, as necessary. Coordinate with the American Red Cross, The Salvation Army and the relief organizations as appropriate. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 17. Establish financial accountability and tracking for all related costs and expenditures.

TRANSPORTATION ACCIDENT RECOVERY PHASE CHECKLIST

- ___ 1. Arrange for the security of the area from visitors and souvenir hunters until the Wasilla Airport Manager, FAA, NTSB and/or military officials have completed their inspections of the crash or accident site.
- ___ 2. Initiate surveys for the identification of safety hazards and undertake corrective measures.
- ___ 3. Arrange for initial debris clearance and restoration of essential public facilities and utilities.
- ___ 4. Arrange for handling and identification of fatalities. **See HEALTH AND MEDICAL SERVICES SECTION, this volume.**
- ___ 5. Arrange for emergency housing as necessary.
- ___ 6. Perform damage assessments.
- ___ 7. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 8. Provide monetary figures necessary to support a request for disaster declaration.
- ___ 9. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 10. Release excess personnel and equipment.
- ___ 11. Complete and submit necessary reports and paperwork to appropriate agencies.
- ___ 12. Perform an incident critique After Action Report.

VOLCANIC ERUPTION

Definition: The venting of pressure from within the earth's crust, often accompanied by the ejection of molten lava, rock, gases and/or ash.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from volcanic eruptions. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Threatens

Use WARNING PHASE CHECKLIST

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST

Use RECOVERY PHASE CHECKLIST

VOLCANIC ERUPTION WARNING PHASE CHECKLIST

- ___ 1. Receive and evaluate forecasts and predictions which indicate potential for volcanic eruption. Make whatever confirmations are necessary, and pursue further information and guidance from the Alaska Volcano Observatory, Alaska Division of Homeland Security and Emergency Management, National Weather Service, FEMA, or other qualified agencies.
- ___ 2. In coordination with these agencies, develop the following estimates on the basis of past experience or other available data:
 - a) When an eruption is anticipated and its duration?
 - b) What areas are expected to be subject to flooding, mudflows, ash fallout, pyroclastic flows and to what extent?
 - c) On the basis of available physical indications, how much warning time will be available from the time that an eruption is definitely imminent until the time that it actually occurs?
 - d) What measures can be taken to lessen the effects and damage anticipated?
- ___ 3. Initiate inspections of existing control works (e.g. flood and mudflows, air filtering systems) and undertake repairs and strengthening as necessary.
- ___ 4. Identify available stocks of air and oil filters (for equipment), dust and particle masks and arrange for their availability and distribution.
- ___ 5. Identify areas safe and suitable for selection and shelter of evacuees and for the storage of evacuated equipment and emergency supplies. Assure that evacuation routes to the areas selected will not become impassable before they can be reached.
- ___ 6. Estimate the number of evacuees and, in consultation with volunteer relief organizations and the **SHELTER AND FEEDING SECTION, this volume**, select suitable shelters and arrange for their operation.
- ___ 7. In consultation with the various sections, make preparations for the orderly evacuation and reception of the evacuees, which will progress in phase with the eruption.

Note: Provide for the security of the areas evacuated.

VOLCANIC ERUPTION WARNING PHASE CHECKLIST

- ___ 8. Activate Incident Management Team and establish an Emergency Operations Center (EOC) for the City and such Incident Command Posts (ICPs) as necessary and notify the City Mayor of the extent of the disaster as soon as possible. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 9. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 10. Notify all agencies and media which may participate in volcano recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center. Call the Anchorage Forecast Office of the National Weather Service to provide advisory personnel to the Emergency Operations Center.
- ___ 11. Arrange for the direct broadcast of emergency public information and evacuation instructions per the **ALERT AND WARNING SECTION, this volume.** The National Weather Service, Alaska Division of Homeland Security and Emergency Management, or Alaska Volcano Observatory may issue volcano watches and warnings directly through the Emergency Alert System, but should also keep local officials briefed on their actions. Coordinate the release of public information with other affected jurisdictions and among the various agencies involved. **See ALERT AND WARNING SECTION, this volume.**
- ___ 12. Provide the local news media with ashfall safety rules, vehicle travel considerations, and other appropriate information pertaining to the area. NOAA Weather Radio broadcasts this information as needed, but further releases are desirable. The Alaska Division of Homeland Security and Emergency Management as well as FEMA have information sheets that are available addressing these topics. Coordinate this information between the Municipality of Anchorage, the Matanuska-Susitna Borough and the City.
- ___ 13. Survey essential facilities such as hospitals, communications centers, broadcast stations, power and heat generating facilities, distribution systems and other utilities. Undertake feasible ash fallout proofing measures.
- ___ 14. Inventory communications capabilities between essential facilities and the emergency operations center. Augment as necessary with auxiliary equipment and operators for emergency requirements. Design an Incident Communications Plan from the information in the **COMMUNICATION SECTION (this volume) and Communication Planning Guide (EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN).**
- ___ 15. Arrange for petroleum distributors to meet the additional demand for fuels and lubricating oils in preparation for the emergency and establish, if possible, the amounts of various fuels and oils on hand and arrange for the establishment of operable means of distribution during the emergency.
- ___ 16. Inventory high clearance vehicles and register owners and operators. Include school buses.

VOLCANIC ERUPTION WARNING PHASE CHECKLIST

- ___ 17. Inventory bulldozers, graders, dump trucks, front end loaders and other heavy equipment.
- ___ 18. Inventory auxiliary power plants, pumps, pipe and hose. Organize personnel and equipment into teams which will respond to dispatch.
- ___ 19. Inventory operators of portable and mobile communications equipment. Make those assignments which can be made in advance.
- ___ 20. Arrange for the protection and distribution of emergency services (fire fighting, medical, rescue, law enforcement, public works, etc.) equipment. Prepare the equipment for operations in heavy ash and dust environments.
- ___ 21. Inventory available stocks and sources of supply of equipment and supplies common to the needs of disaster workers. Include special clothing, hard hats, rubber boots, flashlights and batteries, flares, maintenance tools, rescue tools, dust masks, goggles, and rations.
- ___ 22. Advise prospective suppliers as to which personnel are authorized to make emergency purchases in the name of the various local jurisdiction, how they are identified, and what record of the transaction is necessary for subsequent reimbursement.
- ___ 23. Arrange for the control of incoming air, marine, and surface traffic to facilitate receipt and delivery of needed supplies and to divert unessential visitors and supplies.
- ___ 24. As the situation develops, publicize emergency public information to include:
 - a) Description of the situation and identification of areas which are expected to receive ash fallout, pyroclastic flows, flooding, and mudflows;
 - b) Guidelines on ash fallout proofing measures and the protection of real and personal property;
 - c) Closures of schools, offices, and other facilities;
 - d) Evacuation routes and reception areas; and
 - e) How warning and evacuation instructions will be disseminated.
 - f) **See PUBLIC INFORMATION SECTION, this volume.**

VOLCANIC ERUPTION WARNING PHASE CHECKLIST

- ___ 25. Prepare for documenting equipment and supplies used, personnel hours spent, including overtime, and other documentation on expenses which might be necessary for later reimbursement.
- ___ 26. Sound alert and warning as appropriate. **See ALERT AND WARNING SECTION, this volume.**
- ___ 27. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 28. Assess feasibility of releasing non-critical personnel. Establish procedure for advising personnel whether or not to report to work. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.
- ___ 29. Establish a system, procedure, and contacts for "school closing" or "employee stay home" announcements.
- ___ 30. Develop newspaper articles and radio and television announcements for release when appropriate (e.g., requesting home owners to remove ash from fire hydrants or other places that might impede emergency actions).
- ___ 31. Check generators, other power, lighting and communications equipment.
- ___ 32. Alert field personnel of impending situation.
- ___ 33. So far as is practical, put personnel and equipment on stand-by, and maintain communication with operating and stand-by crews.
- ___ 34. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 35. Review the **RESPONSE PHASE CHECKLIST** on the following pages for preparatory action which may be required.

Emergency Operations Guide

VOLCANIC ERUPTION RESPONSE PHASE CHECKLIST

- ___ 1. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 2. Establish a watch and observation of volcano activity.
- ___ 3. Assess the eruption situation, including a determination of the potential ashfall risk area, and obtain information such as speed and direction of wind, precipitation, barometric readings, fall of ash, etc. Initiate reporting from public and private agencies and utilities that have facilities in the risk area.
- ___ 4. Keep information on access routes up to date. Request the assistance of Public Works and State DOTPF in establishing and maintaining access and evacuation routes. Use appropriate routes as conditions change. Keep other departments informed of changes in the use of the routes.
- ___ 5. Keep in communication with highway, law enforcement, fire, rescue and others with emergency services responsibilities. Obtain official information on what and how highways and streets are to be kept open, particularly those required by emergency service personnel in case of serious fires, accidents and other emergencies. Obtain estimates of requirements for additional manpower, equipment and supplies.
- ___ 6. If conditions warrant, initiate or increase efforts to obtain specific information for broadcasts over radio and television to inform the public of the situation and what actions should be taken.
- ___ 7. Disseminate public warnings, emergency instructions, and initiate evacuation operations in phase with the eruption activity. **See ALERT AND WARNING SECTION and EVACUATION SECTION, this volume.**
- ___ 8. Intensify last minute strengthening of control works and ash proofing to protect essential facilities. Implement emergency shutoff procedures as necessary.
- ___ 9. Preposition equipment, fuel and the essential supplies for use after the eruption.
- ___ 10. Check auxiliary generators and other power and lighting equipment.
- ___ 11. Conduct reconnaissance of areas becoming impacted, specially by heavy ash fallout. Be alert to building and structural failure due to increased roof loading from ash and debris and dispatch units for evacuations and personnel rescue.

VOLCANIC ERUPTION RESPONSE PHASE CHECKLIST

- 12. Review preparations for congregate care and emergency shelter if the situation appears to be worsening. Consider what specific operations may have to be performed and under what conditions. **See SHELTER AND FEEDING SECTION, this volume.**
- 13. Limit travel as required.
- 14. Provide patrols for the security of evacuated areas.
- 15. Maintain surveillance of current conditions.
- 16. Initiate a "windshield survey" of the extent of public and private damage.
- 17. Request assistance as necessary and available under the conditions, and continue volcano disaster operations.
- 18. Begin damage assessments on public facilities.
- 19. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a City disaster emergency and submit request for state declaration of disaster emergency if appropriate.
- 20. Where injuries are involved, notify local EMS agencies and medical facilities as soon as possible. Consider establishing the Multicasualty Organization within the Incident Command System and a medical communications net on the Borough EMS Tactical frequency if multiple patients are injured. **See ORGANIZING FOR SPECIAL INCIDENTS (Multicasualty Incident) SECTION, HEALTH AND MEDICAL SERVICES SECTION and the COMMUNICATIONS SECTION, this volume.**
- 21. Establish financial accountability and tracking for all related costs and expenditures.

Emergency Operations Guide

VOLCANIC ERUPTION RECOVERY PHASE CHECKLIST

- 1. Initiate surveys for the identification of safety hazards and undertake corrective measures.
- 2. Perform damage assessments.
- 3. Arrange for initial debris clearance and restoration of essential public facilities and utilities.
- 4. Arrange for the clearing of ash and debris from essential roadways, runways, roof structures and other important facilities.
- 5. Arrange for a health and sanitation survey and initiation of disease prevention measures.
- 6. Arrange for partial return of evacuees, particularly the heads of households, for individual damage assessment and cleanup. Phase the return of the remaining evacuees in pace with the rehabilitation progress.
- 7. Initiate individual rehabilitation program.
- 8. Arrange for public distribution of instructions on how to clean and restore real and personal property.
- 9. Arrange for emergency housing as may be necessary.
- 10. Initiate immediate and long range rehabilitation measures and programs.
- 11. Establish financial accountability and tracking for all related costs and expenditures.
- 12. Provide monetary figures necessary to support a request for disaster declaration.
- 13. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- 14. Release excess personnel and equipment.
- 15. Complete and submit necessary reports and paperwork to appropriate agencies.
- 16. Perform an incident critique After Action Report.

WEATHER EXTREMES

Definition: Weather events which exceed the bounds of normalcy for the area in which they occur.

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of weather extremes. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed.

✓ If a Disaster Threatens

Use WARNING PHASE CHECKLIST

✓ If a Disaster Has Occurred

Use RESPONSE PHASE CHECKLIST

Use RECOVERY PHASE CHECKLIST

Emergency Operations Guide

WEATHER EXTREMES WARNING PHASE CHECKLIST

- ___ 1. Make contact with HAM radio club, snowmobile, ski, and other emergency rescue and medical teams in the area.
- ___ 2. The Emergency Management Coordinator should contact the National Weather Service and establish those rules on definitions, especially "Heavy Snow Warnings," and "Cold Wave Warning," "High Wind Warning," and "Ice Storm" that pertain to the area. This information should then be disseminated to other agencies, media, etc.
- ___ 3. Provide the local news media with winter storm safety rules, winter vehicle travel considerations, advice on actions if trapped in a vehicle by a blizzard, and other appropriate information pertaining to the area. NOAA Weather Radio broadcasts this information as needed, but further releases are desirable.
- ___ 4. Determine the location and amounts of snow fencing, sand and gravel, salt, fuel supplies, or other materials needed, and install and fill these as required.
- ___ 5. Assess feasibility of releasing non-critical personnel. Establish procedure for advising personnel whether or not to report to work. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.
- ___ 6. Establish a system, procedure, and contacts for "school closing" or "employee stay home" announcements.
- ___ 7. Develop newspaper articles and radio and television announcements for release when appropriate (e.g., requesting home owners to remove snow from fire hydrants or other places that might impede emergency actions).
- ___ 8. Check generators, other power, lighting and communications equipment.
- ___ 9. Alert field personnel of impending situation.
- ___ 10. So far as is practical, put personnel and equipment on stand-by, and maintain communication with operating and stand-by crews.
- ___ 11. Notify all the utility companies which may participate in response/recovery operations of the location, time of activation and methods of contact with the Emergency Operations Center.
- ___ 12. Initiate response of volunteer organizations such as the American Red Cross, The Salvation Army, and other similar organizations.
- ___ 13. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 14. Review the **RESPONSE PHASE CHECKLIST** on the following pages for preparatory action which may be required.

WEATHER EXTREMES RESPONSE PHASE CHECKLIST

- ___ 1. If not already completed, complete those action items listed in the **WARNING PHASE CHECKLIST** which can be completed, based on the incident priorities of the current situation.
- ___ 2. Activate Incident Management Team and establish an Emergency Operations Center (EOC) for the City and such Incident Command Posts (ICPs) as necessary and notify the City Mayor of the extent of the disaster as soon as possible. **See EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**
- ___ 3. Assess the storm situation, including a determination of the potential storm risk area, and obtain information such as speed and direction of wind, precipitation, barometric readings, fall of snow, sleet, etc. Initiate reporting from public and private agencies and utilities that have facilities in the risk area.
- ___ 4. Keep in communication with highway, law enforcement, fire, rescue and others with emergency services responsibilities. Obtain official information on what and how highways and streets are to be kept open, particularly those required by emergency service personnel in case of serious fires, accidents and other emergencies. Obtain estimates of requirements for additional manpower, equipment and supplies.
- ___ 5. If conditions warrant, initiate or increase efforts to obtain specific information for broadcasts over radio and television to inform the public of the storm situation and what actions should be taken.
- ___ 6. Preposition equipment, fuel and the essential supplies for use after the storm.
- ___ 7. Check auxiliary generators and other power and lighting equipment.
- ___ 8. Review preparations for congregate care and emergency shelter if the situation appears to be worsening. Consider what specific operations may have to be performed and under what conditions. **See SHELTER AND FEEDING SECTION, this volume.**
- ___ 9. Limit travel as required.
- ___ 10. Notify the City Mayor of the situation and any required assistance. If conditions warrant, declare the existence of a City disaster emergency and submit request for state declaration of disaster emergency if appropriate.
- ___ 11. Establish financial accountability and tracking for all related costs and expenditures.

WEATHER EXTREMES RECOVERY PHASE CHECKLIST

- ___ 1. Perform post-storm cleanup and utilities restoration.
- ___ 2. Perform damage assessments.
- ___ 3. Establish financial accountability and tracking for all related costs and expenditures.
- ___ 4. Provide monetary figures necessary to support a request for disaster declaration.
- ___ 5. Provide facilities for and publicize the location of disaster aid centers for processing applications for the rehabilitation of individuals and families.
- ___ 6. Release excess personnel and equipment.
- ___ 7. Complete and submit necessary reports and paperwork to appropriate agencies.
- ___ 8. Perform an incident critique After Action Report.

SECTION 2 DISASTER DECLARATION AND REPORTING

Introduction

Plan Activation

Declaration of City Disaster Emergency

Definitions

Delegation of Authority

Sample Delegation of Authority

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**Appendix A ~ City of Wasilla Disaster Declaration Without
Request For Borough Assistance**

**Appendix B ~ City of Wasilla Disaster Declaration With
Request For Borough Assistance**

**Appendix C ~ Incident Commander's Delegation of
Authority**

**Appendix D ~ Incident Status Summary
(ICS Form-209)**

Disaster Declaration & Reporting

Introduction

Disaster assistance for Wasilla from mutual aid agencies such as Borough, State and Federal entities, will be enhanced by prompt and thorough reporting of the disaster conditions. This section outlines the plan activation, disaster emergency declaration, notification and reporting processes, and damage assessment procedures that the City of Wasilla will implement in the event of a disaster emergency.

Plan Activation

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

- The emergency cannot be effectively managed using City department policies and standard operating procedures,

or

- The emergency directly impacts more than one agency's jurisdiction, and a coordinated response under a unified command structure is desirable or necessary, or

or

- The resources of the City, including resources available through mutual aid agreements, are overwhelmed and a local disaster emergency is declared, under the terms and authority of AS 26.23.140.

NOTE: Within Alaska, only the "Chief Executive Officer" of the involved municipality may declare a disaster emergency. (AS 26.23.140). The City Mayor is defined as the "Chief Administrator" for the City of Wasilla (WMC 2.16.020[A]). The Emergency Management Coordinator for the City of Wasilla is the Police Chief.

ACTIVATION SHALL BEGIN BY CONTACTING MATCOMM AND REQUESTING A SPECIFIC LEVEL OF PLAN ACTIVATION

Emergency Operations Guide

Levels of Incidents

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

Level I Incident

An incident that requires the coordinated response of all levels of City government to save lives of a large portion of the population and protect property and the environment. Such a disaster emergency may require the sheltering or relocation of the affected population. Under such conditions, this plan will be implemented.

Level II Incident

An incident that has special or unusual characteristics not readily managed by department policies and standard operating procedures, and/or requiring response by more than one City department, and/or which is beyond the capabilities of available resources (including mutual aid), will require partial or full implementation of this plan.

Level III Incident

An incident that can be managed within normal operations of the various City departments and can be managed with department policies and standard operating procedures. May require implementation of the entire or specific sections of the plan and/or individual Incident Management Team positions as requested by the Incident Commander.

Disaster Declaration & Reporting

Levels of Activation

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

Level I Activation

Full activation of the Emergency Operations Center and Incident Management Team. This will include using the entire Emergency Operations Plan and the use of a "long team". The Emergency Operations Center may be in an alternate location other than the predesignated locations based on geographic or operational needs. The activation of a "long" Incident Management Team will include the complete Command Staff as well as the complete General Staff with the following Incident Command System functions activated:

1. Incident Commander — Chief of Police
 - A. Public Information Officer — Deputy Clerk
 - B. Safety Officer — Deputy Public Works Director
 - C. Liaison Officer — City Clerk
2. Operations Section Chief — Public Works Director
3. Planning Section Chief — City Planner
 - A. Situation Unit Leader
 - B. Resource Unit Leader — Parks & Property Tech III
4. Logistics Section Chief — Recreation & Cultural Services Manager
 - A. Emergency Operations Center Manager
5. Finance Section Chief — Finance and Human Resources Manager

Level II Activation

Activation of an Incident Command Post, or the Emergency Operations Center, and an Incident Management Team to handle the limited needs of the incident. This will include using parts of the Emergency Operations Plan as needed and the use of a "short team." The activation of a "short" Incident Management Team will include the following positions:

1. Incident Commander — Chief of Police
 - A. Public Information Officer — Deputy Clerk
2. Planning Section Chief — City Planner
3. Logistics/ Finance Section Chief
 - A. Emergency Operations Center Manager

Emergency Operations Guide

Level III Activation

The use of specific sections and/or parts of the Emergency Operations Plan and the use of individual Incident Command System positions as required by the on-scene Incident Commander. The on-scene Incident Commander has the standing delegated authority for the above actions without the necessity of a declared disaster emergency.

Activation Procedures

The on-scene Incident Commander, City Emergency Management Coordinator or the City Mayor will contact MATCOMM and request a Level I, Level II, or Level III Emergency Operations Plan activation as appropriate. The dispatcher on-duty will initiate the requested plan activation level as follows:

Level I

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested and direct those persons to report to the Emergency Operations Center or other identified location.

Level II

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested and direct those persons to report to the Emergency Operations Center or other identified location.

Level III

As directed by the on-scene Incident Commander, City Emergency Management Coordinator or City Mayor; will contact by phone, radio, pager or in person those persons assigned to the Incident Management Team positions being requested.

Disaster Declaration & Reporting

Declaration of City Disaster Emergency

A declaration of a local "disaster emergency" (**See definition of disaster emergency, page 2-7, this section**) by the City of Wasilla is required to implement the full Emergency Operations Plan, access City funding, expedite procurement of City response resources and access Borough, State, and Federal disaster assistance. The Mayor of Wasilla has the legal authority under AS 26.23.140 to declare that a local disaster emergency exists. If the City Mayor is unable to act due to absence or incapacity, the next person designated in the City "line of succession" will exercise local disaster emergency declaration authority. The declared local disaster emergency shall authorize the emergency powers for the period set forth in the City Municipal Code, 2.56, "Disaster Emergency Planning." The declaration of a local disaster emergency must include a description of the situation and existing conditions, must delineate the geographic boundaries, and must outline what special powers are being activated by the City.

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

If additional assistance is required to aid the City response to a disaster emergency, it should request assistance directly from the Matanuska-Susitna Borough using the model declaration form found in **Appendix B, this section**.

In order for the City to implement their full Emergency Operations Plan, access City funding, expedite procurement of City response resources and if required, accessing Matanuska-Susitna Borough disaster assistance and funding, the declaration of a "disaster emergency" must be communicated to the Matanuska-Susitna Borough Department of Emergency Services .

Emergency Operations Guide

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

| | |
|-------------------|---|
| Command | Present package to City Mayor. |
| 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. |

The request for a disaster emergency declaration with assistance does not indicate the surrender of local Command responsibility and authority.

NOTE: City of Wasilla request for a Matanuska-Susitna Borough disaster declaration must be processed through the Matanuska-Susitna Borough Department of Emergency Services.

Disaster Declaration & Reporting

Definitions

Current legislation defines “disaster emergency” as:

“... the condition declared by proclamation of the governor or declared by the principal executive officer of a political subdivision to designate the imminence or occurrence of a disaster.” (AS 26.23.900)

In addition, a “disaster” is defined as:

“... occurrence or imminent threat of wide spread or severe damage, injury, loss of life or property, or shortage of food, water, or fuel resulting from:

- a. an incident such as storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, avalanche, snowstorm, prolonged extreme cold, drought, fire, flood, epidemic, explosion, or riot:
- b. the release of oil or a hazardous substance, if the release requires prompt action to avert environmental danger or mitigate environmental damage, or;
- c. equipment failure if the failure is not a predictably frequent or recurring event or preventable by adequate equipment maintenance or operation.” (AS 26.23.900)

In addition, an “emergency” is defined as:

“emergency has the meaning given in 42 U.S.C. 5122.”
(AS 26.23.900)

““Emergency” means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.” (42 U.S.C. 5122)

Delegation of Authority

The City Mayor has the ultimate authority and responsibility for the emergency response and recovery from disasters that impact the City of Wasilla. Typically the City Mayor will delegate that responsibility to a designated Incident Commander.

Emergency Operations Guide

There may occur situations or a series of events that require additional Incident Management Teams or the relief of a City Incident Management Team. In that event the City Mayor will provide for a delegation of authority and agency briefing for any team coming to assist the City.

The delegation of authority letter will include the following items as a minimum and may include other directives, information or guidelines as specified by the Mayor as an attached briefing document.

- Date and time the delegation is effective.
- If known the expiration of the delegation.
- Any special ordering or purchasing requirements.
- Incident priorities.
- Special limitations.

The delegation will be in writing and signed by the City Mayor and the incoming Incident Commander. The delegation will become a permanent part of the incident documents.

Agency Briefing

The purpose of the Agency Briefing is to provide a formal method of advising and directing the Incident Management Team on its goals and objectives by the City Mayor. The briefing will be the time when the Mayor provides to the team the City's priorities and directives for managing and controlling the incident. The briefing is also a time for the incoming Incident Commander to make certain that he/she is clear on any City policies or procedures to be followed, the priorities are reasonable and obtainable, and understands any previous problems, political issues or unresolved problems.

The Incident Briefing Package will contain the following items as required by the individual incident:

- Incident History:

This section should include a brief overview of the incident such as the nature of the event, date it started, significant actions taken, copies of any disaster declarations, funds expended or authorized, and other information that would assist the team in understanding the incident. This should be kept very brief and a more detailed discussion will be held during the agency briefing and by the current team.

Disaster Declaration & Reporting

- Incident Priorities:

This section will set forth the City Mayor's overall incident priorities and objectives. This section must include the overall incident objectives and restrictions placed on the team. It is imperative to the success of the team that these priorities be understood and agreed to by the Mayor and the team. Any discrepancies must be resolved prior to the team assuming command and responsibility for the incident.

- Available Resources and Facilities

This should be a brief summary of what City personnel, resources and facilities are assigned and available to the team. This will also be included in the agency briefing. If specific personnel are to be assigned to the team such as a purchasing agent or finance officer this will be noted. Any special outside personnel or facilities should also be noted here.

- Resources on Order

This should briefly summarize the resources currently on order and their estimated arrival.

- Personnel Assigned

This section will specify any City personnel to be assigned to the team and their positions. If people are to be assigned in a trainee slot this should also be specified here.

- Financial Policy and Directives

This is perhaps the most critical area for a team coming in. They must receive clear written directives on any spending limits, purchasing requirements, accounting practices or other specifics to allow them to function. It is most likely that a City finance representative will be assigned to the finance section to assist in this area. Included in this section will be any purchasing limitations such as local purchases, use of existing contracts etc.. This section will also state the City representative who will work with the team to resolve financial issues.

- Demobilization

This section will outline any City requirements for demobilization plans such as outside resources first or other requirements.

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- Agency Briefing Schedule

This section defines when and what type of information the team will provide to the City Mayor. The section may also set out other briefing or information requirements required by the Mayor. The briefing requirements will be agreed to and all other requests for briefings will be at the discretion of the team.

- Other Information

The City Mayor may provide other information to assist the team such as maps or other data which are to be specified in this section.

- Date and Time for Team Assignment

The delegation of Authority will specify a specific date and time for the team to assume authority and responsibility of the incident. This section will also specify the duration of the delegation.

- Safety Concerns

This section will outline any incident specific safety concerns the City knows about or anticipates. This section may include information about known chemical hazards, weather or other environmental problems, wildlife etc. Any critical safety concerns will also be addressed as an incident priority.

What the Team Should Expect:

- Discussion of the feasibility of accomplishing objectives.
- Agreement on the objectives the team is expected to accomplish.
- How to access the City Mayor or their designee for clarifications or reporting of accomplishments.
- A comprehensive briefing on the incident prior to the assumption of command. The delegation of authority, maps, incident action plans, declaration of a local disaster emergency or state declaration, and any special instructions will be provided to the team.
- The undivided attention of the Mayor for at least one hour. The Mayor will express any concerns or reservations about past performance of the team.

Disaster Declaration & Reporting

- The Mayor will specify the times and formats for being briefed on the progress of the incident.
- Any special restrictions or constraints by the City.
- The ability to accomplish its' assigned objectives without undue interference or unnecessary control from the City.

The City Mayor will expect from the Team:

- Discussion on the feasibility of the objectives.
- Agreement on incident priorities and objectives.
- Professional conduct by team members.
- Daily meetings between the Incident Commander and Mayor.
- An understanding of the local socio-political issues by the team.
- A complete and comprehensive financial accountability package.
- Full documentation of actions taken by the team.
- Efficient use of assigned resources.
- Attention to human resource issues with an intolerance to discriminatory or demeaning actions.
- Attention to the safety of the citizens and responders being paramount.
- The availability and use of mentors and trainees to improve the City's in-house abilities in future events.

Emergency Operations Guide

Sample Delegation of Authority

As of _____ 20**, I have delegated the authority to manage the _____ Incident to _____ and their Incident Management Team. Due to the severity of the incident the City has declared a Disaster Emergency and the Governor has declared a state disaster. The disaster resulted from high winds and rains occurring over the past five days resulting in property damage. My priorities and directives for management of this incident are:

1. Provide for the safety of citizens in the affected area and the safety of all response personnel.
2. Provide for emergency repairs to essential facilities as needed to prevent further damage and restore facility functionality.
3. Provide for the sheltering of evacuated residents.
4. Provide for the security of the evacuated area.
5. Restore power and other utilities and road access.
6. Prepare a preliminary damage assessment of the affected area in consultation with ADHS&EM, FEMA and the American Red Cross
7. Prepare a recovery plan and transition plan for the long term recovery of the area.
8. Provide a daily briefing of the City Mayor and elected officials.

You are assigned all available City staff as needed to accomplish the assigned goals and tasks. The Finance Director will provide the accounting responsibilities of the team. The emergency costs for the incident will be limited to \$50,000 and any expected costs to exceed that amount will require my prior approval at the 75% level.

Mayor, City of Wasilla

Disaster Declaration & Reporting

Reporting

Accurate incident status summaries are important to decision makers within the Incident Management Team (IMT) staff, as well as to assisting agencies and the public. The Incident Status Summary (ICS Form-209) (Appendix A), shall be completed as soon as possible after the onset of an emergency, and will be updated at least every 12 hours thereafter. Incident Status Summary shall be prepared by the Planning Section on all level I & II activation's, and distributed via phone, fax, e-mail, radio, hard copy, etc. to at least the following:

- City Mayor and City Council
- Incident Management Team
- Matanuska-Susitna Borough Department of Emergency Services
- Alaska Division of Homeland Security and Emergency Management
- Assisting Federal and State agencies

The Public Information Officer may also Incident Status Summary (ICS Form-209) to the media, the public, assisting agencies, adjacent jurisdictions, and volunteer organizations at the direction of the Incident Commander. The Incident Status Summary (ICS Form-209) may also be used by the City Mayor to advise City staff of a Level III activation.

Damage Assessment

Damage assessment is conducted in three phases:

1. Initial Damage Assessment.
2. Preliminary Damage Assessment.
3. Project Worksheet Development.

The initial assessment provides supporting information for the disaster declaration, and is the responsibility of the City government. The Preliminary Damage Assessment (PDA) and the Project Worksheet process are in-depth analysis of long term effects and costs of the emergency, and are done with the combined efforts of local, Borough State, and Federal agencies.

Emergency Operations Guide

Initial Damage Assessment

Organization and supervision of the Initial Damage Assessment is the responsibility of the Planning Section, with supporting fiscal documentation from the Finance Section, of the Incident Management Team. Efficient accomplishment of this task will require major assistance from all departments and available 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 immediately after the incident has been identified. The Finance Section will assign a charge code to which all incident related expenditures will be coded.

The Initial Damage Assessment should begin as soon as possible after the impact of the emergency, and should be conducted using the following priorities:

Priority 1 - Public safety and restoration of vital services

1. Emergency Operations Center, Dispatch-Communications centers, fire stations.
2. Hazardous materials industries, natural gas pipelines.
3. Hospitals, schools and shelters.
4. Power, telephone, and radio communications systems.
5. Bridges and overpasses.
6. Major businesses .

NOTE: Each facility should be analyzed for structural integrity and safety, functional capability, and estimated cost to repair or replace.

Disaster Declaration & Reporting

Priority 2 - Assessment of damage to support emergency or major disaster declaration.

An estimate of numbers of private dwellings and businesses affected by the incident will be needed to support the request for a Borough, State or Federal declaration. A "windshield" survey (a cursory, "drive-by" damage assessment) should be made at the same time as the more detailed survey required for priority 1 facilities.

1. Private homes, multiple family dwellings.
2. Businesses.

Preliminary Damage Assessment

The Initial Damage Assessment should provide the basis for subsequent assessment activities. The Preliminary Damage Assessment (PDA) builds upon that information to provide supporting documentation for Borough, State and Federal disaster assistance. Assessment activities will be directed and supervised by the Planning Section, with cost information provided by the Finance Section.

1. Assign personnel to City, Borough, State and Federal Damage Assessment Teams. The Planning Section should arrange appointments with managers and/or owners of affected facilities in order to facilitate the process. The City/Borough/State/Federal teams will complete the FEMA forms. Although the City is not responsible for completing these forms, personnel assigned to teams should be familiar with the information gathered on them.
2. Provide current cost (Finance Section Chief) and damage assessment (Planning Section Chief) information to the other members of the Command and General Staff.

Emergency Operations Guide

Project Formulation

The third step is to fully document the extent of damages and plan the repair work. Project formulation is the process of documenting the eligible facility, the eligible work and the eligible cost for fixing the identified damages. A Project Worksheet is the form used to document the scope of work and cost estimates for a project.

Disaster Recovery Center

The Logistics Section may be called upon to arrange a large facility to serve as a Disaster Recovery Center, where citizens can meet with Federal/State/local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center (if activated). Federal, State, local and volunteer agencies may provide or accept applications for the following services through the Disaster Recovery Center:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments and technical assistance, and federal grants for the purchase or transportation of livestock.

Disaster Declaration & Reporting

Disaster Recovery Center, continued.

- Information on the availability of food stamps and eligibility requirements.
- Individual and family grants to meet disaster related expenses and other needs of those adversely affected by “major disasters” when they are unable to meet such needs through other means.
- Legal counseling to low income families and individuals.
- Tax counseling concerning various disaster related tax benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster caused mental health problems.
- Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
- Veteran’s assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran’s Administration if a VA insured home has been damaged.
- Other specific programs and services as appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

Emergency Operations Guide

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Disaster Declaration & Reporting

APPENDIX A

**CITY OF WASILLA
DISASTER DECLARATION WITHOUT REQUEST FOR
BOROUGH ASSISTANCE**

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

_____ and,

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

WHEREAS, the following conditions exist as a result of the disaster emergency (describe the event and the impacts to community, damages, and etc.);

_____ and,

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

THEREFORE, be it resolved that the City Mayor of the City of Wasilla does declare a Disaster Emergency per AS 26.23.140 to exist in (describe the area affected) .

SIGNED _____

TITLE _____

this _____ day of _____ 20_____

Emergency Operations Guide

APPENDIX A

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Disaster Declaration & Reporting

APPENDIX B

**CITY OF WASILLA
DISASTER DECLARATION WITH REQUEST FOR
BOROUGH ASSISTANCE**

WHEREAS, commencing on _____ (date), the City of Wasilla sustained severe losses and threats to life and property from (describe the event or situation);

_____ and,

WHEREAS, City of Wasilla is a political subdivision within the Matanuska-Susitna Borough; and,

WHEREAS, the following conditions exist as a result of the disaster emergency (describe the event and the impacts to community, damages, and etc.);

_____ and,

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

THEREFORE, be it resolved that the City Mayor of the City of Wasilla does declare a Disaster Emergency per AS 26.23.140 to exist in (describe the area affected).

FURTHERMORE, it is requested that the Borough Manager/Mayor declare a Disaster Emergency to exist as described in AS 26.23.140 and provide Borough assistance to the City of Wasilla in its response and recovery from this event

FURTHER, the undersigned certifies that the City of Wasilla has expended its local resources as a result of this disaster emergency.

SIGNED _____

TITLE _____

this _____ day of _____ 20 _____

Emergency Operations Guide

APPENDIX B

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**INCIDENT COMMANDER'S
DELEGATION OF AUTHORITY**

Pursuant to the City of Wasilla's Declaration of a Local Disaster Emergency, the City of Wasilla's Emergency Operations Plan has been activated.

I hereby authorize _____ to act as Incident Commander for response and recovery operations under the City of Wasilla's Emergency Operations Plan.

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

This delegation continues for a period of ten days or until earlier modified or terminated by the Emergency Management Coordinator or Chief Executive Officer of the City of Wasilla.

DATE: _____

Mayor
City of Wasilla

Emergency Operations Guide

APPENDIX C

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Disaster Declaration & Reporting

APPENDIX D

Incident Status Summary

| | | | | | | | | | | | |
|---------------|------|------------------------|------------|-----------|-----------------|--|--|----------|--|------------|--|
| Date | Time | Initial | Update | Final | Incident Number | Incident Name | | | | | |
| Incident Type | | Start Date/Time | | Cause | | Incident Commander | | IMT Type | | State/Unit | |
| County | | Latitude and Longitude | | | | Short Location Description (in reference to nearest town): | | | | | |

Current Situation

| | | | | | | |
|---|--------------------|--|--|------------------------|---------------------------------------|--|
| Size/Area Involved | % Contained or MMA | Expected Containment Date: Time: | Line to Build (# chains) | (\$) Costs to Date | Declared Controlled Date: Time: | |
| Injuries Today | | Fatalities | | Structure Information | | |
| | | | | Type of Structure | # Threatened | # Destroyed |
| Threat to Human Life/Safety: Evacuation(s) in progress _____ No evacuation(s) imminent _____ Potential future threat _____ No likely threat _____ | | | Residence | | | |
| | | | Commercial Property | | | |
| | | | Out building/Other | | | |
| | | | Fuels Involved | | | Resources threatened (kind(s) and value/significance): |
| Current Weather Conditions Wind Speed: _____ Temperature: _____ Wind Direction: _____ Relative Humidity: _____ | | | Resource benefits/objectives (for prescribed/wildland fire use): | | | |
| Today's observed fire behavior (leave blank for non-fire events): | | | | | | |
| Significant events today (closures, evacuations, significant progress made, etc.): | | | | | | |

Committed Resources

| Agency | CRW1 | | CRW2 | | HEL1 | | HEL2 | | HEL3 | | ENGS | | OVHD | | DOZR | | WTDR | | Camp Crews | Total Personnel |
|--------------|------|----|------|----|------|----|------|----|------|----|------|----|------|----|------|--|------|--|---------------|--------------------|
| | SR | ST | SR | ST | SR | SR | SR | SR | SR | ST | SR | SR | SR | ST | SR | | | | | |
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| Total | | | | | | | | | | | | | | | | | | | | |

Cooperating Agencies Not Listed Above:

| | | | |
|--------------|--------------|-------------------|--------------|
| Prepared by: | Approved by: | Sent to: Date: | by: Time: |
|--------------|--------------|-------------------|--------------|

Emergency Operations Guide

APPENDIX D

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Disaster Declaration & Reporting

APPENDIX D

| Outlook | | | |
|---|----------------------|----------------------|---|
| Estimated Control | Projected Final Size | Estimated Final Cost | Tomorrow's Forecasted Weather |
| Date: | | | Wind Speed: Temperature: |
| Time: | | | Wind Direction: Relative Humidity: |
| Critical Resource Needs (kind & amount, in priority order): 1. 2. 3. | | | |
| Actions planned for next operational period: | | | |
| Projected incident movement/spread during next operational period (leave blank for non-fire incidents): | | | |
| Major problems and concerns (control problems, social/political/economic concerns or impacts, etc.) Relate critical resource needs identified above to the Incident Action Plan. | | | |
| For fire incidents, describe resistance to control in terms of: 1. Growth potential - 2. Difficulty of terrain - | | | |
| How likely is it that containment/control targets will be met, given the current resources and suppression strategy? | | | |
| Projected Demobe Start (date and time): | | | |
| Remarks: | | | |

ICS-209 (12/00) NFES 1333

Emergency Operations Guide

APPENDIX D

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SECTION 3 INCIDENT COMMAND SYSTEM

**General
Command Levels
Incident Management Team
Emergency Operations Center**

Incident Command System

General

The City of Wasilla has an all-hazard Emergency Operations Plan. The City of Wasilla uses an Integrated Emergency Management System (IEMS), which is a broad, all hazard emergency management system which encompasses all the various types of emergencies; and addresses mitigation, preparedness, response, and recovery activities.

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

The incident management organization utilized in the City of Wasilla is the Incident Command System component of the National Interagency Incident Management System (NIIMS).

An all-hazard Incident Management Team (IMT) must be trained and experienced with the Incident Command System (ICS). The Incident Command System is adaptable to meet the needs of small to very large incidents as well as for multiple incidents. There are many factors that determine the complexity of an incident. These include:

- Size
- Location
- Jurisdictions involved
- Political sensitivity
- Organizational complexity
- Values-at-risk
- Varying agency policies

Emergency Operations Guide

Exactly when an incident goes from one complexity to the next is “in the eyes of the beholder.” There is usually no clear-cut line between complexities. The jurisdictional head or designated representative must determine the complexity of an incident and assign qualified personnel as needed. In situations where multiple agencies and jurisdictions are involved, the determination of complexity and assignment of personnel should be agreed upon jointly.

NOTE: For ICS position descriptions and position checklists refer to the **EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN** and the **NIIMS Incident Command System, Field Operations Guide (ICS-420)**.

Command Levels

Command is responsible for overall management of the incident. Command also includes certain staff functions required to support the command function. The command function within the ICS may be conducted in two general ways:

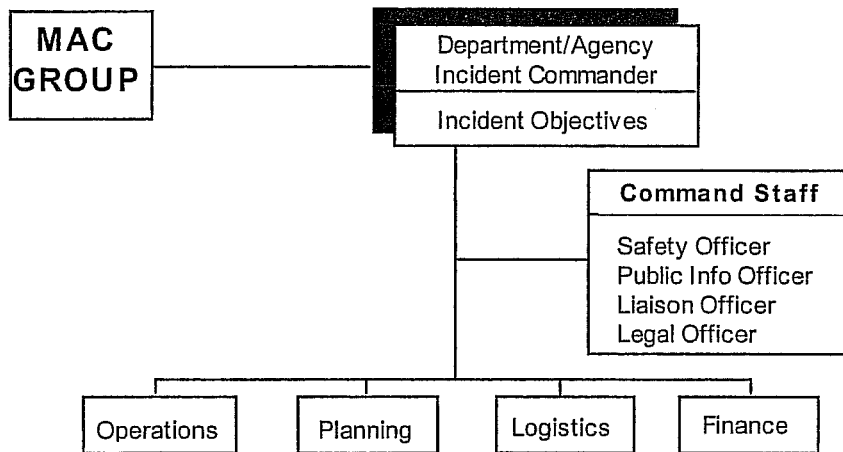
- **Single Command**
- **Unified Command**

Single Command

When an incident occurs within an area that has one department/agency with jurisdictional authority, and there is no overlapping of jurisdictional authority, an Incident Commander (IC) will be designated by that department/agency to have overall management responsibility for that incident. The Incident Commander will prepare incident objectives that will be the foundation upon which action planning will be based. The Incident Commander may have a deputy who should have the same qualifications as the Incident Commander, and may work directly with or be the relief for the Incident Commander.

Incident Command System

SINGLE COMMAND



Unified Command

Unified command is a command structure which provides for all agencies who have jurisdictional responsibility for the incident, either geographical or functional, to jointly manage an incident through a common set of incident objectives, strategy, and priorities.

A representative from each of the involved jurisdictions shares in carrying out the command function, collectively directing incident management. Although the command function is shared, as a point of practicality, the commander with the department/agency that has the greater incident priorities and/or objectives, should be designated the primary commander for ease of chain of command.

Emergency Operations Guide

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

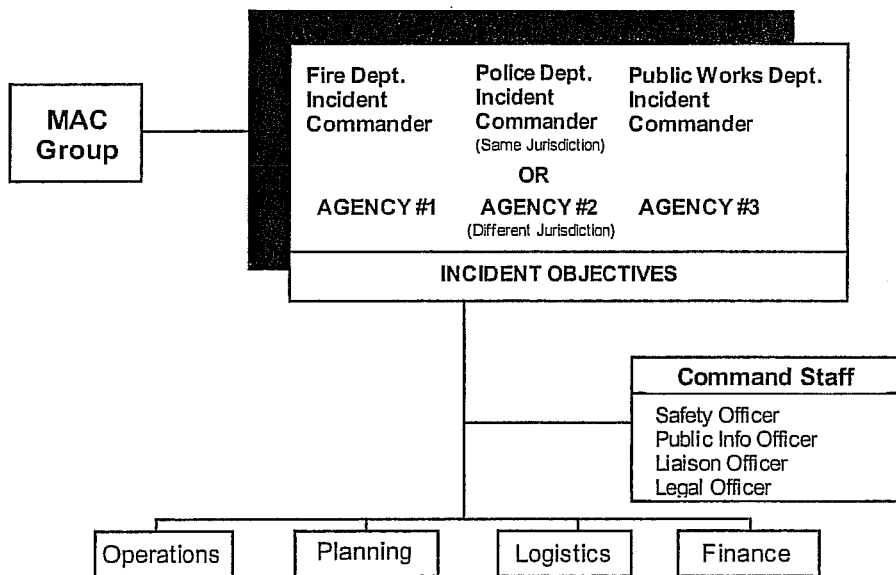
- Determining overall incident objectives.
- Selecting strategy.
- Ensuring that integration of tactical activities will be accomplished through the assignment of a single Operations Section Chief.
- Making maximum use of all assigned resources.
- Agreeing to resource ordering processes including who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

Unified Command Goals

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

Incident Command System

UNIFIED COMMAND



Emergency Operations Guide

Incident Management Team

The City of Wasilla is currently developing an Incident Management Team. Employees have attended training sessions in the NIIMS Incident Command System and these individuals will be assigned to function in the various Incident Command System positions as required.

Incident Commander – Chief of Police

Command Staff

Public Information Officer – Deputy Clerk

Safety Officer – Deputy Public Works Director

Liaison Officer – City Clerk

Operations Section Chief – Public Works Director

Planning Section Chief – City Planner

Resources Unit Leader – Parks & Property Tech III

Logistics Section Chief – Recreation & Cultural Services Manager

Finance Section Chief – Finance and Human Resources Manager

During a large scale incident that would tax the capabilities of City department personnel, other agencies may provide Incident Command System staffing assistance such as; Matanuska-Susitna Borough, State of Alaska Division of Forestry, Alaska State Troopers, Alaska Division of Homeland Security and Emergency Management, and local utility companies.

Emergency Operations Center

The City is in the process of designating a location for use as an Emergency Operations Center (EOC). If the need arises to activate an Emergency Operations Center, the Wasilla Police Department meeting/training room will be the facility to use.

SECTION 4 PUBLIC INFORMATION

Introduction

Assignment of Responsibilities

Disaster Emergency Public Information Organization

Concepts of Operations

Public Information Forms

Introduction

A disaster organization must be the center of information if it to be an effective center of control. Coordination with the media, and the orchestration of an effective response from the entire community, can best be accomplished by establishing a procedure which provides complete and accurate information before, during, and after an emergency. Effective public information can enhance respect and understanding of local government, as well as aid in response to emergencies.

Experience has shown that major incidents often result in intense media attention from both local and national news agencies. In addition, an informed community can assist local government in expeditious response to emergency situations.

This document will be placed in effect when the Incident Management Team is activated, or when the City public information officials determine that the best interests of the City and the public are better served by its implementation. At all other times, guidelines remain in effect.

Access to disaster emergency public information will not be denied on the basis of race, color, national origin, religion, sex, age or disability. The needs of special populations will be identified and planned for. Special populations may include, but not limited to:

- physically (e.g., hearing-impaired, sight-impaired, mobility impaired) or mentally handicapped
- non-English speakers
- the institutionalized
- the aged or infirm
- the incarcerated
- the hospitalized
- children in school
- children in day care centers
- nursing home residents
- transient populations
- people without transportation

Emergency Operations Guide

Assignment of Responsibilities

During routine operations, public information for the City is the responsibility of the Mayor of Wasilla. Public information concerning the activities of a specific City department, is the responsibility of that department.

During an emergency which involves the activation of the Incident Management Team, or at the discretion of the City, an Incident Public Information Officer will be appointed to coordinate the dissemination of information about the incident. This person will assume the duties of the Incident Public Information Officer, in the Emergency Operation Center, and will disseminate public information with the approval of the Incident Commander.

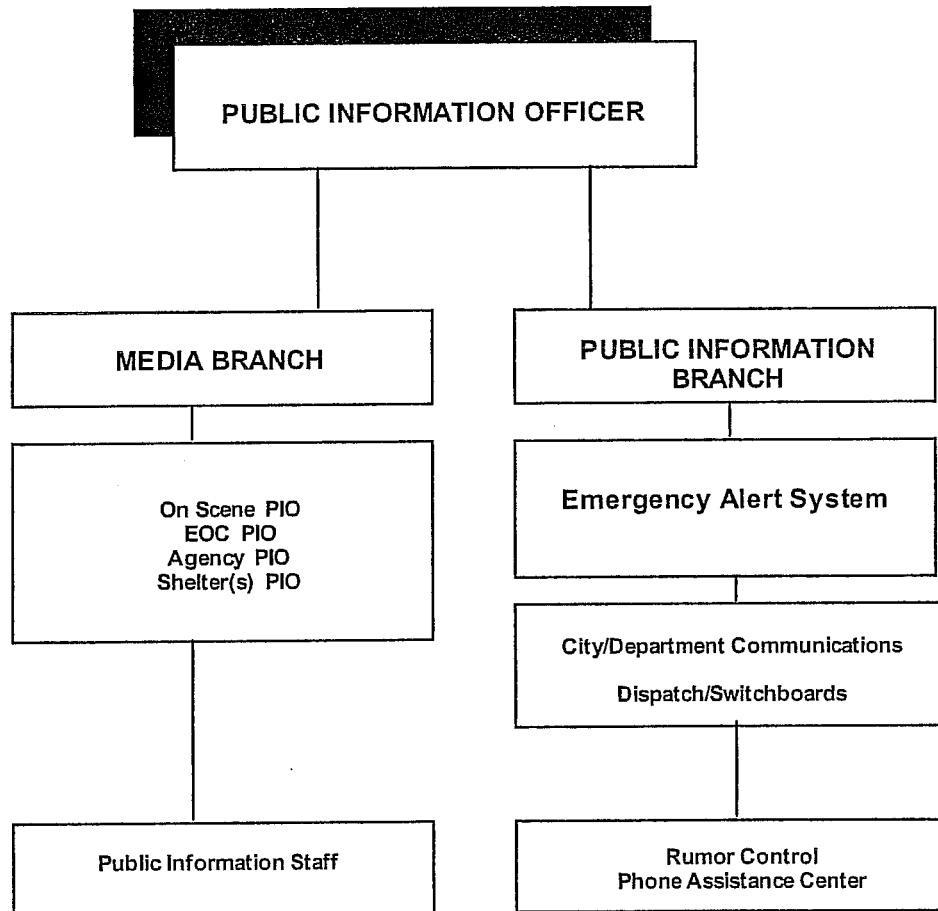
Other department and agency Public Information Officers will support the Incident Public Information Officer as assigned, and will refer inquiries concerning the incident to the Incident Public Information Officer.

Disaster Emergency Public Information Organization

In the event of an extremely complex incident, the Public Information Officer may be assisted by the staff represented in the outline below. In the absence of the City Public Information Officer (or at the discretion of the Incident Commander and the public information staff), the position of Incident Public Information Officer may be assumed by the Public Information Officer from the lead department or agency. Each department or agency should have an assigned primary and alternate Public Information Officer, especially if the primary Public Information Officer would have operational duties at a major incident. In addition, the Public Information Officer function should be filled at field command posts, congregate care shelters, Emergency Operations Centers, and the various agencies, all reporting to and coordinating with the incident Public Information Officer.

NOTE: For position description and a position checklist for the Public Information Officer, See the EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.

PUBLIC INFORMATION



Emergency Operations Guide

Concepts of Operations

Information Flow

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

**Information from on-scene sources
(includes on-scene public information staff)**

TO

**Emergency Operations Center Staff
(includes Public Information Officer and Incident Commander for approval)**

TO

City Mayor, Council, and Media ~ Public

Release of Information Guidelines

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

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

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

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the event, and should include:
 - Nature and extent of emergency occurrence.
 - Impacted or potentially affected areas of the City.
 - Advice on emergency safety procedures, if any.
 - Activities being conducted by the City~Agency to combat the hazardous conditions, or mitigate the effects.
 - Procedures for reporting emergency conditions to the Emergency Operations Center.
3. Information concerning the event should be consistent for all members of the media.
4. Information should be presented in an objective manner.

Emergency Operations Guide

Release of Information Guidelines, continued.

5. Rumor control is vital during emergency situations. Sensitive or critical information must be verified and authorized by the Incident Commander before release. Inaccurate information published by the media should be corrected. Unconfirmed rumors, or information from unauthorized or unnamed sources may be responded to in the following manner.

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

6. Information that media representatives often request includes:

- | | |
|---------------------|--|
| • Disaster | What is it? |
| • Location | Where is it? |
| • Time | When did it occur? How long will it last? |
| • Deaths | Are there any? How many? |
| • Injuries | Are there any? How many What are the nature of the injuries? |
| • Injured | Where are they being treated? |
| • Involved Agencies | What other agencies responded? How many? What level of involvement do they have? |

7. Do not release information which might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
 - Personal conjecture about the course of the emergency, or the conduct of the response.
 - Opinions about evidence, or a suspect or a defendant's character, guilt or innocence.
 - Contents of statements used in alibis, admissions, or confessions.
 - References to the results of various tests and examinations.
 - Statements which might jeopardize the testimony of credible witnesses.
 - Demeaning information ~ statements which have no bearing on the incident.
 - Information which might be compromising.
8. In an incident involving fatalities, the names of the victims or the cause of death will not be released without authorization from the medical examiner's office.
9. Confidential information is not to be released. This includes the home phone numbers and addresses of City/Agency personnel and volunteer emergency workers.
10. The Public Information Officer will not allow media access to the Emergency Operations Center except under limited, controlled circumstances, and only with the prior approval of the Incident Commander. Before being admitted to the Emergency Operations Center, media representatives will display appropriate identification, and will be escorted by a member of the public information staff.
11. Public information briefings, releases, interviews, and warnings will be logged, and if possible, tape recorded. Copies will become part of the final incident package.

Emergency Operations Guide

Release of Information Guidelines, continued.

12. Whenever possible and appropriate, media briefings will be scheduled in cooperation with media deadlines. For national media representatives, these times are generally 1100 and 1500 EST. Do not commit to firm briefing times unless it is certain that these times can be kept. It may be more efficient to notify the media one-half hour in advance of a briefing.
13. Citizen populations of which English is not the primary language will be identified. Information will be provided in the appropriate languages through various means such as print media and translators.

Media Briefing Facilities

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

- City Council Chamber

In the event of a major, protracted incident, it may be more convenient for the City and efficient for the media, for briefings to take place at the Multi Use Sports Complex, or a conference room at a local hotel, where activities will not interfere with the conduct of the incident.

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

Media Access to the Scene

In cooperation with on-scene personnel, media representatives may be allowed restricted access to the scene. This should be done with regard to the safety of media personnel, the impact on response, and the wishes and concerns of the victims. On-scene visits by the media must be accompanied by a member of the Public Information staff.

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

Protect response personnel from unwanted media intrusion. Off shift personnel should be provided uninterrupted rest. It may be necessary to provide security to fire/police stations and allow them to disconnect telephones to ensure privacy.

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

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

Rumor Control and Public Assistance

The Public Information Officer may establish a separate "Branch" to deal with providing emergency information to the public through the Emergency Alert System and rumor control lines. Rumor control numbers will be published via the media. Release will result in fewer non-emergency calls to 911 and the Emergency Operations Center General Staff, will aid in information gathering, and will offer the public a means of getting valid information about the incident, rather than potentially harmful rumors.

The Internet provides a means to disseminate a large amount of information pertaining to a specific incident. A stand alone web page or links from existing City web pages can be established to provide incident specific information to the public. This will result in fewer non-emergency calls to 911 and the Emergency Operations Center General Staff, will aid in information gathering, and will offer the public a means of getting valid information about the incident, rather than potentially harmful rumors.

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

Emergency Operations Guide

Intra-City Communications

City communications points such as main switchboards, as well as City staff not directly involved in the emergency response, must receive up to date information about the incident, including the numbers for Rumor Control, since the public will attempt to contact the City of Wasilla through these familiar routes.

Joint Information Centers

In a very large incident involving all levels of government, the Public Information Officer may become a member of, or feed information to, a Joint Information Center (JIC). A Joint Information Center may be set up in a central location, and is designed to allow Public Information Officers from involved response and recovery agencies to coordinate information released to the media and the public.

Public Information Forms

The following forms or documents have been developed to assist in overall public information coordination:

Incident Status Summary (ICS Form 209)

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

Incident Action Plan

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

Unit Log (ICS Form 214)

The Unit Log is used to document action taken, instructions to unit staff, and occurrences significant to the unit.

NOTE: All units activated in the Emergency Operations Center will maintain Unit Logs.

Warning Message Log

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

NOTE: See Appendix A, this section and the Alert and Warning Section, Appendix A, this volume, for copy of Warning Message Log.

All of the above forms will become part of the final incident package.

A list of local media contacts can be found in the Telephone Call List. It includes area Emergency Alert System stations, major television stations, and newspapers. It does not include all area media representatives.

NOTE: See Resource Manual, Volume Three.

Emergency Operations Guide

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Public Information

APPENDIX A

| | | | | | | | | | | | | | | |
|---------------------------------|--|---|----------------------|-----------------------|----------------------|--------------------------|---------|--------------------------------------|-----|--------------------------------|-----|------------|--------|----|
| 1. INCIDENT NAME | | 2. INCIDENT NO. | | 3. REPORTED BY | | 4. JURISDICTION | | INCIDENT STATUS SUMMARY | | | | ICS 209 | | |
| 5. TYPE INCIDENT | | | 6. LOCATION | | | | | 7. STARTED (DATE/TIME) | | | | | | |
| 8. CAUSE | | 9. AREA INVOLVED | | 10. PERCENT CONTAINED | | 11. EXPECTED CONTAINMENT | | 12. PERCENT CONTROLLED | | 13. EXPECTED DATE CONTROL | | TIME _____ | | |
| 14. CURRENT THREAT | | | | | 15. CONTROL PROBLEMS | | | | | | | | | |
| 16. ESTIMATED DAMAGE/LOSS | | a) PROPERTY | b. UTILITIES | c. TRANSPORTATION | | d. FOOD | e. FUEL | f. INJURIES | | g. DEATHS | | | | |
| 17. CURRENT WEATHER WS WD | | 18. PREDICTED WEATHER NEXT PERIOD TEMP RH | | WS WD | | TEMP RH | | 19. INCIDENT COSTS - PREVIOUS DAY | | 20. TOTAL COST TO DATE | | | | |
| 21. SIZE OF AREA EVACUATED | | | 26. AGENCIES | | INC | ST | INC | ST | INC | ST | INC | ST | TOTALS | |
| 22. # OF PEOPLE EVACUATED | | | 27. TYPE OF RESOURCE | | INC | ST | INC | ST | INC | ST | INC | ST | INC | ST |
| 23. # OF SHELTERS | | | FIRE/RESCUE | | | | | | | | | | | |
| 24. # OF PEOPLE SHELTERED | | | EMS | | | | | | | | | | | |
| 25. # OF PEOPLE HOSPITALIZED | | | POLICE | | | | | | | | | | | |
| | | | PUBLIC WORKS | | | | | | | | | | | |
| | | | HAZMAT TEAMS | | | | | | | | | | | |
| | | | AMATEUR RADIO | | | | | | | | | | | |
| | | | HELICOPTERS | | | | | | | | | | | |
| | | | FIXED WING | | | | | | | | | | | |
| | | | TOTAL PERSONNEL | | | | | | | | | | | |
| 28. COOPERATING AGENCIES | | | | | | | | | | | | | | |
| 29. REMARKS | | | | | | | | | | | | | | |
| 30. PREPARED BY | | | 31. APPROVED BY | | | 32. DATE _____ | | 32. INITIAL <input type="checkbox"/> | | 34 SENT TO: | | | | |
| | | | | | | TIME _____ | | UPDATE <input type="checkbox"/> | | DATE _____ TIME _____ BY _____ | | | | |
| | | | | | | | | FINAL <input type="checkbox"/> | | | | | | |

Emergency Operations Guide

APPENDIX A

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Public Information

APPENDIX A

| | | |
|--|---|------------------------|
| 1. Incident Name | 2. Operational Period to be covered by IAP (Date / Time) From: _____ To: _____ | IAP COVER SHEET |
| <p>3. Approved by:</p> <p>FDSC _____</p> <p>SOSC _____</p> <p>RPIC _____</p> <p>_____</p> <p>_____</p> | | |
| <h3 style="margin: 0;">INCIDENT ACTION PLAN</h3> <p style="margin: 5px 0;">The items checked below are included in this Incident Action Plan:</p> <p style="margin: 10px 0;"><input type="checkbox"/> ICS 202-OS (Response Objectives)</p> <hr/> <p style="margin: 10px 0;"><input type="checkbox"/> ICS 203-OS (Organization List) - OR - ICS 207-OS (Organization Chart)</p> <hr/> <p style="margin: 10px 0;"><input type="checkbox"/> ICS 204-OSs (Assignment Lists) One Copy each of any ICS 204-OS attachments:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Map <input type="checkbox"/> Weather forecast <input type="checkbox"/> Tides <input type="checkbox"/> Shoreline Cleanup Assessment Team Report for location <input type="checkbox"/> Previous day's progress, problems for location <hr/> <p style="margin: 10px 0;"><input type="checkbox"/> ICS 205-OS (Communications List)</p> <hr/> <p style="margin: 10px 0;"><input type="checkbox"/> ICS 206-OS (Medical Plan)</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> <p style="margin: 10px 0;"><input type="checkbox"/> _____</p> | | |
| 4. Prepared by: _____ | | Date / Time _____ |
| IAP COVER SHEET | | June 2000 |

Emergency Operations Guide

APPENDIX A

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WARNING MESSAGE LOG

1. Date _____ Time _____ Warning # _____

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

Multiple horizontal lines for writing the situation description.

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

Multiple horizontal lines for writing the content of the warning.

4. Method of Warning: _____ News Media _____ Emergency Alert System _____ Mobile Public Address _____ Door to Door Contact

Signature of authorizing official _____

5. Warning Terminated _____ Date _____ Time _____

Ensure that all methods of alert and warning have been notified to terminate activities.

Signature of terminating official _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

Emergency Operations Guide

APPENDIX A

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SECTION 5 COMMUNICATIONS

Description

Communication Systems

Emergency Operations Center Communications

Amateur Radio Operators (HAMS)

State/Federal Radio Caches

Communication Plan

Radio Frequencies

Description

Effective emergency communications among on-scene responders, Incident Management Team staff, communication points, and the public is vital to the protection of life and property as well as efficient and effective incident management. The method used to accomplish efficient and effective multi-jurisdictional incident management is in the use of a common communications plan and an incident based communications center among all participating agencies. This plan is needed to tie together the tactical and support units of the various agencies and organizations and to maintain communications discipline.

All communications between organizational elements should be in plain English, and all communications should be confined only to essential messages.

The communications unit of the Incident Management Team (IMT) is responsible for all communications planning at the incident. This will include incident established radio networks, on-site telephone, public address, and off-incident telephone/microwave/radio systems. Effective communications is the responsibility of all personnel involved in managing incidents and will be accomplished by using the guidelines in this section, the **Alert and Warning Section**, and the **Public Information Section**, this volume.

Emergency Operations Guide

Communication Systems

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

Command Net

This net should link together incident command, key staff members, section chiefs, division and group supervisors.

Tactical Nets

There may be several tactical nets. They may be established around agencies, departments, geographical areas, or even specific functions. The determination of how nets are set up should be a joint planning/operations function. The Communications Unit Leader will develop the plan.

Support Net

A support net will be established primarily to handle status changing for resources as well as for support requests and certain other non-tactical or command functions.

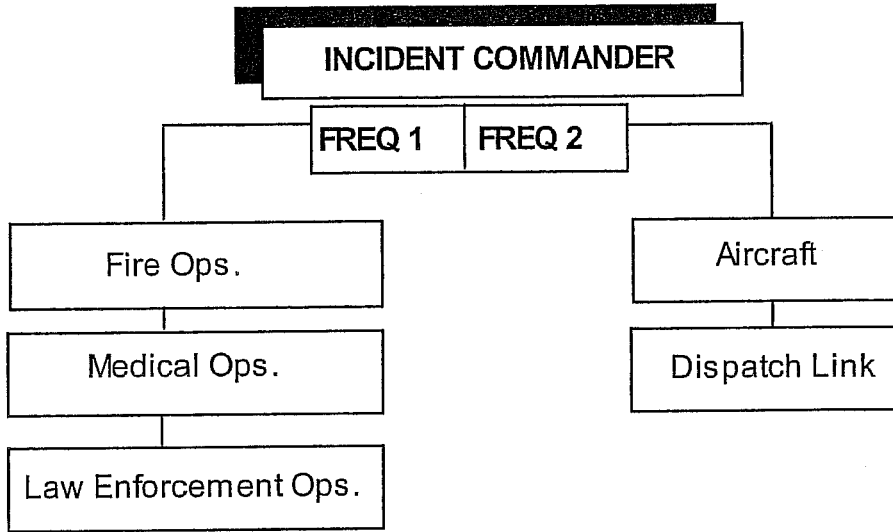
Ground To Air Net

A ground to air tactical frequency may be designated, or regular tactical nets may be used to coordinate ground to air traffic.

Air To Air Nets

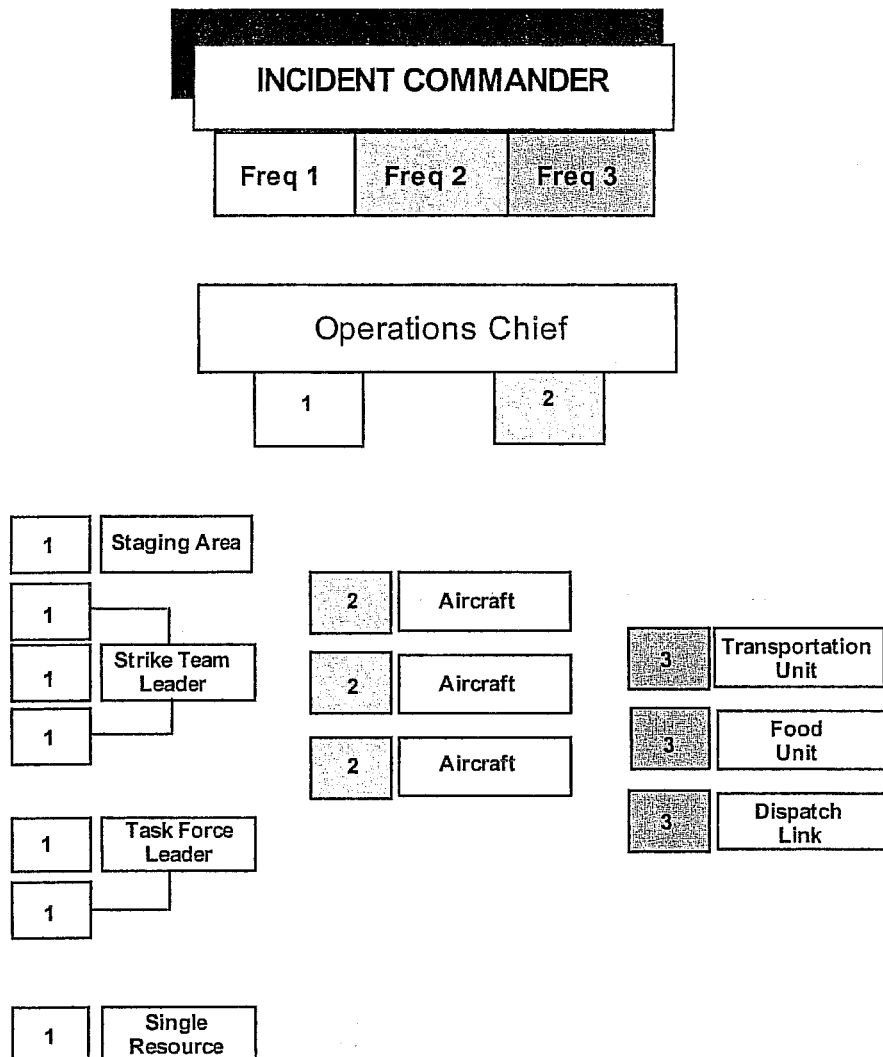
Air to air nets will normally be predesignated and assigned for use at the incident.

SMALL SIZE RADIO NET

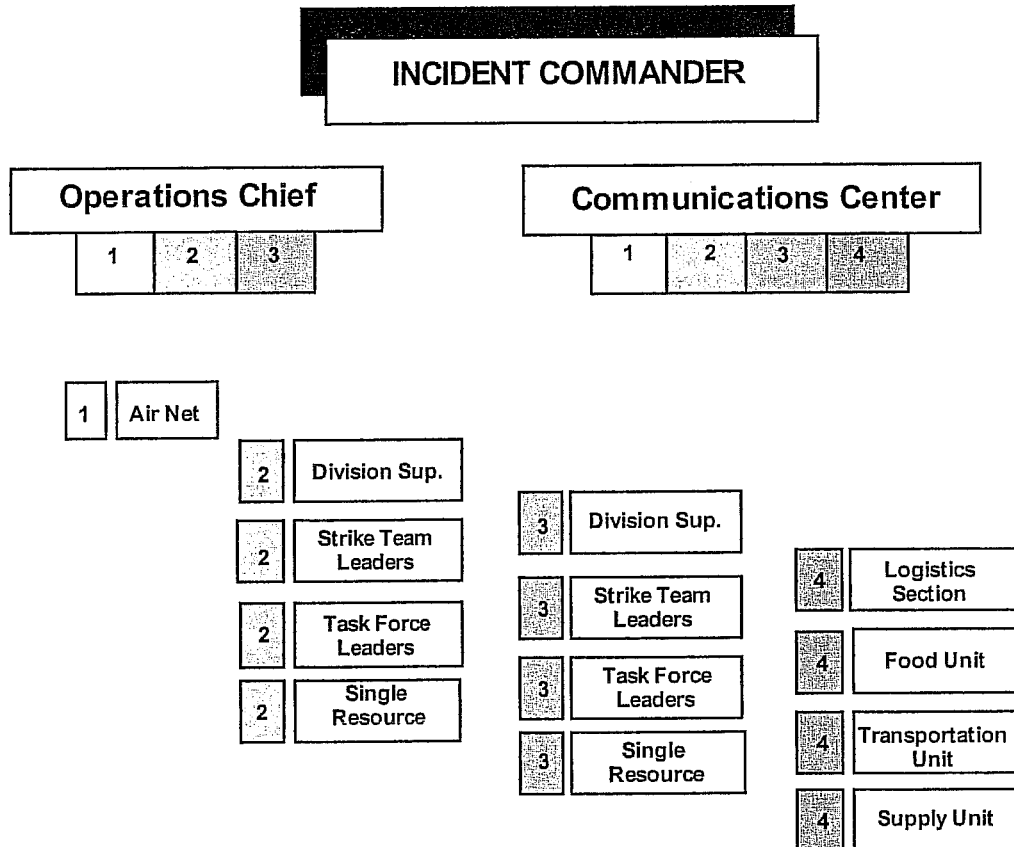


Emergency Operations Guide

MEDIUM SIZE RADIO NET



LARGE SIZE RADIO NET



Emergency Operations Guide

When the Incident Management Team is activated, a Communications Unit Leader will be assigned. The Communications Unit Leader is responsible for the developing of plans to make the most effective use of incident assigned communications equipment and facilities. This is especially important in determining required radio nets, establishing inter-agency frequency assignments and insuring that maximum use is made of all assigned communications capability.

NOTE: For Communications Unit Leader position description and position checklist, See the **EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.**

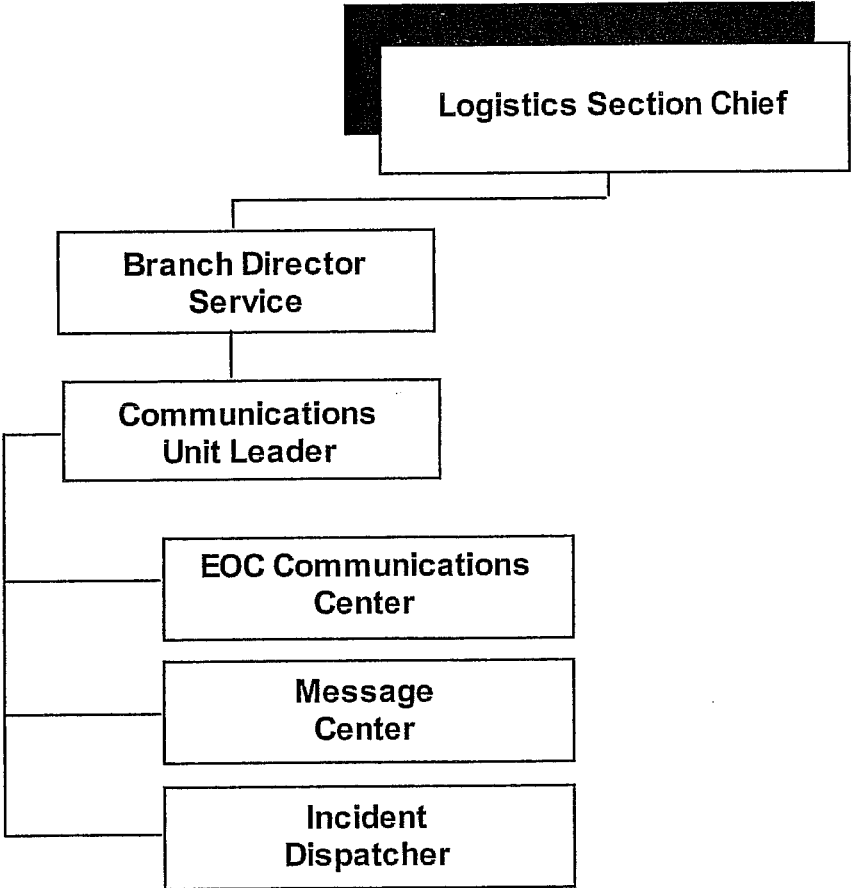
NOTE: Radio frequencies are listed in Appendix A, this section.

Emergency Operations Center Communications

During activation, communications in the Emergency Operations Center are the responsibility of the Communications Unit within the Logistics Section.

NOTE: For detailed information on Communication Unit responsibilities, refer to **EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN** and **NIIMS ICS FIELD OPERATIONS GUIDE (ICS-420).**

**COMMUNICATIONS
ORGANIZATIONAL CHART**



Emergency Operations Guide

Amateur Radio Operators (HAMS)

There exists throughout the State an extensive network of amateur radio operators, usually referred to as HAMS. These radio operators for the most part, have personal radio equipment that they operate, as well as being qualified to operate other radio equipment. The capabilities include, but not limited to HF and VHF, with both voice and hard copy transmissions. The amateur radio operators are organized into clubs that are an effective means of communication and should be utilized in the event of a major emergency by contacting the club personnel in your area.

State/Federal Radio Caches

The State of Alaska and Federal Government maintain radio caches strategically located across the State, primarily to support the effort in wildland firefighting and oil spill response. These radio caches contain radio kits, including numbers of portable HF-FM radios and repeater kits that can be deployed to field assignments. These communication resources may be available by a request to the Alaska Division of Homeland Security and Emergency Management.

Communications Plan

The following is the communications plan used by the Matanuska-Susitna Borough Department of Emergency Services. This communications plan will be used by the City of Wasilla until a different communications plan is developed and adopted.

This policy will apply to all multi-jurisdictional responses such as major fire, flood or like event. It will be the responsibility of the Incident Commander (or Commanders, if a Unified Command is established) to select the number of frequencies to be used and to assign those frequencies to specific functions.

Communications for incidents within the Matanuska-Susitna Borough will be dispatched through the Borough Emergency Dispatch Center (EDC) on Channel 1 (154.295). Task Force Leaders will follow the communications policy established for these types of incidents by utilizing the following frequencies for multi agency responses.

On multi-agency responses initial contact between Incident Commanders will be made on the Borough areawide frequency 154.295. Incident Commanders have the responsibility to designate tactical frequencies and ensure that all responding units are notified of their use.

On larger incidents, the statewide Command and Control frequency 155.295, will be designated as a command frequency. Use will be limited to linking command personnel down to and including division/group supervisors. Incident Commanders will determine when traffic on tactical frequencies exceeds the limits of effective communications and implement the use of the command frequency.

Where practical, the seven tactical channels indicated on the list should be programmed as a group on individual radios. With the wide range of capability among radios in service, having channel numbering between agencies is not possible at this time. The use of channel numbers as frequency identifiers as provided here is strongly encouraged.

During periods of multiple fire occurrence, radio traffic should be kept to a minimum and **CLEAR TEXT WILL BE USED**. The Task Force Leader will identify a secondary tactical frequency to be used.

Emergency Operations Guide

APPENDIX A

For incidents outside the Borough, Task Force Leaders will be provided one portable radio from the State Division of Forestry that will provide initial communications. Task Force Leaders should attempt to secure additional communications equipment at the incident.

Supplies and equipment can be obtained from the Division of Forestry through the warehouse. The Task Force Leader should consolidate orders for the entire Task Force and sign for all equipment received.

Communications

APPENDIX B

Radio Frequencies

| Channel | Name | TX Freq | RX Freq | TX PL |
|---------|--------------------|----------|---------|-------|
| 1 | Wasilla PD 1 | 153.905 | 155.145 | |
| 2 | Wasilla Tact 1 | 153.740 | 153.740 | |
| 3 | Wasilla Car to Car | 155.145 | 155.145 | |
| 4 | AST Simplex | 155.250 | 155.250 | |
| 5 | AST Main | 161.130 | 155.790 | |
| 6 | AST NCIC | 161.010 | 155.415 | |
| 7 | AST Traffic | 154.935 | 154.935 | |
| 8 | PPD Main | 158.790 | 155.370 | |
| 9 | PPD Simplex | 155.370 | 155.370 | |
| 10 | PPD Tactical | 153.860 | 153.860 | |
| 11 | PPD Tactical | 158.955 | 158.955 | |
| 12 | MSB EMS | 150.790 | 154.295 | |
| 13 | Statewide C & C | 155.295 | 155.295 | |
| 14 | Mat-Su Pre-Trial | 158.910 | 155.580 | |
| 15 | Wasilla PD 2 | 155.655 | 153.965 | |
| 16 | Wasilla Tact 2 | 153.815 | 153.815 | |
| 17 | Palmer City Gov | 155.715 | 155.715 | |
| 18 | Palmer Fire | 154.370 | 154.370 | |
| 19 | SAR | 155.160 | 155.160 | |
| 20 | SERT SX1 | 155.610 | 155.610 | |
| 21 | SERT SX2 | 154.680 | 154.680 | |
| 22 | SERT SX3 | 154.935 | 154.935 | |
| 23 | Mat-Su Youth | 158.850 | 158.850 | |
| 24 | AK Railroad | 165.3375 | 164.625 | |
| 25 | AST 1 | 161.010 | 155.415 | |
| 26 | AST 2 | 161.010 | 155.730 | |
| 27 | AST 3 | 159.090 | 155.520 | |
| 28 | AST 4 | 161.130 | 155.790 | |
| 29 | AST 5 | 159.090 | 155.520 | |
| 30 | AST 6 | 161.010 | 155.730 | |
| 31 | AST 7 | 161.010 | 155.730 | |
| 32 | AST 8 | 161.130 | 155.790 | |
| 33 | AST 9 | 161.010 | 144.415 | |
| 34 | State Parks Mat-Su | 159.465 | 151.160 | |
| 35 | State Parks Gov Pk | 159.420 | 151.340 | |
| 36 | Parks-Chulitna | 159.435 | 151.430 | |
| 37 | Forestry | 159.285 | 159.285 | |
| 38 | Alyeska | 152.300 | 152.300 | |
| 39 | Anch Airport | 155.100 | 155.100 | |
| 40 | Fairbanks PD | 156.030 | 155.010 | |
| 41 | Homer PD | 158.790 | 155.310 | |
| 42 | Kenai PD | 154.725 | 154.725 | |
| 43 | North Pole | 156.150 | 155.130 | |
| 44 | Seward | 155.250 | 155.250 | |

Emergency Operations Guide

APPENDIX B

Radio Frequencies

| Channel | Name | TX Freq | RX Freq | TX PL |
|---------|-------------------|---------|---------|-------|
| 45 | Soldotna PD | 155.130 | 155.130 | |
| 46 | Valdez | 155.010 | 155.010 | |
| 47 | Whitter PD | 154.770 | 155.430 | |
| 48 | Mat-Su EMS Tact 3 | 154.190 | 154.190 | |
| 49 | Corrections 1 | 158.910 | 155.460 | |
| 50 | Corrections 2 | 158.910 | 155.580 | |
| 51 | Corrections 3 | 158.910 | 155.460 | |
| 52 | Corrections SX | 155.460 | 155.460 | |
| 53 | Weather 1 | 162.550 | | |
| 54 | Weather 2 | 162.400 | | |
| 55 | Weather 3 | 162.476 | | |

SECTION 6 ALERT AND WARNING

Description

General Guidelines

Special Needs Populations

Operating Procedures

Emergency Alert System

Mobile Public Address System

Door to Door Alert

Incident Management Team Action Checklists

Appendix A ~ Warning Message Log

Appendix B ~ Sample Alert & Warning Messages

Description

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

Access to disaster emergency alert and warning services will not be denied on the basis of race, color, national origin, religion, sex, age or disability. The needs of special populations will be identified and planned for. Special populations may include, but not limited to:

- **physically (e.g., hearing-impaired, sight-impaired, mobility impaired) or mentally handicapped**
- **non-English speakers**
- **the institutionalized**
- **the aged or infirm**
- **the incarcerated**
- **the hospitalized**
- **children in school**
- **children in day care centers**
- **nursing home residents**
- **transient populations**
- **people without transportation**

Emergency Operations Guide

The following methods can be utilized for alert and warning. They are listed by availability:

mobile fire department and law enforcement public address systems.

door to door contact.

the local news media, radio and television.

the local Emergency Alert System (E A S).

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

General Guidelines

- Upon detection of an emergency condition arising within a local jurisdiction, the Incident Commander will decide if there is a need for immediate local or City-wide alert and warning, devise the message and means of delivery, and direct its implementation. If the position is utilized, the Incident Public Information Officer may be delegated this responsibility.
- The City may receive warning information from the Matanuska-Susitna Borough Department of Emergency Services and/or Alaska Division of Homeland Security and Emergency Management via various methods.
- Warning information received via telephone should be confirmed by return phone call. When warnings are received in this manner, the Command staff of the department/agency with authority for response will determine the need for further alert and warning, devise the message and means of delivery, and direct its implementation.
- Emergency Alert System authorized personnel will provide preliminary (best available) public safety information to the appropriate Emergency Alert System station for immediate broadcast.

- Updated information will be given to the public through the methods outlined above, and according to guidance outlined in the Public Information Section.
- A log of all warnings issued during the incident will be maintained by the Public Information Officer, or the City official issuing the warning.

NOTE: **An example of the Warning Log Form can be found as Appendix A, this section.**

- Rumor control may become essential to the public information effort. The phone banks assigned to the Public Information function within the Emergency Operations Center may be activated under the direction of the Public Information Officer to respond to inquiries from the public.

Special Needs Populations

The City of Wasilla has identified groups to be considered special populations for the purposes of emergency planning.

Schools

The first special population are the students in public and private schools. This represents a special population only in the sense that it is a local concentrated group of people in a facility. This population may or may not require special attention during an emergency by the Incident Management Team due to the fact that the specific school(s) involved in the incident may have the ability to shelter-in -place, feed and care for its population for a period of time. In addition, the schools typically have people trained in first aid to assess any initial injuries. The Incident Management Team will have to consider the issue of moving a large number of children from a school to a suitable collection point and/or shelter, or in assisting the school in getting children reunited with their parents. The school district has its own emergency plans and assumes responsibility for that process for the schools located within the Wasilla city limits. The following schools are located within the City: Wasilla High School, Wasilla Middle School, Iditarod Elementary School and Burchell High School.

Emergency Operations Guide

Home Care Patients

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

Senior Residential Housing and Senior Centers

There is the Wasilla Senior Campus including senior housing complexes with multiple units as well as the Floyd Smith Senior Center located in the City of Wasilla. This facility may pose special problems for evacuation and sheltering given impacts from a specific incident.

Medical Facilities

There is the West Valley Hospital Medical Center located within the City. This facility may present unique needs and require special resources for evacuation and sheltering.

OPERATING PROCEDURES

These protocols cover Emergency Alert System, Mobile Public Address and Door to Door processes. These methods may be conducted singly, however it is strongly recommended that they be used in combination, or in conjunction with the Emergency Alert System in order to provide to the target audience a means of confirmation in order for the warning system to be effective.

Emergency Alert System

General

Emergency public information is an essential part of emergency planning and preparedness. The Emergency Alert System (EAS), like its predecessor, the Emergency Broadcast System (EBS), is an integral component of all emergency preparedness programs. In the event of a disaster emergency, it may be essential to protect lives and property.

The Emergency Alert System permits Federal, State and Local Governments to communicate instructions and essential information to the public during emergencies through commercial and public radio and television broadcast stations. The Emergency Alert System provides an organized means for public officials to rapidly disseminate emergency information intended to reduce loss of life and property and to promote rapid recovery in the event of a disaster emergency.

The Emergency Alert System is designed so that agencies with an emergency message need transmit that message only once. In order to generate an Emergency Alert System message, an Emergency Alert System encoder is required. The encoder is connected to a communications circuit by which local broadcasters and subject cable operators will receive the message simultaneously enabling them to deliver it to the general public.

Composition

The Emergency Alert System is composed of AM-radio, FM-radio, television broadcast stations; cable systems; participating common carriers; and other non-government industry entities operating on a voluntary basis during emergencies at national, state and local levels. Radio station KMBQ is the designated Emergency Alert System station serving the City of Wasilla.

Emergency Operations Guide

Priorities

The Emergency Alert System operates under a defined set of priorities:

1. Presidential messages
2. Emergency Alert System Local Area programming
3. State Emergency Alert System programming
4. National programming and news

Features

The Emergency Alert System was developed by the FCC to provide a better, faster and more dependable alerting system to the public. The new digital alerting system will have a number of features unavailable with the Emergency Broadcast System, including:

- Participation of subject cable systems
- Compatibility with digital signal on NOAA weather radio
- Participation of unmanned and off-air stations
- Multiple monitoring of alert sources, such as broadcast stations and emergency management offices or Emergency Operations Centers
- Activation from multiple locations, i.e. Emergency Operations Center, Joint Information Centers, even pagers
- Automated and remote control of activation's and operations
- Provisions for the hearing and visually-impaired
- Multi-lingual alert messages
- Targeting of alerts to specific (narrow and wide) geographic areas

Plans

Development and updating of Emergency Alert System plans is the responsibility of the Local Emergency Communication Committee (LECC). Local committees function as subcommittees to the State Emergency Communications Committee (SECC). In the absence of local plans, communities follow the state Emergency Alert System plan.

NOTE: Detailed instructions for the activation and use of the Emergency Alert System are outlined in the MSB EMERGENCY OPERATIONS PLAN, EMERGENCY OPERATIONS GUIDE, VOLUME TWO, "Operational Area Emergency Alert System Plan."

Sample alert and warning messages can be found in Appendix B, this section.

Mobile Public Address Systems

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

Mobile public address is more time efficient than door to door contact, but is able to convey only a limited amount of information. It is most effective when used in combination with the Emergency Alert System, and door to door contact. It may be used to alert and warn the public prior to the request to evacuate, or to advise of protective actions short of evacuation.

Emergency Operations Guide

Receive assignment from personnel supervising the alert and warning. A written statement should be prepared which includes:

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

Conduct Alert

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

Do not stop to give information, etc.

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

Door to Door Alert

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

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

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

Personnel responsible for the alert and warning should be provided with a written statement which includes:

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

Emergency Operations Guide

Conduct Alert

- Knock, ring bell, etc. Allow at least one minute for response, more at night.
- If no answer, document time and address, move to next facility.

If answered, "hand-out" information statement (preferred method) or read prepared statement, and:

- Determine how many persons are in the building.
- Determine whether they intend to leave, have a place to go, and transportation. If yes to all, document time and address. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Go to next facility.
- If they do not intend to leave, ask if they understand the possible dangers if they stay, document the time, address, and number of people remaining. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to next facility.
- If they intend to leave, but do not have transportation, document the number of people needing assistance, the time and address, and special transportation requirements (ambulance, handicapped van, etc.) and report this information immediately to your supervisor. Advise citizens who are able to walk to proceed to the designated congregation point, do not stop your activities to remove them from the area.
- If they intend to leave, but do not have a place to go, refer them to the shelter or reception point. Document time and action taken. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to the next facility.

Alert and Warning

Reporting

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

BECAUSE OF THE EXTRA TIME NEEDED TO ARRANGE TRANSPORTATION, INFORMATION ON PEOPLE NEEDING EVACUATION ASSISTANCE SHOULD BE TRANSMITTED AT THE TIME OF COLLECTION.

Emergency Operations Guide

Incident Management Team Action Checklists

Command and Command Staff

Development of alert and warning messages and activation of the Emergency Alert System is the responsibility of the Incident Commander or may be delegated to the Public Information Officer. All messages will be approved by Command before release.

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

Planning Section

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

Logistics Section

- Support alert and warning activities as requested.

Operations Section

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

Finance

- Support alert and warning activities as requested.

Emergency Operations Guide

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Alert and Warning
APPENDIX A

WARNING MESSAGE LOG

1. Date _____ Time _____ Warning # _____

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

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

4. **Method of Warning:** News Media Emergency Alert System
 Mobile Public Address Door to Door Contact

Signature of authorizing official _____

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

Ensure that all methods of alert and warning have been notified to terminate activities.

Signature of terminating official _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

Emergency Operations Guide

APPENDIX A

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SAMPLE ALERT AND WARNING MESSAGES

General Information Message

“At (time) today, City of Wasilla public safety officials reported an (describe the event, emergency, incident). The (event) occurred at (location and time) today. The Incident Commander and City Mayor request that all persons in (names of areas) should listen to the radio or television for further information.”

Shelter in Place Message

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

Prepare to Evacuate Message

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

Emergency Operations Guide

APPENDIX B

Sample Alert Warning Message, continued.

Evacuation Message

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

SECTION 7 EVACUATION

Description

Special Needs Populations

Authorities

Evacuation Considerations

Shelter-In-Place

Evacuation Levels

Evacuation Stages

Return

Perimeter and Access Control

Process

Implementation

Functional Responsibilities

Appendix A ~ Evacuation Checklist

Appendix B ~ Immediate Threat To Life Safety Evacuation Plan

Appendix C ~ Delayed Threat to Life Safety Evacuation Plan

Appendix D ~ Pre-Evacuation Contact Datasheet

Appendix E ~ Evacuation Order Report

Appendix F ~ Roadblock Datasheet

Description

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

Access to disaster emergency evacuation services will not be denied on the basis of race, color, national origin, religion, sex, age or disability. The needs of special populations will be identified and planned for. Special populations may include, but not limited to:

- **physically (e.g., hearing-impaired, sight-impaired, mobility impaired) or mentally handicapped**
- **non-English speakers**
- **the institutionalized**
- **the aged or infirm**
- **the incarcerated**
- **the hospitalized**
- **children in school**
- **children in day care centers**
- **nursing home residents**
- **transient populations**
- **people without transportation**

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

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

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

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

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

Special Needs Populations

The City of Wasilla has identified groups to be considered special populations for the purposes of emergency planning.

Schools

The first special population are the students in public and private schools. This represents a special population only in the sense that it is a local concentrated group of people in a facility. This population may or may not require special attention during an emergency by the Incident Management Team due to the fact that the specific school(s) involved in the incident may have the ability to shelter-in -place, feed and care for its population for a period of time. In addition, the schools typically have people trained in first aid to assess any initial injuries. The Incident Management Team will have to consider the issue of moving a large number of children from a school to a suitable collection point and/or shelter, or in assisting the school in getting children reunited with their parents. The school district has its own emergency plans and assumes responsibility for that process for the schools located within the Wasilla city limits. The following schools are located within the City: Wasilla High School, Wasilla Middle School, Iditarod Elementary School and Burchell High School.

Home Care Patients

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

Senior Residential Housing

The Wasilla Senior Campus including senior housing complexes with multiple units as well as the Floyd Smith Senior Center is located in the City of Wasilla. This facility may pose special problems for evacuation and sheltering given impacts from a specific incident.

Medical Facilities

The West Valley Hospital Medical Center is located within the City. This facility may present unique needs and require special resources for evacuation and sheltering.

Authorities

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

In addition, upon proclamation of a disaster emergency within the City of Wasilla, the Mayor may "Direct and compel the relocation of all or part of the population from any stricken or threatened area in the city, " (WMC 2.56.060)

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The following are citations from Alaska State Statutes regarding evacuations:

Sec. 18.70.075. Authority of fire department officers; penalty.

- (a) A fire officer of a municipal fire department or a fire department registered under AS 29.60.130 , while providing fire protection or other emergency services, has the authority to
- (1) control and direct activities at the scene of a fire or emergency;
 - (2) order a person to leave a building or place in the vicinity of a fire or emergency, for the purpose of protecting the person from injury;
 - (3) blockade a public highway, street, or private right-of-way temporarily while at the scene of a fire or emergency;
 - (4) trespass upon property at or near the scene of a fire or emergency at any time of the day or night;
 - (5) enter a building, including a private dwelling, or premises where a fire is in progress, or where there is reasonable cause to believe a fire is in progress, to extinguish the fire;
 - (6) enter a building, including a private dwelling, or premises near the scene of a fire for the purpose of protecting the building or premises or for the purpose of extinguishing the fire that is in progress in another building or premises;
 - (7) upon 24-hour notice to the owner or occupant, conduct a prefire planning survey in all buildings, structures, or other places within the municipality or the registered fire department's district, except the interior of a private dwelling, where combustible material is or may become dangerous as a fire menace to the building;
 - (8) direct the removal or destruction of a fence, house, motor vehicle, or other thing judged necessary to prevent the further spread of a fire.
- (b) An owner or occupant of a building or place specified in this section or any other person on the site of a fire or other fire department emergency who refuses to obey the order of a fire officer of a municipal or registered fire department in the exercise of official duties is guilty of a misdemeanor, and upon conviction, is punishable by imprisonment for one year, or by a fine of not more than \$1,000, or by both.
- (c) In this section,
- (1) "emergency" means a situation in which the services of fire department personnel are necessary or appropriate to protect life, property, or public health;
 - (2) "prefire planning survey" means a limited inspection for the purpose of preparing a fire attack plan in the event of a future emergency.

Sec. 18.70.090. Enforcement authority.

The Department of Public Safety and the chief of each fire department recognized under regulations adopted by the Department of Public Safety, and their authorized representatives in their respective areas, may enforce the regulations adopted by the Department of Public Safety for the prevention of fire or for the protection of life and property against fire or panic. All state peace officers may assist the Department of Public Safety in the enforcement of AS 18.70.010 - 18.70.100 and the regulations adopted under those sections. The authority conferred in AS 18.70.010 - 18.70.100 extends to the enforcement of the provisions of AS 11.46.400 - 11.46.430.

Sec. 18.65.090. Department to assist other agencies.

The Department of Public Safety shall assist other departments of the state, municipal, and federal governments in the enforcement of criminal laws and regulations pertaining to those departments.

Sec. 44.41.020. Powers and duties of department.

- (a) The Department of Public Safety shall administer functions relative to the protection of life and property including functions relating to transfer of a firearm. The department may enter into agreements with nonprofit organizations and federal and local government agencies to train personnel of those agencies in the protection of life and property. The department may charge a reasonable fee for services provided under a training agreement.

Sec. 26.23.020. The governor and disaster emergencies.

- (a) The governor is responsible for meeting the dangers presented by disasters to the state and its people.
- (b) The governor may issue orders, proclamations, and regulations necessary to carry out the purposes of this chapter, and amend or rescind them. These orders, proclamations, and regulations have the force of law.
- (c) If the governor finds that a disaster has occurred or that a disaster is imminent or threatened, the governor shall, by proclamation, declare a condition of disaster emergency. The disaster emergency remains in effect until the governor finds that the danger has passed or the disaster has been dealt with so that the emergency no longer exists. The governor may terminate the disaster emergency by proclamation. A proclamation of disaster emergency may not remain in effect longer than 30 days unless extended by the legislature by a concurrent resolution. The proclamation must indicate the nature of the disaster, the area threatened or affected, and the conditions that have brought it about or that make possible the termination of the disaster emergency.

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- (d) An order or proclamation issued under AS 26.23.010 - 26.23.220 shall be disseminated promptly by means calculated to bring its contents to the attention of the general public and, unless prevented or impeded by circumstances attendant upon the disaster, promptly filed with the Alaska division of emergency services, the lieutenant governor, and the municipal clerk in the area to which it applies.
- (e) A proclamation of a disaster emergency activates the disaster response and recovery aspects of the state, local, and interjurisdictional disaster emergency plans applicable to the political subdivisions or areas in question, and constitutes authority for the deployment and use of any force to which the plan or plans apply and for use or distribution of any supplies, equipment, materials, and facilities assembled, stockpiled, or arranged to be made available under AS 26.23.010 - 26.23.220 or any other provision of law relating to disaster emergency response.
- (f) During the effective period of a disaster emergency, the governor is commander-in-chief of the organized and unorganized militia and of all other forces available for emergency duty. The governor may delegate or assign command authority by appropriate orders or regulations.
- (g) In addition to any other powers conferred upon the governor by law, the governor may, under AS 26.23.010 - 26.23.220,
 - (1) suspend the provisions of any regulatory statute prescribing procedures for the conduct of state business, or the orders or regulations of any state agency, if compliance with the provisions of the statute, order, or regulation would prevent, or substantially impede or delay, action necessary to cope with the disaster emergency;
 - (2) use all available resources of the state government and of each political subdivision of the state as reasonably necessary to cope with the disaster emergency;
 - (3) transfer personnel or alter the functions of state departments and agencies or units of them for the purpose of performing or facilitating the performance of disaster emergency services;
 - (4) subject to any applicable requirements for compensation under AS 26.23.160, commandeer or utilize any private property, except for all news media other than as specifically provided for in AS 26.23.010 - 26.23.220, if the governor considers this necessary to cope with the disaster emergency;
 - (5) direct and compel the relocation of all or part of the population from any stricken or threatened area in the state, if the governor considers relocation necessary for the preservation of life or for other disaster mitigation purpose;
 - (6) prescribe routes, modes of transportation, and destinations in connection with necessary relocation;

- (7) control ingress to and egress from a disaster area, the movement of persons within the area, and the occupancy of premises in it;
- (8) suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles;
- (9) make provisions for the availability and use of temporary emergency housing;
- (10) allocate or redistribute food, water, fuel, or clothing; and
- (11) use money from the oil and hazardous substance release response account in the oil and hazardous substance release prevention and response fund, established by AS 46.08.010 , to respond to a declared disaster emergency related to an oil or hazardous substance discharge.

Evacuation Considerations

Identification of Need

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

Identification of Area Affected

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

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

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Determination of the Time Needed for Evacuation

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

$$TD + TA + TM + TT = TN$$

TD = Time from response to decision to evacuate.

TA = Time needed to alert and instruct the public, usually estimated to be from 15-60 minutes, depending upon the time of day, etc.

TM = Time needed to mobilize the population once warned. Under ideal circumstances, 500 vehicles can pass a single point in one hour on urban streets and 850 vehicles can pass a single point in one hour on two lane rural roads. Estimate four persons per vehicle. Adjust accordingly for rain, snow, and poor road conditions.

TT = Time required to leave the hazard area.

TN = Total time required to evacuate.

For example, it takes incident personnel 15 minutes to make the decision that evacuation is the appropriate protective action. $TD = 15$.

- Once a decision has been made, it takes 25 minutes to activate the Emergency Alert System, and to complete the door to door contact in the immediate risk area. $(TD = 15) + (TN = 25) = 40$.
- Once notified, it takes 30 minutes for the population to leave their homes and enter the evacuation route system, using one major route north out of the area, and one major route south. $(TD = 15) + (TN = 25) + (TM = 30) = 1$ hour and 10 minutes.
- Once on the road, it takes each vehicle 15 minutes to clear the hazard area. $(TD = 15) + (TN = 25) + (TM = 30) + (TT = 15) = TN$ 1 hour and 25 minutes total evacuation time.

Special Considerations

SHOPPING CENTERS:

The relatively large concentration of persons, is a particular problem. Effective communication of information to people in shopping centers is extremely difficult. How will the information be given? If driving away from the area is not possible, what are the alternatives?

SCHOOLS:

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

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

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SENIOR CENTERS/ NURSING HOMES:

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

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

UTILITIES:

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

LIVESTOCK:

There are no practical methods for dealing with large number of farm animals. When trucks are not available for transport, the alternative is to "herd" them when time permits;

- Herding will be permitted on certain designated routes. Care must be taken not to impede vehicular traffic.
- Provisions need to be made for collection points and care of the livestock. Work with City of Houston Animal Control, MSB Animal Control, and People for Emergency Preparedness Planning for Animals (PEPPA).

FAMILY PETS:

Household pets within an evacuation area can become a substantial problem. Plans need to be developed to handle pets at the evacuation centers to minimize psychological impact. Provisions need to be made to house and care for pets either at the evacuation shelter or off site.

Shelter in Place

Not all emergencies requiring protective action on the part of the public require evacuation. A viable option of protecting the public is "shelter in place", whereas the public is told to remain indoors at their home, place of business, school, etc. The Incident Commander must weigh the risk of the hazard danger against the risk inherent in evacuation versus protection in place. If "shelter in place" is to be used, it must be implemented using the various alert and warning systems. **See ALERT AND WARNING SECTION, THIS SECTION.**

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

Emergency Operations Plan

Evacuation Levels

This Evacuation Section uses the following definitions and criteria:

Level I Evacuation

Highest, most complex evacuation. A Level I Evacuation will require the operation of mass care shelter facilities including meals and overnight accommodations. This will require activation of the Emergency Operations Plan, formation of a Unified Command, Emergency Operations Center activation and a declaration of a City disaster emergency. The American Red Cross will be tasked with shelter operations. Duration of shelter operations to exceed 24 hours.

Level II Evacuation

Medium complexity evacuation. A Level II Evacuation will require the operation of at least one reception center, possibly multiple reception centers with basic comfort station amenities (e.g., light foods, beverages). Public information and registration services will be provided. An agency representative from the Office of the Mayor will be present. A small number of the public will not be able to return to their residence and will be provided accommodations in local hotels/motels. Local Volunteer Organizations Active in Disasters (VOAD) will be activated. Duration of reception center operations will be 12 to 24 hours with the vast majority of the public expected to return to their residence.

Level III Evacuation

Lowest, less complex evacuation. A Level III Evacuation will require the operation of reception centers with basic comfort station amenities (e.g., light foods, beverages). Public information and registration services will be provided. The Mayor of Wasilla or an agency representative from office of the Mayor will be present. No overnight accommodations will be provided. Duration of reception center operations will be 12 hours or less. The public is expected to return to their residence.

Evacuation Stages

Evacuation planning does **not** necessarily mean an evacuation is imminent. Some situations allow sufficient time to obtain necessary approval and implement each stage. Proper planning allows the Incident Commander and Chief Executive Officer(s) to review and approve or revise benchmarks at which stages will be implemented.

The Evacuation Annex identifies four distinct evacuation stages plus perimeter and access control as well as procedures for the return of displaced persons back into the area. The stages should be seen as a process that may be entered at any stage depending on the immediacy of the incident. While there is an "Evacuation Order" described, it is not included in the plan as an evacuation stage available to the incident managers. It should be very clearly understood that an "Evacuation Order" is an action that will take place only on a case by case basis. As such, it is not an available action for a broad area around the incident. Incident managers should begin with the lowest possible stage and work up as conditions warrant. As the emergency de-escalates, work back down to Stage 1. Incident staff should clearly identify what conditions will mandate movement from one stage to another, up or down.

Stage 1 - Pre-evacuation Briefing and Information

Contact teams should go door-to-door whenever possible. Provide accurate information about the emergency and determine special needs of those contacted such as special health problems, latchkey kids, special transportation needs, etc. When appropriate, complete PRE-EVACUATION CONTACT SHEETS for planning successive stages. If possible, have the documentation team develop an accurate census of potential evacuees and prepare a map for incident managers.

At a minimum, contacts should provide the following information:

- 1) Current incident status
- 2) Notification procedures to be used if evacuation become necessary
- 3) Evacuation route(s)
- 4) Location of reception center(s)
- 5) Method(s) to be used to keep the public informed of incident status.

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Stage 2 - Evacuation Warning

NOTE: This stage must be authorized by the Incident or Unified Command.

There is a good probability of the need to evacuate. This is the time for precautionary movement of persons with special needs or health problems, mobile property (including household items) selected and transported by the owner, and under certain conditions, pets and livestock. If property and livestock holding/security areas have been designated, this information needs to be relayed. **Avoid any implied promises by responders to provide resources to move personal property.** Incident staff should likewise carefully evaluate the wisdom of allowing volunteers inside the perimeter to help move property. Liability and security issues must be addressed.

Implementation conditions should allow plenty of time for coordination with those affected.

Post-evacuation conditions for this stage may include concerns about allowing persons with particular health conditions or other special needs to return prematurely, and safety or security considerations if people are allowed unrestricted movement within the incident perimeter.

Stage 3 - Evacuation Directive:

NOTE: This stage must be authorized by the Incident or Unified Command.

Evacuation Directives should be issued only where a clear and immediate threat to the health and safety of the population or responders exists. Evacuation Directives are designed to remove all occupants from a specific area, therefore the occupants of the affected area(s) are directed to leave within a specified time period by pre-designated route(s) and report to a reception center and/or mass care facility shelter. Perimeter roadblocks are in place and access is restricted. If a person who appears capable of making a reasonable and informed decision decides to remain within the area covered by the Evacuation Directive, he/she may do so. **The emergency responders will not use force to remove persons from areas covered by an Evacuation Directive.** However, the emergency responders should clearly inform the person that failure to evacuate may result in serious physical injury or death and that future opportunities to evacuate may not exist. However, adults making such informed and reasoned decisions should be allowed to do so under the Evacuation Directive. A specific warning of the dangers by responders, followed by documentation of the refusal, is appropriate.

Implementation procedures should be clearly relayed to occupants through personal contact and media broadcast. Realistic timetables should be established.

The Incident Management Team will recognize that certain occupants may re-enter **AT THEIR OWN RISK** to check on property. Vehicles should be flagged or otherwise identified at perimeter roadblocks and careful instructions provided concerning safety.

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Stage 4 - Evacuation Order

NOTE: This stage is **NOT** a general area wide option for use throughout the incident area, this step must only be used on a case by case basis and only used when there will be effective enforcement of the order.

An Evacuation Order may be issued only where conditions present a clear and immediate threat to the health and safety of occupants or responders and the person(s) ordered to evacuate appear to not be capable of making a reasonable and informed decision due to their physical or mental condition or their inability to self evacuate. This may be caused by the person(s) level of intoxication, dementia, senility, age, or other physical or mental conditions that could impair their judgement or by a lack of ability to evacuate due to transportation or similar problems. This stage of an evacuation must be limited to individuals or small groups of people.

All Evacuation Orders **must be documented**. Officials are encouraged to use the EVACUATION ORDER REPORT. If this report is not completed, the official issuing an Evacuation Order must at a minimum document in writing:

- 1) the reason for the Evacuation Order
- 2) the name of the person(s) involved
- 3) the location from which the person(s) was evacuated
- 4) the location to which the person(s) was evacuated
- 5) the date and time of the Evacuation Order.

This written documentation must be submitted to the Incident Commander/Unified Command through the proper channels as soon as practicable after the Evacuation Order is carried out.

Incident managers should understand that persons refusing to evacuate after receiving an Evacuation Order will be removed by force if necessary. Arrest is the **least** desirable option unless the person is clearly endangering themselves or others by their refusal to evacuate, therefore it is preferable to use Evacuation Directives whenever possible. Evacuation Orders should only be used rarely and to resolve specific circumstances.

Implementation conditions should take into account responder and residents safety. Persons ordered to evacuate will not be permitted to return until the conditions that resulted in the Evacuation Order no longer exist.

Return

Evacuees are allowed to return according to conditions established by the Incident Management Team for each evacuated area on the incident. Hardship and special needs will be evaluated. Close coordination with relief agencies is important during return if property has been damaged or destroyed. Continued exchange of information between the Incident Management Team and evacuees is vital.

Follow-up contacts are necessary once evacuees have had the opportunity to survey any damage to their property. Again, timely and accurate information about mitigation efforts will ease fears and build cooperation.

Perimeter and Access Control

While perimeter and access control may be important prior to initiating an evacuation, it is imperative that the Incident Management Team consider this when an evacuation is in effect. There are two levels of perimeter control that are available to the incident.

Outer Perimeter

The outer perimeter is a line of perimeter and access control that may be well away from the active portions of the incident. The outer perimeter is usually used as a means of slowing access and informing the public rather than restricting or limiting access. Outer perimeters are typically controlled by checkpoints and/or roadblocks. They are never controlled by a road closure.

Inner Perimeter

The inner perimeter is a line of perimeter and access control that should be as close as possible to the active portions of the incident. The inner perimeter can be used to slow access or to restrict access. Inner perimeters can be controlled by checkpoints, roadblocks or road closures.

When an incident establishes a perimeter without describing whether it is an outer or inner perimeter, it will be assumed to be an outer perimeter.

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Process

The extent to which an evacuation plan will be completed prior to implementation depends entirely upon the nature, scope and severity of the emergency, plus advance notice provided to the responsible agency.

At an absolute minimum, evacuation instructions must be completed and signed by the Incident Commander (IC), Unified Command or the City prior to any implementation. *[If there is no local authority the Alaska Division of Homeland Security and Emergency Management would be contacted.]* The authority for initiating an evacuation should be included in any delegation of authority to an Incident Management Team.

Other applicable portions of the plan may be completed later to serve as a written record. Some emergencies may allow time for sufficient planning and notifications if evacuation branch directors are involved from the earliest stages of the response effort. The evacuation process begins at the outset of any disaster or major emergency, even if the need to evacuate is not apparent and no decision to evacuate has been made. The process may be divided into six logical steps:

- 1) Prepare an analysis of:**
 - a) Threats**
 - b) Affected area**
 - c) Objectives**

If time permits, prepare a detailed evacuation plan. Contingency preparation saves valuable time. The analysis and plan will serve as a needs assessment upon which the Incident Commander or Unified Command and Chief Executive Officer can base their decisions. Stay flexible. Your analysis and plan may actually provide the basis for a decision NOT to evacuate.

2) Obtain authorization.

If time does not permit advance completion of a written plan or decision by the Chief Executive Officer, the Initial Response Incident Commander will complete the Immediate Threat to Life Safety Evacuation Plan and submit it to the person that will effect the evacuation. When possible, this should be a law enforcement officer. The Incident Commander may use their delegated powers to make a unilateral decision to evacuate by signing the Emergency Evacuation Form. The plan will be prepared at the earliest possible time.

When it appears time will permit the normal planning and authorization process, complete a Delayed Threat to Life Safety Evacuation Plan and submit it to the Incident Management Team and Chief Executive Officer. A decision may then be made to evacuate immediately or authorize the Incident Commander to implement each stage under conditions included in the plan.

3) Keep the populace affected by the threat continually informed of the incident status.

4) Monitor defined stages and activate resources.

5) Implement the plan.

6) Deactivate the evacuation.

This step requires reversing **all** the actions that were initiated. Make sure to include everyone such as the public, Incident Management Team, local jurisdiction and other involved agencies such as the Red Cross.

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Immediate Threat to Life Safety Evacuation Plan

This plan will be used by the Initial Response Incident Commander to provide for immediate evacuation actions. It is intended to be used only in those situations where the incident is moving so fast that there is not enough time to complete the Delayed Threat to Life Safety Evacuation Plan. It should not be used as a replacement for the Delayed Threat to Life Safety Evacuation Plan when there is ample time to complete that document. It is also important to recognize that the Delayed Threat to Life Safety Evacuation Plan should be completed after the Immediate Threat to Life Safety Evacuation Plan is used to effect an evacuation action. The Delayed Threat to Life Safety Evacuation Plan will provide backup documentation for the decision that was made by the Incident Commander in this situation.

The Incident Commander must enter their name at the top of the document. It should be clearly printed in this location. The Incident Commander will sign and date the form at the bottom.

Select the stage of evacuation action being taken. The Incident Commander(s) may only select Evacuation Warning or Evacuation Directive. The Evacuation Order refers to a case by case situation and is **NOT** available as a general area wide option to the Incident Management Team .

The Incident Commander(s) must describe the specific area of the evacuation action. This should be as specific as possible and should include descriptors that are commonly known and understood by the local citizens.

The Incident Commander(s) must identify the Areas of Safe Refuge and/or Reception Center/Shelter that the citizens should report to under an Evacuation Directive. These should be located well away from the incident to minimize the possibility of re-evacuation. While the Incident Commander(s) should identify these for the Evacuation Directive, it is strongly recommended that they also be identified for the Evacuation Warning in case citizens choose to evacuate early.

The Incident Commander(s) should describe what the citizens are to be told. The form lists two general statements and provides for an optional statement. It is vitally important that all citizens be given similar instructions to avoid confusion.

The Incident Commander(s) should determine if Perimeter Controls are necessary and, if so, where and what type. It should be understood that neither a Checkpoint nor a Roadblock will completely stop non-incident traffic. While this is not ideal for the incident, it will provide the Incident Management Team with some control over traffic while causing minimum impact to the local citizens. A road closure will stop **ALL** non-incident traffic and should be used only where absolutely necessary. This is the reason that it is available only at the inner perimeter. If only one perimeter is established, it shall be an Outer Perimeter and a road closure is not an option.

Delayed Threat to Life Safety Evacuation Plan

The Delayed Threat to Life Safety Evacuation Plan is intended to provide the Incident Management Team with a standard format to document a decision to conduct an evacuation. It can be used to collect information documenting an evacuation that was initiated under an Immediate Threat to Life Safety Evacuation. It can also be used to collect information to be used for a potential evacuation. The Delayed Threat to Life Safety Evacuation Plan contains the following sections: a Coversheet, Evacuation Authorization, an Analysis of the Threats, Area, and Objectives, Evacuation Stages, Perimeter and Access Control, Return, the Implementation Procedures, and a summary of the Anticipated Resource Requirements. Each of these sections are discussed below:

Coversheet

The Coversheet provides important information to the reader that may not be located anywhere else in the document. It includes the name of the person that was responsible for the preparation of the document. It also includes the name of the agency that is responsible for the document.

The date and time the document was completed, the person the document was submitted to (usually the Incident Commander, but it could be the Planning Section Chief or Operations Section Chief).

A checklist identifying the sections that were completed are also on the coversheet.

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Authorization

The authority to evacuate citizens and to restrict use of public byways varies according to jurisdiction and type of incident. As a general rule, an evacuation may not be implemented without the express approval of a local Chief Executive Officer(s) unless the Incident Commander can demonstrate an immediate threat to life safety precluding advance authorization. A Unified Command with local authorities is recommended when the local authority has jurisdiction and an evacuation is anticipated or required. In such instances, formal authorization should be obtained as soon as possible.

Authorization for evacuations should be obtained in one of three processes. These are:

- When there are persons with clear statutory authority to initiate an evacuation at the incident and the Incident Commander is an employee of an agency without clear statutory authority for such actions, the Incident Commander should recommend that an evacuation be conducted. The official with clear statutory authority will authorize (or not authorize) the evacuation. The evacuation is conducted under the management authority of the incident. It is preferable that a Unified Command is placed in charge of the incident, with at least one commander having clear statutory authority for evacuations.
- When there is no one present at the incident with clear statutory authority to initiate an evacuation, the person with emergency expertise should authorize the evacuation.
- When there is no one present at the incident with clear statutory authority or with emergency expertise, anyone in authority can initiate the evacuation.

A civil authority such as highway department or municipal street department should generally approve restrictions on the use of public highways, roads and streets. Early liaison is recommended. Again, unilateral action by the Incident Commander should be immediately followed by formal notification and authorization.

The implementation of an evacuation is usually performed by law enforcement personnel, but that may vary according to jurisdiction. Early liaison is recommended to allow planning and mobilization of necessary resources.

Analysis of Threats, Area(s) and Objectives

THREATS

A brief summary of the nature, scope and severity of the emergency at the time the plan was prepared should be included. Threats can be multiple and transitory. Consider secondary threats like downed power lines and ruptured gas pipes. Consider how the threat may actually increase during the period when residents are moving out of the area (traffic congestion, narrow roads, obstructions, etc.).

Are there special populations within the affected area? Schools, hospitals, nursing homes? Is the threat specific to a particular segment of the population such as persons with respiratory problems? Consider protection in place for short-term threats such as a fast moving vapor cloud in which mass movement may prove more hazardous than restricted movement. Also consider the potential dangers of moving people through the incident, lack of a safe refuge area, poor or no means of evacuating people.

AREA

Define area(s) affected using common boundaries such as roads, rivers, drainage's, subdivisions, etc. Should sub-areas be defined? Area "A" may need immediate evacuation while Area "B" is under a warning and Area "C" is safe but needs to be reassured it is not at risk. Describe all boundaries in terms easily recognizable by the public during broadcasts (for example "*The area south of the Palmer-Wasilla Highway to the Parks Highway and west of Seward Meridian Parkway.*").

OBJECTIVES

The listed objectives apply to any emergency. Additional objectives may be set by specifically stating how each defined threat is to be mitigated for each defined area. Set clear objectives.

Emergency Operations Plan

Implementation

Emergency Implementation Procedure

Develop and disseminate a contingency plan to be used if conditions worsen so quickly that personal notification of an Evacuation Directive cannot be made. Coordinate with area media. Assign a unique signal and make sure it is not used for any other part of the incident response. Residents should know that use of the signal is an immediate directive to evacuate by pre-designated route(s). One useful signal is the "high-low European style" siren.

Evacuation Directive Informed Consent Refusal Procedure

Determine the response that evacuation branch personnel will provide to persons who decide to remain within the affected area when directed to evacuate. Persons who decide to remain when given an evacuation directive will be allowed to do so. They should be given a warning that they will face severe risk of personal injury or death, that their presence may impede work on the incident, that they could be held personally liable for injury or damages to another person or to other property due to their refusal to evacuate and that there may not be emergency personnel available to rescue them at a later time. If they understand these situations and appear to be capable of making an informed and rational decision, they should be allowed to remain.

Information from each person who refuses to evacuate per the Evacuation Directive should include name, physical location, mailing address, phone number, name of next of kin or family member and next of kin or family member phone number.

Evacuation Order Enforcement Procedure

Determine the response that evacuation branch personnel will provide to persons who refuse to evacuate when given an Evacuation Order. Evacuation Orders should only be issued when there is a means to enforce the order. The enforcement resources and procedures should be in place before any Evacuation Orders are given.

Traffic Plan

Three main elements should be considered in the preparation of a traffic control plan for the evacuation:

- 1) Evacuation routes
- 2) Perimeter control
- 3) Traffic coordination.

Selection of evacuation routes should take into account the volume of evacuee traffic (largely dependent upon the beginning of the evacuation effort) available selection of suitable roadways and volume of responder traffic in the area. Plan alternate routes whenever possible.

Perimeter control is established with checkpoints, roadblocks or road closures supplemented by mobile patrols. The Incident Commander should establish an inner and outer perimeter for the incident. The outer perimeter is used to provide information and to reduce sightseeing traffic. Local traffic and those with valid reasons will be allowed past the outer perimeter. The inner perimeter is used to restrict traffic to emergency response vehicles only.

Traffic coordination may involve the use of pilot vehicles, designating traffic flow by time period (i.e. access during first half of each hour, and egress during the second half) or fixed traffic control points using radios to coordinate flow. **DON'T ASSUME THAT PEOPLE WILL AUTOMATICALLY GIVE RESPONDER TRAFFIC THE RIGHT OF WAY.** Consider buses or other mass transit methods for evacuee movement.

Checkpoints

Checkpoints are staffed locations where vehicles are provided with information on the incident. They should be staffed by Public Information Officers and may use law enforcement officers if available. Vehicles may or may not be stopped at checkpoints.

Emergency Operations Plan

Roadblocks

Roadblocks are locations along a road, highway, street, trail or other location that blocks the passage of people or vehicles and where they are prevented from traveling into an area without providing a specific waiver or justifying their need to enter the area to a representative of the incident. At a minimum, the public will be required to provide:

- 1) One piece of identification (drivers license, I.D. card, social security card, etc.) and the location to which they are traveling.
- 2) A reasonable explanation of their need to enter the area.
- 3) Affirm they understand their presence may hinder emergency workers/operations within the area they are entering.
- 4) Affirm they understand they may incur some personal liability by hindering emergency operations within the area.
- 5) Affirm they understand there may be personal risks of injury/death by entering the area.
- 6) Affirm they understand there may be limited or non-existent opportunities/resources to affect their rescue should they encounter life-threatening circumstances.

In order to ensure that the proper information is passed on to all motorists at roadblocks, all personnel are encouraged to use the Roadblock Datasheet.

Road closures

Road closures may be staffed or unstaffed. These are points at which the road is closed to non-emergency traffic. The general public will not be allowed past these points. If road closure points are staffed, they should be staffed with law enforcement officers. Public Information Officers are not necessary at these locations since non-emergency vehicles will not be allowed past them. Road closures will be used only on the inner perimeters, therefore vehicles should have passed a roadblock before arriving at a road closure. Public information personnel should have been available at the roadblocks to provide information

Pre-Evacuation Activities

Determine the type and extent of pre-evacuation activities that will be completed. This includes determining whether or not evacuation teams will contact residents, what will be provided to the residents and where any data sheets or information collected during these activities will be taken.

Reception Centers and Mass Care Facility Shelters

Determine the number, location and size of Reception Centers and/or Shelters that will be needed for the incident. Coordinate with Office of Emergency Management and the Red Cross, Salvation Army and other similar agencies to staff and operate the Reception Centers and/or Shelters. There will be a designated Reception Center/Shelter Manager. Ensure that there is a reliable means to contact that person. Assign Public Information Officer(s) (PIO) to each Reception Center/Shelter. The Public Information Officer will be responsible for informing the evacuees on the progress of the incident and the evacuation efforts.

Select sites to be used for each element of the evacuation. Sites should be selected that will not be subject to potential evacuation or threats from the incident. Public Information Officers should be assigned to each Reception Center or Shelter. Command Post and Staging Areas for responders may be most useful away from the Reception Centers/Shelters to avoid congestion and make movement more efficient. Shelters and Assistance Centers are usually pre-designated by the Red Cross or other relief agencies. They may need time to open a shelter and begin receiving evacuees. Informing them well in advance will permit set-up time. Shelters and Assistance Centers are usually a joint effort of incident staff and relief agencies to serve as a clearinghouse. They are used to re-unite families and respond to inquiries from anxious relatives. Shelters and Assistance Centers should be located close to the evacuated area. **EVACUEES SHOULD BE ENCOURAGED TO CHECK-IN AT A RECEPTION CENTER/SHELTERS IMMEDIATELY AFTER EVACUATING EVEN IF THEY WILL NOT BE STAYING THERE.** By doing this, the evacuees can improve chances that friends and relatives can locate them during the early stages of an evacuation.

Remember to coordinate any evacuation with Matanuska-Susitna Borough Department of Emergency Services, American Red Cross, Alaska Division of Homeland Security and Emergency Management, or other responsible agency that will be assuming responsibility for the people.

Emergency Operations Plan

Some emergencies will permit the time to select and staff secure areas for the temporary storage of personal property. Fenced compounds are preferable. Access and security are paramount considerations. If holding areas are used, evacuees should be encouraged to move property as early in the incident as possible. Liability considerations should be discussed with area legal officials during this planning stage. Restrictions should be made clearly known (no unloading of trucks or trailers, loads should be enclosed or tarped, etc.). The same considerations apply if arrangements are made for the temporary holding of pets or livestock.

Communications

Public information is the single most important element of any evacuation plan. Plan for the most effective use of all resources such as:

- Briefing sheets for contact and traffic control teams
- Area emergency notification networks
- Local Emergency Alert System (E.A.S.)
- Regular media briefings,
- Limited-range radio broadcast units
- Resident briefing sites.

Direct briefings with the evacuees and public should be done early on and be the first priority for providing public information. Remember that the media may not, and often will not provide the same level and quality of information as you can by meeting directly with the affected public. The Local Emergency Alert System can also be used to provide critical information in the early stages. Plan on conducting community briefings at Reception Centers/Shelters early and often.

Radio frequencies used by evacuation teams should be established in advance and lists disseminated to the Incident Management Team. The agency responsible for evacuation and traffic control efforts may well utilize communication frequencies completely separate from the incident operations. Be certain to provide for networking between the evacuation branch and the other incident staff.

Public Information Officers are needed to conduct community briefings. Ensure that a Public Information Officer is assigned responsibility to set up, coordinate and/or conduct community briefings as necessary. Since many of the community residents may be living in a Shelter(s), consider having a Public Information Officer assigned to the Reception Center(s)/Shelter on a continuing basis.

Designated markings, usually flagging and signs, are helpful in identifying completed contacts, locations requiring special consideration, perimeter boundaries, and vehicles or persons allowed access to restricted areas. For example, red flagging tied to a mailbox may indicate the resident has been personally contacted during Stage 1 and white flagging may indicate the occupant has a condition requiring extraordinary care.

Resource Requirements

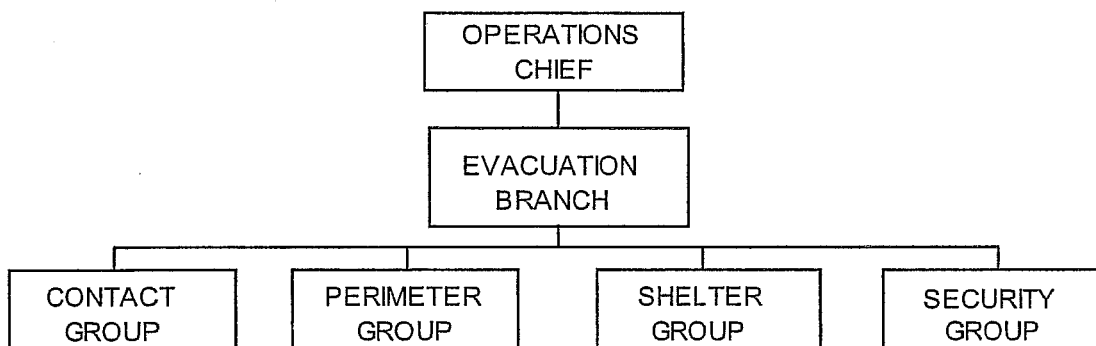
Part four of the plan describes the anticipated resource requirements needed for the evacuation. It includes personnel, equipment, traffic control devices, other resources and who will cover the costs of the evacuation.

Available resources, especially in rural areas may limit the scope of an evacuation effort. Early planning allows the Incident Management Team to identify and obtain needed resources through mutual aid requests or other means without having to draw from operational specialists on the incident; for example, don't assign firefighters to roadblocks if law enforcement officers are available.

It is important to remember, however, that when an evacuation is initiated it may very well become the primary responsibility of the initial responders and all incident personnel. As such, it is likely that all incident resources will be diverted to the Evacuation Branch until it is apparent that all citizens in the affected area have been effectively dealt with.

Emergency Operations Plan

A typical evacuation organization looks like this:



The Incident Management Team having evacuation responsibility should determine staffing requirements for each element and include those totals in Part Four, Section 1, of the Evacuation Plan.

Specialized equipment such as vehicles (marked and private) and radios are included in the same table. Other necessary resources should be identified and listed. Special requirements such as personal protective equipment for persons inside the perimeter should be considered.

Position description summaries for the typical positions assigned to an Evacuation Branch are included in the **Emergency Operations Center Guide, Volume Three, MSB Emergency Operations Plan.**

Functional Responsibilities.

Mayor of Wasilla

- At the request of the Incident Commander, sign the Evacuation Plan, either Immediate Threat to Life Safety and/or Delayed Threat to Life Safety.

City Emergency Management Coordinator

- Emergency management responsibilities, Public Information, Agency Representative, Liaison with other agencies, Unified Command, Evacuation Branch, Alert and Warning.

Command Staff

- The Incident Commander, regardless of agency or whether on-scene or in the Emergency Operations Center, will determine the need to evacuate an area, the extent of the area to be evacuated, develop an evacuation plan, activate the alert and warning system, and direct the implementation of the evacuation plan.
- In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency, Unified Command between that agency and Law Enforcement agencies should be considered to facilitate coordination of evacuation operations. In addition, a Law Enforcement Officer may be assigned to the Planning Section to assist in development of evacuation contingency plans.
- The Command Staff will utilize the alert and warning guidelines described in Alert and Warning Section, to warn the public of the emergency condition, and provide the public with evacuation and shelter information.
- The Incident Commander will establish an inside and outside security perimeter, and will provide criteria for access to them. The outer perimeter will allow for the potential escalation of the hazard, thus ensuring an ample margin of safety for emergency personnel. The Field Command Post will be established within the outer perimeter (unless Command is in the Emergency Operations Center), and only personnel meeting Command criteria for access will be allowed to enter this area.
- The Incident Commander will ensure that appropriate reception areas for evacuees are identified, and will assign personnel to provide liaison to those persons in the reception area, and security to the facility. If reception or sheltering is needed, the Logistics Section should be activated and the American Red Cross and The Salvation Army notified to begin arranging shelter and transportation.
- As the emergency response progresses and more information becomes available, the Public Information staff will utilize the procedures described in the **PUBLIC INFORMATION SECTION** of this plan to provide the media and the public with information on:

Emergency Operations Plan

- The reason for the evacuation.
 - Modes of transportation for evacuees unable to provide their own.
 - The location of reception areas or shelters. **See SHELTER AND FEEDING SECTION.**
 - Possible results of failure to evacuate.
- Ensure that the Evacuation Plan is signed by the City Mayor (Chief Executive Officer or their designate).
 - If it is anticipated that shelters will be needed, contact the American Red Cross, The Salvation Army and other volunteer organizations.
 - After the emergency event has ended:
 - Incident Management Team personnel will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
 - Incident Command will direct a general return to the evacuated area as soon as possible.
 - The Public Information Officer will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

Operations Section

- Supervise personnel necessary to support evacuation, including mutual aid.
- Relay strategic considerations, and develop tactics for evacuation operations.
- Implement Evacuation Plan.
- Establish and maintain control of outer perimeter, restrict access to those persons properly authorized and protected.
- Supervise and conduct mobile public address system and door to door alert and warning.
- Establish and maintain crowd and traffic control, providing for security in areas evacuated.
- Request resources through Logistics Section (if activated).

- Designate neighborhood congregation points for evacuees who need transportation to reception areas or shelters. Notify Command of persons who need assistance in leaving their homes.
- Keep Command, Planning Section, and Public Information Officer apprised of activities.

Law Enforcement Agencies Operations:

- Establishes and maintain outer perimeter.
- Man checkpoints/Road Blocks.
- Operations for Delayed Evacuation.
- Security for evacuated areas.
- Provides traffic and crowd control.
- Provides security for reception/shelter facilities as requested.

Department of Transportation Operations:

Public Works Department Operations:

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

State Forestry/Local Fire Departments:

- Establishes and maintain inner perimeter on hazardous materials incidents.
- Rescues trapped victims, and victims in hazardous atmospheres.
- Assists in the evacuation process as requested.
- Provides fire stations for use as reception points.
- Immediate Threat to Life Safety Evacuation determinations.
- Operations for immediate evacuation (e.g. alert and warning-door to door, directions to areas of safe refuge, control of ingrees and egress.)

Emergency Operations Plan

Volunteer Organizations Active in Disaster (VOAD)

The American Red Cross will oversee all emergency housing activities, including:

- Directing Volunteer Organization personnel to meet evacuees at reception areas and assigning evacuees to emergency housing facilities.
- Providing information to Incident Management Team concerning numbers of evacuees being sheltered, etc.
- Reception Center and Shelter Operations

Logistics Section

- Arrange transportation for groups or individuals requiring assistance or special considerations to evacuate, such as the elderly, disabled, hospital patients, residents of nursing homes, and prisoners.
- Advise Command of the activation of appropriate shelter or reception facilities.
- As requested, assist the Volunteer Organizations in movement of volunteers to reception areas and shelters. A Facilities Unit Leader may be assigned to provide liaison and coordination between the Emergency Operations Center and American Red Cross shelters.
- Procure additional personnel needed to support shelter operations. May include, but not be limited to, shelter Security, Facilities Unit Leader, Transportation Unit Leader, etc.
- Facilitate procurement of additional barricades, signs, etc.

Planning Section

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

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

Finance Section

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

Evacuation Expenses

Do not delay or avoid a needed evacuation due to funding questions. Because evacuations can be expensive, it is imperative that the incident manager manages and tracks all cost carefully. Responsibility for the actual evacuation expenses will be determined later, considering all responsible parties.

Emergency Operations Plan

Forms Routing

The various forms used in the evacuation will be routed as follows:

| Form | Prepared By | Routed Through | To | Time Frame |
|---|--|-----------------------|---------------------------------------|---|
| Immediate Threat to Life Safety Evacuation Plan | Initial Attack Incident Commander | None | Law Enforcement or Incident Personnel | Prior to issuing public Evacuation Instructions |
| Delayed Threat to Life Safety Evacuation Plan | As assigned by IC, usually Operations Section-Evacuation Branch if available | Incident Commander(s) | Plans | Within first 72 hours of an incident. |
| Evacuation Order Report | Incident personnel issuing the order | Incident Commander(s) | Plans | As soon as possible after issuing the order. |
| Pre-Evacuation Contact Data Sheets | Pre-Evacuation Contact Teams | Plans | Documentation UL | Daily |
| Roadblock Datasheet | Roadblock Staff (Law Enforcement or Information Officer) | Plans | Documentation UL | Daily |

NOTE: For further information on the duties and responsibilities of the Incident Command staff see the **EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN** and reference the publication titled **"NIIMS"- INCIDENT COMMAND SYSTEM - FIELD OPERATIONS GUIDE (ICS-420)**.

NOTE: See Shelter and Feeding Section for information on feeding and sheltering, this volume.

EVACUATION CHECKLIST

Immediate Threat to Life Safety

On-Scene

- ___ 1. Incident Commander determines that an immediate threat to public life safety exists and there is the immediate need to evacuate an area. Establishes an Evacuation Branch under the Operations Section and directs an Evacuation.
- ___ 2. Evacuation Branch Director notifies MAT-COMM of an Evacuation. Authority is given to MAT-COMM to have the evacuation message broadcast. Request MAT-COMM to activate the Emergency Alert System and deliver the appropriate evacuation message.
- ___ 3. Evacuation Branch Director designates Evacuation Staging Area and advise MAT-COMM of the staging area location for evacuation resources.
- ___ 4. Evacuation Branch Director advise the Operations Section Chief Evacuation actions have begun.
- ___ 5. Evacuation Branch Director identifies and evacuates special population groups requiring special assistance during evacuation (i.e., senior citizens, handicapped, and disabled, hospitals and nursing home patients, etc.).
- ___ 6. Evacuation Branch Director determines reception or relocation areas, as appropriate.
- ___ 7. Evacuation Branch Director determines evacuation taking into account incident hazards, traffic capacities, weather and road conditions.
- ___ 8. Evacuation Branch Director coordinates traffic and perimeter control, as needed. Roads into the designated evacuation area(s) will be blocked and traffic re-routed.
- ___ 9. Evacuation Branch Director assigns crews to door-to-door evacuation as they arrive on-scene.
- ___ 10. Evacuation Branch uses a map to document areas that have been searched.
- ___ 11. Evacuation Branch reports to Operations Section Chief the status of the Evacuation including number of persons refusing to leave and their location.
- ___ 12. Operations Section Chief reports status to the Incident Commander

Emergency Operations Plan

APPENDIX A

EVACUATION CHECKLIST

Immediate Threat to Life Safety

MAT-COMMM

1. After receiving authority to activate the Emergency Alert System and verification of the message content, call the LP-1 and give the authorization code to them. Be sure to verify the evacuation message with them. Advise the Evacuation Branch Director when the Emergency Alert System has accepted the evacuation message.
2. Notify Local Law Enforcement and request Officers be sent to Evacuation Staging Area for assignment. Request numbers of personnel available and response time.
3. Notify the Wasilla Police Department Communications Center (MAT-COMM) of situation. MAT-COMMM will request Alaska State Troopers and additional law enforcement resources to respond to the Evacuation Staging Area as needed. Request numbers of personnel responding and response time.
4. Notify Public Works of situation. Send available personnel and requested equipment to Evacuation Staging Area. Request numbers of personnel responding and response time.
5. Ask Evacuation Branch Director if they want additional evacuation information broadcast (i.e. evacuation routes and procedures, reception centers, etc.) If yes give approved messages to Emergency Alert System stations.
6. Advise Evacuation Branch Director of the number of personnel resources responding by type and their ETA to the Evacuation Staging Area.
7. Continue to relay Emergency Alert System status and other pertinent information to the Evacuation Branch Director.

EVACUATION CHECKLIST

Delayed Threat to Life Safety

On-Scene

- ___ 1. Incident Commander determines that there is a delayed threat to public life safety; there is a need to evacuate; and the area to be evacuated is greater than the resources presently available. Incident Commander advises the Operations Section Chief to establish Evacuation procedures.
- ___ 2. Operations Section Chief advises the Evacuation Branch Director of the Incident Commander's decision.
- ___ 3. The Incident Commander contacts the City Mayor to have a disaster emergency declared and to have the City activate their Emergency Operations Plan.
- ___ 4. Incident Commander requests the activation of the City Emergency Operations Center (EOC).
- ___ 5. Once the Emergency Operations Plan is activated, the Evacuation Branch Director coordinates with the Borough, Alaska Division of Homeland Security and Emergency Management and other agencies.
- ___ 6. Evacuation Branch Director contacts MAT-COMM to notify the American Red Cross of the disaster and to activate shelter operations in reception area, as appropriate.
- ___ 7. The Evacuation Branch Director requests additional Branch resources as is necessary.
- ___ 8. Incident Commander prepares to brief the City Mayor, Borough and Alaska Division of Homeland Security and Emergency Management.
- ___ 9. Incident Commander directs the Public Information Officer to broadcast and disseminate public information about emergency conditions, evacuation routes, destinations, and emergency supplies to bring, and other vital information such as rest areas along movement routes where evacuees can obtain fuel, water, medical aid, vehicle maintenance, comfort facilities and evacuation information.
- ___ 10. Evacuation Branch Director coordinates security of evacuation areas.
- ___ 11. Evacuation Branch Director coordinates for continuing operation or rapid restart of essential services in the hazard areas and transportation of essential workers to commute to hazardous areas, as required.

Emergency Operations Plan

APPENDIX A

EVACUATION CHECKLIST

Delayed Threat to Life Safety

Emergency Operation Center

1. Identify any additional hazard areas that may require evacuation.
2. Identify additional populations within hazard areas that may require evacuation.
3. Identify special population groups requiring special assistance during evacuation (i.e., senior citizens, handicapped and disabled, hospitals and nursing home patients, etc.).
4. Develop additional evacuation plans, procedures and evacuation routes.
5. Evacuate special population groups requiring assistance.
6. Identify transportation resources for use during evacuation.
7. Coordinate transportation for evacuees, as required.
8. Coordinate broadcast and dissemination of emergency public information through Public Information Officer on affected areas requiring evacuation, evacuation routes, and reception areas for the relocated population.
9. Notify Alaska Division of Homeland Security and Emergency Management of evacuation and assistance required to support the evacuation.
10. Determine population numbers that must be relocated, appropriate reception areas, and resources to support an efficient and effective evacuation effort.
11. Coordinate traffic and perimeter control, as needed.
12. Coordinate reception areas for receiving the relocated population.
13. At the reception areas, coordinate information materials to evacuees regarding lodging facilities and locations, parking facilities, food services, and medical services.
14. Coordinate broadcast of information on shelter locations and evacuation routes to shelters with Public Information Officer.
15. Coordinate with the South-Central Chapter of the American Red Cross in the opening, staffing and operations of shelters within the City for the affected area(s).

EVACUATION CHECKLIST

Delayed Threat to Life Safety

Emergency Operations Center

- 16. Monitor the movement of the population to the shelters, in coordination with law enforcement personnel.
- 17. Monitor shelter operations to appropriately respond to situations, as needed.
- 18. Coordinate security of evacuated areas.
- 19. Coordinate continuing operations or rapid restart of essential services in the hazard area(s).
- 20. Coordinate the relocation of the sheltered population or return to evacuated areas with law enforcement personnel and other Emergency Operations Center staff when safe.
- 21. Coordinate traffic control for return.
- 22. Coordinate public information program to disseminate through Public Information Officer recovery and disaster assistance information.

Emergency Operations Plan

APPENDIX A

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Immediate Threat To Life Safety Evacuation Plan

As Incident Commander/Unified Commanders of the _____ incident, I find that certain evacuation actions are necessary to ensure the safety of the public and the assigned emergency responders. Therefore I am (we are) issuing the following instructions:

- Evacuation Warning
- Evacuation Directive

This action is valid for the following area: _____

Evacuation safe refugee areas or reception center(s) will be located at: _____

Local citizens affected by this action should be told to:

- Prepare for an evacuation.
- Evacuate the area and check in at the evacuation safe refugee area or reception center(s)
- Other (describe): _____

Perimeter Controls:

| | |
|----------------------------------|---|
| Establish an Outer Perimeter at: | Use the following perimeter control methods: |
| | <input type="checkbox"/> Check Point <input type="checkbox"/> Road Block |

| | |
|----------------------------------|---|
| Establish an Inner Perimeter at: | Use the following perimeter control methods: |
| | <input type="checkbox"/> Check Point <input type="checkbox"/> Road Block <input type="checkbox"/> Road Closure <input type="checkbox"/> Mobile Patrols |

Incident Commander

Date

Time

Chief Executive Officer

Date

Time

Emergency Operations Plan

APPENDIX B

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**DELAYED THREAT TO LIFE SAFETY EVACUATION
PLAN**

(INCIDENT NAME / DESCRIPTION)

ORIGINAL PLAN

REVISED PLAN

PREPARED BY: _____

(PRINTED NAME and TITLE)

AGENCY: _____

DATE: _____

TIME: _____

SUBMITTED TO: _____

(NAME and TITLE)

THIS PLAN CONTAINS:

- EVACUATION AUTHORIZATION (1 PAGE)
- THREATS, AREA and OBJECTIVES (1 PAGE)
- EVACUATION STAGES (1 PAGE)
- IMPLEMENTATION PLAN (2 PAGES)
- ANTICIPATED RESOURCE REQUIREMENTS (1 PAGE)
- SUPPLEMENTAL INFORMATION

Emergency Operations Plan

APPENDIX C

Evacuation Authorization

1. **AUTHORITY:** Authority for evacuation during this incident is based on the following references:

A. **Legal Authority:** _____

B. **Disaster Plan:** _____

2. **RESPONSIBILITY:** The agency responsible for planning, implementing, and managing an evacuation during this incident is identified as the:

3. **INCIDENT COMMANDER:** I have determined the nature of this emergency may pose significant threat to the health and safety of persons within the area described in this Delayed Threat To Life Safety Evacuation Plan.

A. The affected Chief Executive Officer(s) is/are requested to review the attached plan, initiate necessary proclamations or declarations, and grant extraordinary authority for me to implement elements of the evacuation plan as conditions warrant.

OR

B. The nature of this emergency does not permit prior authorization of evacuation through normal channels. I order the immediate implementation of evacuation efforts as noted in the attached plan.

OR

C. The evacuation was ordered during the Initial Response of this incident and the attached plan documents the decisions for that action.

SIGNATURE and TITLE of INCIDENT COMMANDER DATE and TIME

4. **CHIEF EXECUTIVE OFFICER (s):** As the official(s) having legal responsibility for the approval of evacuations within this jurisdiction:

A. The Delayed Threat To Life Safety Evacuation Plan has been reviewed, necessary proclamations or declarations have been completed, and the Incident Commander is hereby granted authority to implement elements of the plan as conditions warrant.

OR

B. The Delayed Threat To Life Safety Evacuation Plan has been reviewed, and it is my/our decision to withhold approval of the Incident Commander's request for authority to implement elements of the plan. The basis for this decision is attached. This decision may be reviewed and amended as conditions warrant.

OR

C. I/we have been advised of the Incident Commander's use of extraordinary authority to proceed with evacuation. The basis for that decision has been reviewed and I/we (do (do not authorize continued evacuation efforts.

SIGNATURE and TITLE of CHIEF EXECUTIVE OFFICER DATE and TIME

PART ONE – THREATS, AREA, and OBJECTIVES

A. THREATS TO HEALTH AND SAFETY: _____

B. AREA DESCRIPTION: As of _____
(TIME, DAY and DATE)

this plan is being recommended for the following area(s):

C. OBJECTIVES

- 1. To identify residents, businesses, public buildings and other areas from which occupants and property may need to be evacuated.
- 2. To locate and identify special concerns of the incident staff to include persons with conditions requiring extraordinary care, livestock or other property requiring specialized consideration and potentially hazardous materials.
- 3. To identify resources necessary to accomplish an evacuation.
- 4. To provide for the timely, safe, orderly evacuation of affected areas as ordered by the Incident Commander.
- 5. Provide for prompt information dissemination to the affected area.
- 6. Provide for prompt return of all displaced citizens.
- A SUPPLEMENT IS ATTACHED DETAILING ADDITIONAL OBJECTIVES.**

Emergency Operations Plan

APPENDIX C

PART TWO (A) EVACUATION STAGES

1. Pre-evacuation **CONTACTS** and **BRIEFINGS** of persons within affected area(s). **This stage will be implemented under the following conditions:**

2. **EVACUATION WARNING.** Good probability of a need to evacuate. Recommend movement of persons requiring extraordinary care, large mobile property and livestock (if feasible). Checkpoints may be used to inform citizens entering the area.

This stage will be implemented under the following conditions:

3. **EVACUATION DIRECTIVE.** Occupants of the affected area(s) are **DIRECTED** to leave within a specified time period, by pre-designated route(s), and report to the Reception Center. Perimeter control will be established.

This stage will be implemented under the following conditions:

4. **RETURN.** Evacuees allowed to return. Hardship and special needs are evaluated.

PART TWO (B) PERIMETER AND ACCESS CONTROL

A. PERIMETER AND ACCESS CONTROL. Perimeter and access control will be established to minimize conflicts between civilian and incident traffic. Perimeter and access control will be accomplished by establishing:

Outer Perimeter

| Location | Type of Control |
|----------|--|
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block |

Inner Perimeter

| Location | Type of Control |
|----------|---|
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block <input type="checkbox"/> Road Closure |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block <input type="checkbox"/> Road Closure |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block <input type="checkbox"/> Road Closure |
| | <input type="checkbox"/> Checkpoint <input type="checkbox"/> Road Block <input type="checkbox"/> Road Closure |

Emergency Operations Plan

APPENDIX C

PART THREE – IMPLEMENTATION PROCEDURES

- A. **EMERGENCY IMPLEMENTATION PROCEDURE:** In the event an evacuation is directed by the Incident Commander and time does not permit personal notification of affected person, the following procedure will be utilized.

- B. **EVACUATION DIRECTIVE INFORMED CONSENT REFUSAL PROCEDURE:** The recommended response for persons refusing to comply with an Evacuation Directive is:

- C. **EVACUATION ORDER ENFORCEMENT PROCEDURE:** The recommended response for persons refusing to comply with an Evacuation Order is:

Evacuation APPENDIX C

D. TRAFFIC PLAN:

Routes and Destinations:

| | |
|-------------------------------|--|
| Primary Route: | |
| Primary Destination: | |
| Alternate Route: | |
| Alternate Destination: | |

Traffic Control:

| Location | Type of Control |
|----------|--|
| | <input type="checkbox"/> Mobile Patrols <input type="checkbox"/> Traffic Directional Control <input type="checkbox"/> Pilot Cars |
| | <input type="checkbox"/> Mobile Patrols <input type="checkbox"/> Traffic Directional Control <input type="checkbox"/> Pilot Cars |
| | <input type="checkbox"/> Mobile Patrols <input type="checkbox"/> Traffic Directional Control <input type="checkbox"/> Pilot Cars |
| | <input type="checkbox"/> Mobile Patrols <input type="checkbox"/> Traffic Directional Control <input type="checkbox"/> Pilot Cars |
| | <input type="checkbox"/> Mobile Patrols <input type="checkbox"/> Traffic Directional Control <input type="checkbox"/> Pilot Cars |

Emergency Operations Plan

APPENDIX C

E. RECEPTION CENTERS/SHELTERS:

Reception Centers/Shelters for this incident will be set up as follows:

| Shelter Name/Phone Number | Location | Shelter Manager | Responsible Agency |
|---------------------------|----------|-----------------|--------------------|
| | | | |
| | | | |
| | | | |
| | | | |

Public Information Officers will be assigned to Reception Centers/Shelters as follows:

| Shelter Name | Information Officer | Contact Numbers |
|--------------|---------------------|--------------------------------------|
| | | Phone: Cell: Pager: E-Mail: |
| | | Phone: Cell: Pager: E-Mail: |
| | | Phone: Cell: Pager: E-Mail: |
| | | Phone: Cell: Pager: E-Mail: |

F. PRE-EVACUATION ACTIVITIES:

- Yes No Teams will complete pre-evacuation contact data sheets as time and circumstances permit.

- Yes No Resident evacuation information will be provided during initial contact.

- Yes No Resident evacuation information will be provided at exit roadblocks.

- Yes No Incident PIO representative will establish a briefing site for residents.

G. SITE LOCATIONS:

- A.** Evacuation branch and staging area: _____

- B.** Evacuation reporting and briefing site(s): _____

- C.** Mobile property holding area(s): _____

- D.** Livestock holding area(s): _____

Emergency Operations Plan

APPENDIX C

H. COMMUNICATIONS:

1. Radio Frequencies and Telephone Numbers for Evacuation Branch:

| | Frequency/Channel | Telephone |
|------------------------------|-------------------|-----------|
| Evacuation Branch: | | |
| Contact Teams: | | |
| Perimeter & Traffic Control: | | |
| Security Teams: | | |

2. Public Information Officer:

| | |
|---------------------------------------|--------------------------------------|
| Name: | |
| Contact Numbers: | Phone: Cell: Pager: E-Mail: |
| Location of Community Briefings | |
| Date and Time for Community Briefings | |
| Location of Media Briefings: | |
| Date and Time for Media Briefings: | |

3. Designated marking:

Signs: Appropriate closure signs will be posted at the perimeter as needed.

Flagging: (identify color for each category):

| Description of Action | Color of Flagging |
|--|-------------------|
| Resident/Occupant has been personally contacted. | |
| Occupant has a condition that requires extraordinary care. | |
| Hazardous materials identified on property. | |
| Occupant request assistance moving property | |
| Non-Emergency vehicle permitted within perimeter. | |

PART FOUR (A)
ANTICIPATED RESOURCE REQUIREMENTS

A. PERSONNEL, VEHICLES and RADIOS:

| FUNCTION | LAW ENFORCEMENT | OTHER | SUPPORT | VEHICLES | RADIOS |
|----------------------------------|--------------------|-------|---------|----------|--------|
| CONTACT/MAPPING TEAMS | | | | | |
| ROADBLOCKS | | | | | |
| TRAFFIC-FIXED LOCATION | | | | | |
| TRAFFIC-MOBILE | | | | | |
| TRAFFIC-ESCORT | | | | | |
| SECURITY-EVACUATED AREA | | | | | |
| SECURITY- PROPERTY STORAGE | | | | | |
| RECEPTION CENTER(S)/ SHELTERS | | | | | |
| EVACUATION BRANCH | | | | | |
| TOTALS PER SHIFT: | | | | | |

B. TRAFFIC CONTROL DEVICES: (Specify Type and Quantity)

1. Signs: _____

2. Barricades/cones/pylons: _____

3. Lights:

a. Warning: _____

b. Illumination: _____

C. OTHER RESOURCES REQUIRED: _____

PART 4 (B) - EVACUATION EXPENSES

EVACUATION COST MAY INCLUDE:

- Transportation cost for evacuees
- Equipment and Supplies
- Rent for Reception Centers/Shelters
- Food
- Water
- Other (Describe)

EVACUATION COSTS WILL BE DOCUMENTED BY (include the name of the person responsible for documenting evacuation costs and the method that will be used to document these costs):

Submitted: _____ By: _____
DATE and TIME SIGNATURE and TITLE

INITIAL REQUEST

SUPPLEMENTAL REQUEST

Emergency Operations Plan

APPENDIX C

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Pre-Evacuation Contact Datasheet

Incident Name: _____

Date: _____ Time: _____

| | | | | | |
|--|--------|------------|--------|---------|--|
| Name of Person Contacted: | | | | | |
| Address or Location of Contact: | | | | | |
| Number of persons at this location: | Adults | | Minors | | |
| | Males | Females | Males | Females | |
| | | | | | |
| Transportation Available | Yes | | No | | |
| Pets/Animals needing attention | Yes | | No | | |
| Special Needs or Assistance Required: (explain) | | | | | |
| Phone Number at contact location | | | | | |
| Emergency Contact Name | | | | | |
| Emergency Contact Number | | | | | |
| Electronic media most often on at contact location | | Television | Radio | None | |
| Other information: | | | | | |
| Contact Made By: | | | | | |

Emergency Operations Plan

APPENDIX D

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Evacuation Order Report

Incident Name: _____

Date: _____ Time: _____

I, _____, issued an **EVACUATION ORDER** for the following individual(s):

| | |
|--|--|
| | |
| | |
| | |
| | |

This individual(s) was ordered to evacuate from:

| |
|--|
| |
| |
| |
| |

This **EVACUATION ORDER** was issued for the following reasons:

| |
|--|
| |
| |
| |
| |

The individual(s) ordered to evacuate:

- Transported themselves out of the area.
- Were escorted out of the area by incident personnel

| | | |
|--|-----|----|
| If the evacuee(s) were escorted out of the area by incident personnel, complete the following: | | |
| Name of the Incident personnel that escorted the evacuee(s) out of the area: | | |
| Location to which the evacuee(s) was escorted: | | |
| If the evacuee(s) was a minor, name of the person who accepted responsibility from the escort: | | |
| Evacuee(s) were escorted from the area under restraint | Yes | No |
| Individual arrested per AS 18.75.070 | Yes | No |

Signature of person issuing the **EVACUATION ORDER**: _____

Emergency Operations Plan

APPENDIX E

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Roadblock Datasheet

Incident Name: _____

Roadblock Location: _____

Date: _____ Time: _____

| | | | | |
|--|---|-------|------|------|
| Drivers Name | | | | |
| Vehicle Description | License No. | Color | Make | Year |
| | | | | |
| ID Confirmed | <input type="checkbox"/> Drivers License <input type="checkbox"/> ID Card <input type="checkbox"/> SS Card <input type="checkbox"/> Other | | | |
| Passenger Names | | | | |
| | | | | |
| | | | | |
| Reason for entry: | | | | |
| Destination: | | | | |
| | | | | |
| Do you understand that your presence may hinder emergency workers/operations within the area you are entering. | | | Yes | No |
| Do you understand that you may incur some personal liability by hindering emergency operations within the area? | | | Yes | No |
| Do you understand that you, and anyone with you, may risk serious personal injury and death by entering this area. | | | Yes | No |
| Do you understand that there may be no opportunities or resources available to assist you should you encounter life-threatening circumstances? | | | Yes | No |

Name of Person collecting data: _____

Signature of Driver: _____

Emergency Operations Plan

APPENDIX F

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SECTION 8 SHELTER AND FEEDING

Description

Special Needs Populations

**Appendix A ~ Mass Care Shelter Standard Operating
Procedures**

Description

Access to disaster emergency shelter services will not be denied on the basis of race, color, national origin, religion, sex, age or disability. The needs of special populations will be identified and planned for. Special populations may include, but not limited to:

- **physically (e.g., hearing-impaired, sight-impaired, mobility impaired) or mentally handicapped**
- **non-English speakers**
- **the institutionalized**
- **the aged or infirm**
- **the incarcerated**
- **the hospitalized**
- **children in school**
- **children in day care centers**
- **nursing home residents**
- **transient populations**
- **people without transportation**

The City of Wasilla, as a local government, is responsible for the development of the capability to provide mass care services for its citizens in the event of a disaster emergency and should be prepared to receive and care for people evacuated from the area directly impacted by a disaster emergency. The requirements for mass care services vary depending upon the nature and phase of the disaster emergency. Wasilla officials must be ready to provide different types of support in response to the unique nature of the situation.

Shelter planning should also provide for the need to shelter citizens in the City who are not from the local community but have been displaced by a disaster emergency and transported to Wasilla. Prior to the onset of a disaster emergency (warning phase), facilities (e.g., schools, churches, nonessential government buildings, etc.) are needed to register, shelter, feed, protect, and provide for other human needs of an evacuated population. During the response phase of the disaster emergency, these facilities may be used to provide evacuees physical protection from the effects of the disaster emergency (e.g., water and wind associated with storms, earthquake aftershocks, etc.).

During the recovery phase, these facilities may be used on a long-term basis to feed, care for, and provide temporary housing to the disaster emergency victims whose homes have been severely damaged or destroyed or who cannot return to their homes

Emergency Operations Guide

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

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

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

Shelter and Feeding

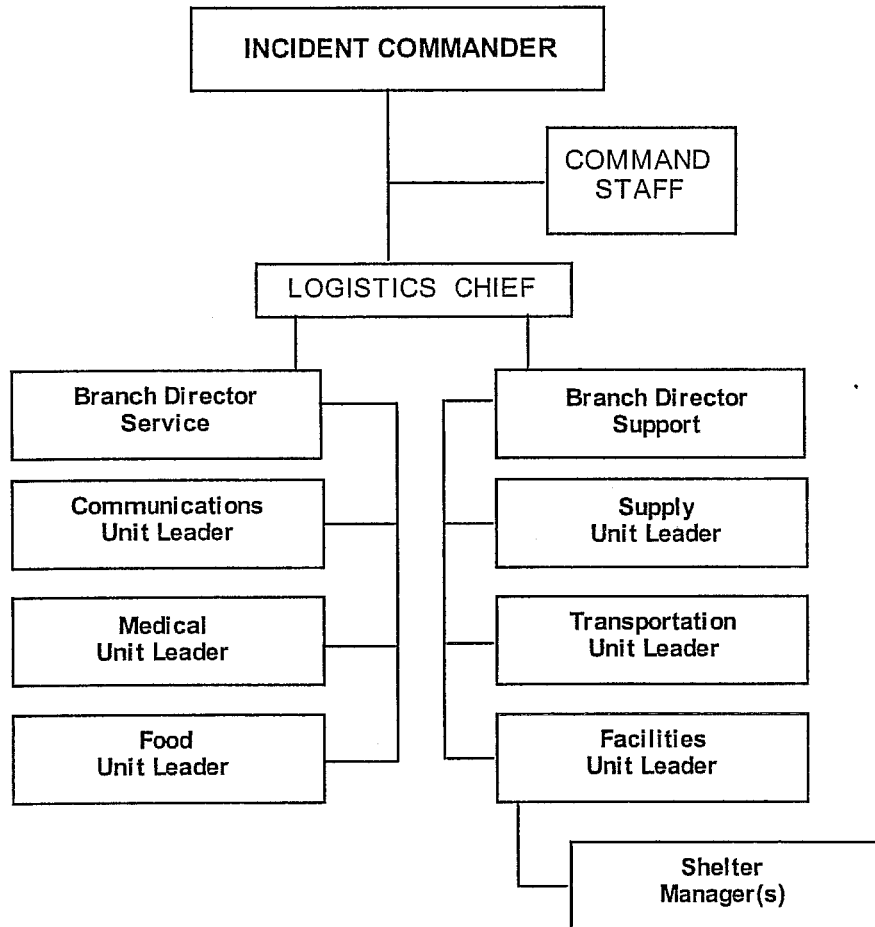
Shelters managed by the City and **NOT** by non-governmental organizations (e.g. American Red Cross, The Salvation Army, churches, etc.) during a local disaster emergency will be part of the Incident Management Team and use the Incident Command System. Incident Command System functional unit activities may be performed at the shelter(s). These could include: supply, medical, transportation, food, communications, public information, and finance as well as the shelter unit functions of facility maintenance and security. Shelters will be under the direction of Shelter Managers who report to the Facilities Unit Leader under the Incident Command System.

Shelter Managers are responsible to provide non-technical coordination for all Incident Command System functional units operating within the shelter. Functional Units assigned to shelters will be determined by the Incident Management Team general staff.

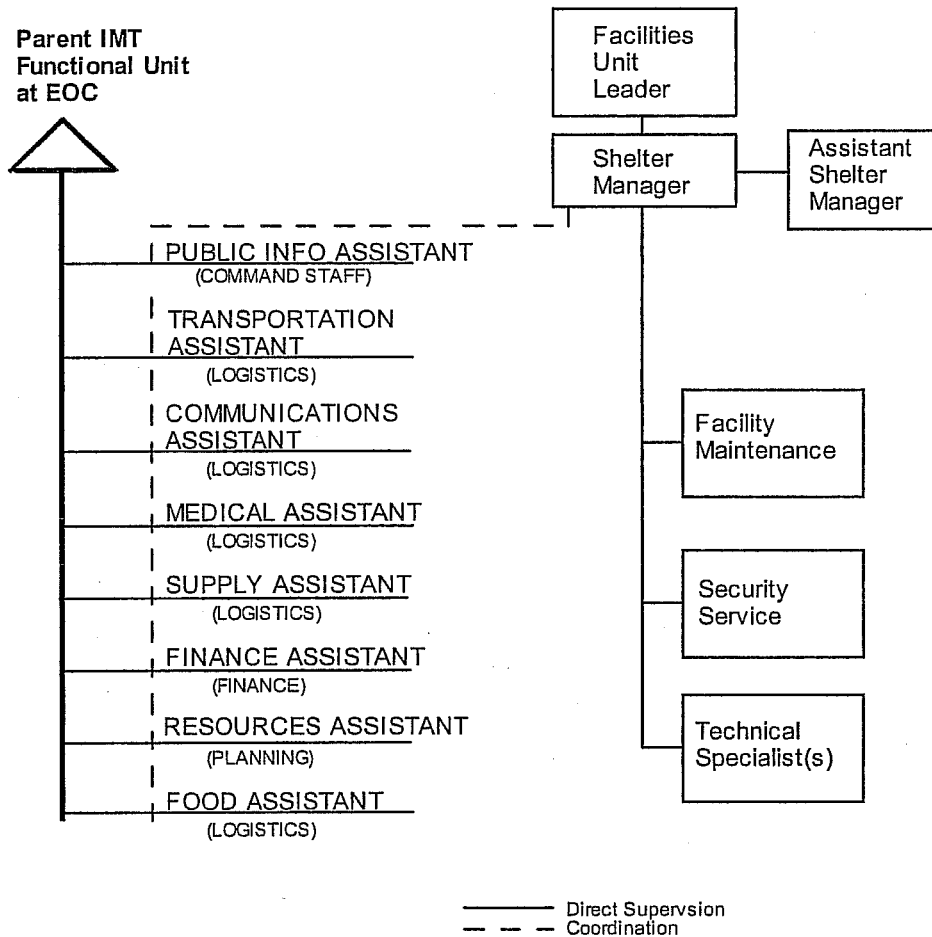
NOTE: For Shelter Manager position description and responsibilities under the Incident Command System, see the Emergency Operations Center Guide, Volume Three, MSB Emergency Operations Plan.

NOTE: For shelter operating procedures, See APPENDIX A, this section, this volume.

SHELTER OPERATIONS WITHIN THE INCIDENT MANAGEMENT TEAM



ICS SHELTER MANAGER ORGANIZATION AND REPORTING RELATIONSHIPS



The Shelter Manager will provide direct supervision for all facility maintenance and security services at the shelter. Several of the functional unit activities which are performed at the Emergency Operations Center may also be performed at the shelter(s). These functional units assigned to the shelter(s) will receive their direct supervision from their unit leaders at the Emergency Operations Center. During the time that a shelter is established, the Shelter Manager will be responsible to provide non-technical coordination for all units operating within the shelter in order to ensure orderly and harmonious operation of the shelter and efficient use of all resources and personnel assigned to the shelter.

Emergency Operations Guide

Sheltering and feeding citizens during a disaster is a task of the American Red Cross and a service of The Salvation Army.

Besides sheltering and feeding, the American Red Cross can perform a variety of other valuable emergency services, including additional support for disaster victims, providing supplies and services to disaster workers, coordination of other volunteer organizations, and assistance to local governments in damage assessment.

In the event of a major disaster, whether local, regional, national, or international, the Salvation Army mobilizes its personnel and resources to provide assistance to disaster victims and workers. The Salvation Army provides immediate aid during the period of critical disruption following the disaster, which may include food, clothing, shelter, and other needs as indicated. Continuing care, in response to request for assistance is also provided.

American Red Cross Contracted Shelters

The school district has authorized the South Central Chapter of the American Red Cross to use public school buildings, grounds, equipment, and other public facilities for mass care shelters required in the conduct of American Red Cross disaster relief activities. When the American Red Cross agrees to manage or open a shelter under its own authority, it is considered a non-governmental "sheltering organization." As a non-governmental sheltering organization, all American Red Cross managed facilities will report to a central American Red Cross location. As data are gathered, analyzed, and confirmed, it will be shared on a timely basis with the local community Emergency Operations Center.

Only the American Red Cross can activate these agreements. Incident Management Teams may request that a shelter be opened by calling the South Central Chapter of the American Red Cross.

Prior to the opening of a shelter, it may be necessary to provide temporary accommodations for evacuees. For information on temporary reception areas, **See EVACUATION SECTION, this volume.**

Shelter and Feeding

It is strongly recommended that the City conduct a survey of suitable shelter facilities other than the schools to use in the event of a disaster emergency in case the school facilities cannot be used. Alternative types of facilities that can be used are city buildings, churches, community centers, senior centers, federal, state, and borough buildings, etc. Wasilla should maintain an up to date listing of these alternate facilities with location, contact person and telephone numbers, kitchen facilities, emergency power and heat, and number of people that can be fed and housed.

Pet Shelters

Household pets within evacuation areas can become a substantial problem in an emergency. The public needs to know that pets will not be accepted at the shelter facilities. If possible, arrangements should be worked out with local kennels, local pounds, or veterinarians for small animals. For large animals, local residents might have facilities and/or pasture available for use by those required to evacuate. **Develop an event specific Incident Action Plan for Evacuation Plan Instructions.**

Emergency Response Personnel

Arrangements for the feeding and sheltering of Incident Management Team personnel is the responsibility of the Logistics Section of the Incident Management Team staff. If practical, response personnel will be released to their homes or stations to sleep. If returning home is not practical, space may be arranged in a shelter.

The City may establish purchase agreements with local restaurants; these may be used to provide for lunches and dinners. The American Red Cross and The Salvation Army will feed disaster workers in their feeding and shelter operations, as well as providing coffee and snacks to on-scene personnel.

Emergency Operations Guide

Special Needs Populations

The City of Wasilla has identified groups to be considered special populations for the purposes of emergency planning.

Schools

The first special population is the group represented by students in public and private schools. They represent a special population only in the sense that this is a local concentrated group of people in a facility. This population may or may not require special attention during an emergency by the Incident Management Team due to the fact that the specific school(s) involved in the incident may have the ability to shelter-in-place, feed and care for its population for a period of time. In addition, the schools typically have people trained in first aid to assess any initial injuries. The Incident Management Team will have to consider the issue of moving a large number of children from a school to a suitable collection point and/or shelter, or in assisting the school in getting children reunited with their parents. The school district has its own emergency plans and assumes responsibility for that process for the schools located within the Wasilla city limits. The following schools are located within the City: Wasilla High School, Wasilla Middle School, Iditarod Elementary School and Burchell High School.

Home Care Patients

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

Senior Residential Housing

The Wasilla Senior Campus is located in the City of Wasilla and includes senior housing complexes with multiple units as well as the Floyd Smith Senior Center. This facility may pose special problems for evacuation and sheltering given impacts from a specific incident.

Medical Facilities

The West Valley Hospital Medical Center located within the City. This facility may present unique needs and require special resources for evacuation and sheltering.

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MASS CARE SHELTER STANDARD OPERATING PROCEDURES

Definition

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

Shelter Requirements

To be effective as a shelter, a facility should:

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

**EVERY SHELTER MUST HAVE SHELTER MANAGEMENT COVERAGE
ON A 24-HOUR BASIS**

Services Provided at the Shelter

The following services should be provided to shelter occupants:

Food

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

- Feeding within the shelter, either prepared in the shelter or brought in from outside sources, and
- The arrangement to feed persons in a nearby commercial establishment. The Shelter Manager is responsible for feeding people housed under their management, and for maintaining a daily count of people fed within the shelter. Shelter occupants can assist as cook's helpers and servers, and can serve on the cleanup crew.

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

Menus will be planned in terms of foods available, with perishable foods being used first. Sufficient food should be prepared to provide second servings.

USDA foods may be available subject to approval by appropriate government agencies (e.g., school administration) and American Red Cross authorities.

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APPENDIX A

Individual Assistance and Counseling

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

Emergency Medical Services

Adequate medical services should be available to shelter occupants to care for those who become ill or injured, protect the health of residents, and supervise the sanitation of the shelter. In the absence of qualified medical staff, all medical problems should be referred to a local emergency department, health care facility or physician. In such an event, the Shelter Manager must retain records of individuals, a description of their illness or injury, and the medical facility used.

Sleeping

Occupants are provided with cots, blankets and a specific area for sleeping.

Child Care

If a shelter remains open for more than a day or two, a child care facility should be considered.

Recreation Services

If large numbers of persons are housed in the shelter, and if the shelter operation is prolonged, it is advisable to provide recreation facilities. Activities are provided to relieve tensions and improve morale of occupants of all ages. Appropriate recreation activities include movies, television, newspapers and magazines, games, and crafts.

Shelter Maintenance

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

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

Allocation of Space

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

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

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APPENDIX A

Shelter Reception and Registration

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

- The last, first, and middle names of the head of household and spouse, and the wife's maiden name.
- Name and ages of all family members.
- Any health problems of family members.
- The family's pre-disaster address.
- The family's pre-disaster telephone number.
- The date the family arrived at the shelter.

Registration cards should be made in duplicate. One copy is for the shelter manager's files, and one copy is sent to the Emergency Operations Center for the Plans Section. If it is not practical to make cards in duplicate, an alphabetical list of shelter occupants can be submitted.

When a family moves from a shelter, it should be indicated on the registration cards, the Emergency Operations Center notified, and the following information should be recorded:

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

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

Facility Planning Guidelines

Essential Shelter Needs

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

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

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

| SERVICE REQUIRED | NATIONAL STANDARD | FOR 125 PEOPLE |
|-----------------------|--|-----------------------------------|
| Sleeping space | 40 to 60 square feet per person | 5,000 to 7,000 square feet |
| Food | 2,500 calories, or 3 1/2 pounds of food, per person, per day | 437.5 pounds of food per day |
| Potable water | 5 gallons per person per day | 625 gallons per day |
| Toilets and showers | 1 per 40 persons | 4 |
| Comfort kits | 1 per person | 125 |
| Blankets | 2 per person | 250 |
| Cots | 1 per person | 125 |
| Medical supplies | as needed | as needed |

Emergency Operations Guide

APPENDIX A

Staffing the Shelter

Shelter staff in addition to the Shelter Manager may include:

| | |
|-------------------------------|--------------------------|
| Assistant manager | Nurse |
| Registration workers | Food preparation workers |
| Feeding staff | Family Service workers |
| Public Information Officer | Building maintenance and |
| Borough/State Liaison Officer | sanitation |

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

Shelter and Feeding

APPENDIX A

Staffing the Shelter, continued.

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

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

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

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APPENDIX A

MASS CARE FACILITY SHELTER CHECKLIST

- ___ 1. Select appropriate facility for use as a shelter.
- ___ 2. Notify and request to the shelter the regular working staff of the facility being used as a shelter, e.g., school principal, maintenance staff, office staff, and cafeteria staff.
- ___ 3. Provide shelter staff coverage on a 24-hour basis.
- ___ 4. Set up reception and registration areas.
- ___ 5. Inventory supplies already in shelter before and after shelter use.
- ___ 6. Provide for food and drink as soon as possible.
- ___ 7. Secure needed supplies such as blankets, cots, chairs, drinking cups, hot plates, trash cans, loudspeakers, tables, soap, towels, toilet paper, sanitary napkins and tampons, disposable diapers, lanterns, flashlights, and generators.
- ___ 8. Provide for restrooms.
- ___ 9. Provide sleeping areas.
- ___ 10. Provide cooking and feeding areas.
- ___ 11. Provide for shelter security.
- ___ 12. Arrange for parking areas.
- ___ 13. Arrange for transportation needs.
- ___ 14. Arrange for communications between the shelter, Emergency Operations Center, transportation unit and others.
- ___ 15. Provide for emergency medical services.
- ___ 16. Provide for play areas for children.
- ___ 17. Prohibit the following:
 - money donations
 - weapons
 - clothing donations
 - animals
 - alcohol and non-medicinal drugs.

Mass Care Facility Shelter Checklist, continued

- 18. Provide for office for shelter manager.
- 19. Provide for administrative office.
- 20. Provide for recreational service.
- 21. Provide for fire and police protection.
- 22. Keep receipts of all borrowed and purchased equipment.
- 23. Provide for public information.

Emergency Operations Guide

APPENDIX A

POSSIBLE SOURCES FOR SHELTER RESOURCES

• TEMPORARY SHELTER

- Schools
- Churches
- Public buildings
- Motels
- Hotels

MASS FEEDING

- School cafeterias
- Church groups
- Fire department auxiliaries
- Fast food restaurants
- Caterers

FOOD SUPPLIES

- USDA
- Grocery wholesalers
- Retail grocery stores
- Food Bank

MOBILE FEEDING

- Four-wheel-drive clubs
- Meals-on-wheels programs
- Rental vehicles
- Vehicles of the national disaster fleet

RECREATION AND CHILD CARE

- County and Borough recreation departments
- Physical education teachers
- Church of the Brethren
- Red Cross chapters
- Disaster field supply centers

MENTAL HEALTH

- State and Borough mental health agencies
- Church counseling groups
- Private counseling agencies

COTS AND BLANKETS

- Government emergency management office
- Local National Guard and reserve units
- Fire departments

COMMUNICATIONS

- Government Emergency Management Office
- Ham Radio Club

OFFICE SUPPLIES

- Schools and other facilities used for mass care
- Local office supply stores
- Local department stores

TRANSPORTATION

- School district buses
- Fleets of other private agencies
- Church buses
- Local trucking companies
- Red Cross chapters
- Local rental agencies
- Vehicles of the national disaster fleet

ASSISTANCE WITH PETS

- City of Houston animal control
- Local kennels
- Veterinarians
- Local residents
- MSB animal control

Mass Care Facilities List

The following facilities have been identified for use as potential reception centers, shelters and feeding centers in the City of Wasilla.

| Name | Location |
|----------------------------------|-----------------------------|
| Burchell High School | 1775 W. Park's Highway |
| Floyd Smith Senior Center | 1301 Century Circle |
| Iditarod Elementary School | 801 N. Wasilla-Fishhook Rd. |
| Wasilla High School | 701 Bogard Rd. |
| Wasilla Middle School | 650 Bogard Rd.. |
| Wasilla Multi-Use Sports Complex | 1001 S. Mack Road |

Emergency Operations Guide

Appendix B

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SECTION 9 Health and Medical Services

Introduction

Description

Concept of Operations

Appendix A ~ Multicasualty Incident Management

Appendix B ~ Temporary Morgue Services Checklist

Introduction

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

Description

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

Concept of Operations

Emergency Medical Services

Emergency medical services for the City of Wasilla are provided by the Matanuska-Susitna Borough Department of Emergency Services. These emergency services include ambulance, rescue vehicle, and support vehicle services. During a disaster emergency that resulted in multiple casualties, the Matanuska-Susitna Borough would be the closest forces to provide emergency medical services.

The Department currently oversees ambulance services at:

- Wasilla and Meadow Lakes.
- Palmer.
- Butte.
- Sutton.
- Big Lake.
- Houston.
- Willow.
- Talkeetna and Sunshine.
- Trapper Creek.

Emergency Operations Guide

Rescue vehicles accompany ambulances in some situations. The rescue vehicles carry little medical equipment, some oxygen and most rescue equipment. The Department oversees rescue vehicles at:

- Wasilla
- Houston
- Sutton
- Butte
- Willow
- Talkeetna
- Big Lake
- Palmer

Support vehicles are smaller than rescue vehicles and carry less rescue gear. The Department oversees support vehicles at:

- Trunk Road near Parks Highway
- Knik-Goose Bay Road, near mile 6
- Pittman Road at Meadow Lakes

Additional EMS resources are available through mutual aid with surrounding communities as well as various State of Alaska and Federal government resources which can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

NOTE: See Mutual Aid Agreements in the ADMINISTRATIVE OVERVIEW, VOLUME ONE, MSB EMERGENCY OPERATIONS PLAN.

Health and Medical Services

The Matanuska-Susitna Borough Department of Emergency Services will be the agency responsible for establishing the on-scene Incident Command Post utilizing the NIIMS Incident Command System, special Incident Command System structure for a multicasualty incident, using either single or unified command as appropriate.

NOTE: See Section 11, Organizing for Special Incidents, Multicasualty Incident, this volume.

A triage system would be initiated with initial care provided in the field and secondary care provided at the hospital. In the event that the hospital facility is overwhelmed with patients, provisions for the transfer of patients to the appropriate medical facility would be the responsibility of the hospital in coordination with the Incident Management Team commanding the incident.

NOTE: Reference Valley Hospital's Emergency Operations Plan .

Health Services

Numerous health care services and facilities are available to residents of the City of Wasilla. West Valley Hospital Center offers services through a continuum of care at campuses in Wasilla and Palmer. Valley Hospital, located in Palmer, maintains an acute care, 40-bed, inpatient facility and also provides outpatient surgery, outpatient rehabilitation, and a full range of lab and imaging services. The West Valley Hospital Medical Center in Wasilla offers an outpatient hospital with full diagnostic capabilities as well as office space for local healthcare providers, includes a walk-in urgent care center, full service pharmacy, laboratory, imaging services, and the Susitna Surgery Center

The Palmer-Wasilla Highway Office includes the first Medicare certified hospice in the State of Alaska. The Hospice of Mat-Su provides medically directed, comfort care for the terminally ill and their families with 24-hour availability. The Palmer-Wasilla Highway Office includes Valley Health Services, which provides around the clock, quality healthcare services, including skilled nursing care, rehabilitation services, I.V. therapy services, social work services, and home health aid and personal care attendant services to those who are homebound. Wasilla Infusion Therapy provides medical-directed in home and outpatient I.V. therapy.

Emergency Operations Guide

Fatality Management

At present, West Valley Hospital Center has no capacity to hold deceased patients. There are two full time private mortuary services in the Palmer/Wasilla area.

In the event of a multifatality incident, procedures to set up a temporary morgue will have to be initiated. The State of Alaska Medical Examiner is responsible for the collection, identification and disposition of deceased persons and human tissue from a multicasualty incident. In addition, FEMA has the capability to provide Disaster Mortuary Assistance Teams (DMORT) to respond to the scene of a multicasualty incident. Both the State Medical Examiner and FEMA DMORT can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

NOTE: See APPENDIX B, this section, this volume for temporary morgue services checklist.

Public Health

The City of Wasilla does not have a public health department. Public health concerns during a disaster emergency such as identifying and controlling environmental health hazards, issuing health advisories to the public on emergency water supplies, waste disposal, disease vectors, food monitoring at mass care facilities, immunizations and disinfection would be the responsibility of the State of Alaska Department of Health and Social Services which can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

The Alaska Department of Environmental Conservation has offices in Wasilla and Palmer. The Palmer office provides animal health laboratory services, food services, inspections for meat and dairy plants, and registration and regulation for pesticides. The Wasilla office provides site inspections, reviews site plans, assists with sewage problems and responds to problems with unauthorized dumping of toxic waste materials and unauthorized burning or smoke problems.

The Alaska Department of Health and Social Services provides services in the City through the following Divisions:

- Office of Children's Services
Licenses foster care homes and accepts and investigates reports of suspected child abuse or neglect.

Health and Medical Services

- **Division of Behavioral Health**
Provides grant management for mental health providers, case coordination, referral and advocacy for the mentally ill and developmentally disabled persons.
- **Division of Public Assistance**
Provides financial, medical and food assistance to eligible persons.
- **Section of Public Health Nursing**
Operates Health Centers in Palmer and Wasilla. These Health Centers provide generalized public health nursing, immunizations, family planning, maternal child health and home visiting services. The Public Health Division also offers a Prenatal Care II Program to provide financial aid for pregnant teens and women to receive prenatal care who are not eligible for Medicaid.

Mental Health

Mental health services in the City are provided by Behavioral Health Services of Mat-Su. To access those services, Behavioral Health Services of Mat-Su can be contacted directly during normal business hours or through MAT-COMM after hours. There is a clinician on-call for after hours contact. Other agencies such as the American Red Cross, the Salvation Army, various religious clergy and others can provide personnel and counselors to aid in delivering mental health support to victims and families affected by a disaster emergency. In addition, State of Alaska resources for mental health services can be accessed by contacting the Alaska Division of Homeland Security and Emergency Management and requesting assistance.

Mental health support for the responders involved in a multicasualty incident is provided by the Critical Incident Stress Debriefing Team (CISD Team). This team is activated through the Matanuska-Susitna Borough Department of Emergency Services and consist of trained members from various agencies and professions to aid responders in dealing with critical stress relating from the incident.

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MULTICASUALTY INCIDENT MANAGEMENT

Response Operations Guidelines

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

Emergency Medical Services

- ___ 1. Implement the Multicasualty Incident Command System which will establish an emergency medical organization within the Incident Command System.

NOTE: See Section 11, Organizing for Special Incidents, Multicasualty Incident, this volume.

- ___ 2. Respond to the disaster scene with emergency medical units.
- ___ 3. Provide personnel and equipment to administer emergency medical assistance at the disaster scene.
- ___ 4. Coordinate with hospitals and other public health services organizations to ensure all medical operations are thoroughly integrated.
- ___ 5. Assist in the triage of the injured, as appropriate.
- ___ 6. Coordinate with local and regional hospitals to ensure casualties are transported to the appropriate hospital.
- ___ 7. Provide appropriate emergency medical supplies for disaster use.
- ___ 8. Maintain updated resource inventories of emergency medical supplies and equipment.
- ___ 9. Maintain a casualty/patient tracking system.

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APPENDIX A

- ___ 10. Establish and maintain field communications and coordination with other responding emergency teams (medical, fire, police, public works, etc.) and radio or telephone communications with hospitals, as appropriate.
- ___ 11. Maintain liaison with the American Red Cross/The Salvation Army and volunteer service agencies within the jurisdiction.
- ___ 12. Coordinate with business and industry emergency medical units.
- ___ 13. Coordinate procurement, screening and allocation of critical public and private resources required to support disaster related health and medical care operations.
- ___ 14. If appropriate, provide information through the PIO to the news media on the number of injuries, deaths, etc.

Law Enforcement

- ___ 1. Assist Medical Examiner in the identification of fatalities.
- ___ 2. Provide for security, property protection and evidence collection.

Hospitals

- ___ 1. Implement hospital emergency preparedness plan.
- ___ 2. Establish and maintain field and inter-hospital medical communications.
- ___ 3. Provide medical guidance, as needed, to EMS units, field collection and/or treatment locations, etc.
- ___ 4. Coordinate with medical response personnel at the disaster scene to ensure that casualties are transported to the appropriate medical facility.
- ___ 5. Distribute existing patients to and among hospitals based on capability to treat and bed capacity, including transfers out of the area and/or rerouting to alternative facilities.

- ___ 6. Make available upon request qualified medical personnel, supplies and equipment located in the jurisdiction.
- ___ 7. Coordinate with other area hospitals involved in caring for the injured.
- ___ 8. Maintain liaison with the coordinators of other emergency services such as fire and rescue departments, law enforcement, public works, emergency management agency, etc.
- ___ 9. If appropriate, provide information through the PIO to the news media on the number of injuries, deaths, etc.
- ___ 10. Assist in the reunification of the injured with their families.

Medical Examiner

- ___ 1. Coordinate local resources used for the collection, identification, and disposition of deceased persons and human tissues.
- ___ 2. Select an adequate number of qualified personnel to start temporary morgue sites.
- ___ 3. Establish collection points to facilitate recovery operations.
- ___ 4. Coordinate with search and rescue teams.
- ___ 5. Determine cause of death.
- ___ 6. Designate an adequate number of persons to assist with the duties of the State Medical Examiner.
- ___ 7. Protect the property and personnel effects of the deceased.
- ___ 8. Notify next of kin of the deceased.
- ___ 9. Establish and maintain a comprehensive record keeping system for continuous updating and recording of fatality numbers.
- ___ 10. Submit requests for mutual aid assistance if required.

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APPENDIX A

- ___ 11. Provide information through the PIO to the news media on the number of deaths, morgue operations, etc., as appropriate.
- ___ 12. Coordinate services of:
 - Funeral directors and morticians.
 - Other pathologists.
 - The American Red Cross for location and notification of relatives.
 - Dentist and x-ray technicians for purposes of identification.
 - Law enforcement agencies for security, property protection and evidence collection.

Military Agencies

- ___ 1. Provide personnel and equipment to support medical operations during disaster situations (at the direction of the Governor). Requested through the Alaska Division of Homeland Security and Emergency Management.

American Red Cross

- ___ 1. Provide food for emergency medical workers and patients if requested.
- ___ 2. Maintain a medical evacuee tracking system.
- ___ 3. Assist in the notification of the next of kin of the injured and deceased.
- ___ 4. Assist with the reunification of the injured with their families.
- ___ 5. Provide blood, blood substitutes and blood byproducts and/or implement reciprocal agreements for replacement of blood items.
- ___ 6. Provide first aid and other related medical support at temporary treatment centers, as requested, and within capability.
- ___ 7. Provide supplementary medical, nursing aid, and other health services upon request and within capability.

- ___ 8. Provide assistance for the special needs of the handicapped, elderly, orphaned children, and those children separated from their parents.

Mental Health Agencies

- ___ 1. Ensure professional psychological support is available for victims and involved personnel (on an as needed basis) during all phases of the disaster.
- ___ 2. At inpatient facilities:
 - Care for patients who reside in mental health facilities during disaster and emergency conditions.
 - Implement the mental health facility disaster plan.
 - Coordinate the evacuation of patients from damaged or threatened mental health facilities.
 - Protect and provide security for those people committed to inpatient mental health facilities.
 - Prepare for and coordinate the reception of mental health patients evacuated from other such facilities.

Accident Investigation

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

It is NTSB policy to be on the scene of a major accident as soon as possible. In minor accidents, the FAA, instead of the NTSB, may respond to the scene.

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

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Debris Removal and Scene Security

Mass Casualty scenes involving public transportation (e.g. airplanes, buses, trains, etc.) should be treated as a crime scene. Removal of accident-related debris from the impact area except as necessary to facilitate rescue should not be attempted by emergency response personnel without clear direction from the appropriate authority. Accident investigation is highly dependent upon the preservation of the accident scene which should be maintained in as close to impact condition as possible. Removal of debris will ordinarily be accomplished by, or under the direction of, investigative agencies such as the NTSB or FAA. Scene security is of extreme importance, and will take place under the direction of law enforcement.

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

1. If bodies must be removed prior to the arrival of investigators, attempt to identify the victim, and mark the position in which the body was found. The location and position of bodies may be valuable clues to the cause of the accident. Assign a photographer to document accident scene, and the location of bodies prior to their removal. The following procedure will be used prior to, and during removal:
 - Use spray paint to number the location of each body, making sure the number is easily visible on the ground, or on debris next to the body.
 - Photograph the scene, making sure the number will appear in the photograph.
 - Mark the body bag with the same number.
 - Place body in body bag.
 - Bags for personal effects should be marked with the same number.
 - Subsequent paperwork should reference the same number.
2. Mark cuts or tears in metal or other materials made in order to rescue victims to differentiate them from those which were the result of the accident.
3. Protect the scene from "souvenir" hunters. This may require lighting the scene at night to ensure a secure perimeter.

Logistical Support

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

- Medical Response Teams.

Identify pre-organized disaster teams available within the jurisdiction, mutual aid from neighboring jurisdictions, State sources such as National Guard or militia units, Federal sources such as military, Centers for Disease Control, and National Disaster Medical Systems sources.

- Additional Personnel.

These are additional sources of health and medical personnel that can be used to augment disaster medical teams. They include:

- Local government EMS, personnel from medical and public health agencies, fire, police, public works and other emergency services departments. Among these would be general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
- State employed general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
- Volunteer/bystander health professionals including general physicians, specialists, nurses, laboratory and x-ray technicians, ambulance crews, etc.
- U. S. Public Health Service Teams to include Disaster Medical Assistance Teams (DMAT) and Veterinary Medical Assistance Teams.
- Other volunteer medical personnel from throughout the State.
- U. S. Armed Forces and the U.S. Coast Guard
- Indian Health Service
- Department of Veterans Affairs personnel.
- Volunteer medical personnel from other states.
- Business and industry medical departments.

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The following are some of the support needs of the organizations performing health and medical functions on the Incident Management Team commanding a multicasualty incident. Specific matters needing attention include:

- Sources of medical supplies and equipment.
 - Local stores (hospitals, clinics, pharmacies, emergency vehicles, local government resources, etc.).
 - Borough stored emergency aid stations where available and usable.
 - Mutual aid from jurisdictions not affected by the disaster.
 - Private sector suppliers in the State.
 - Private sector health care organizations that maintain a supply system for medical supplies and equipment.
 - National Disaster Medical System (includes U.S. Department of Defense, Department of Health and Human Services, Department of Veterans Affairs, American Veterinary Medical Association, and FEMA)

NOTE: Wasila should work through the Alaska Division of Homeland Security and Emergency Management to obtain resources under the control of the State and Federal Government.

- Acquisition of medical/health equipment and supplies including:
 - Initial supply and re-supply for field medical operations.
 - Initial supply and re-supply for health and mortuary services.
 - Re-supply of hospitals in the affected area.
 - Re-supply of hospitals and other facilities outside the disaster area receiving casualties.

- Transportation of medical/health supplies, personnel and equipment:
 - Government-owned and commercial fixed-wing aircraft, rotor-wing aircraft, trucks and buses.
 - U.S. Armed Forces fixed and rotor winged aircraft, trucks and buses.
 - Private and public ambulance companies.
 - Water transport.
 - Limousine and taxi companies.
 - Mortuaries (for hearses).
 - Four-wheel drive and high clearance vehicles for medical evacuations under bad weather or terrain conditions.
- Shelter and feeding of field, health and medical personnel and patients.
- Identification and selection of suitable facilities to serve as temporary morgue.
- Acquisition of embalming supplies, body bags, and necessary heavy equipment suitable for dealing with a mass fatality situation.

Care for Families of Victims

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

The Public Information Officer should expect calls from relatives, the press, and concerned citizens, and may be requested to assist in providing information to friends and families of victims.

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

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Mass Fatalities

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

1. Contact the Office of the Medical Examiner, and determine its ability to respond to the incident. If the Medical Examiner will be unable to respond, dispatch law enforcement, fire, or emergency medical services personnel with instructions to:
 - Document
 - Preserve evidence
 - Document all evidence bodies, body parts, wreckage, personal effects
 - Photograph scene. Take still shots and videotape before search and recovery.
 - Grid the scene
 - Method of identifying areas
 - Divides incident into equally sized units
 - Organizes scene into manageable areas
 - Identification procedures
 - Identify bodies with numbers
 - Bodies (i.e. B5)
 - Body parts (i.e. P5)
 - Personal effects (i.e. E5)
 - Flag remains at site
 - Use paint on hard surfaces
 - Record anything attached to body and keep together
 - Remove body in body bag
 - Use separate bag for unattached body parts
 - Pick up everything, label location, secure
 - Write down number of items, drivers license numbers, social security numbers
 - Remove body/part in labeled body bag
 - Re-photograph area

Mass Fatalities, continued.

- Removing bodies from the scene
 - Store body bags in refrigerated/cooler truck until transported. Use metal floored trucks with no company names visible
 - Open bag, check body and bag numbers
 - Log bag numbers, vehicle numbers, personnel, time of dispatch
 - Driver signs sheet
 - Give driver directions to incident morgue
2. The Planning Section will provide copies of documentation to Office of the Medical Examiner.

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TEMPORARY MORGUE SERVICES CHECKLIST

Temporary morgues may be necessary in the event of an incident which results in either damage to existing mortuary facilities, or numbers of fatalities which exceed their capabilities. Identification of victims may be a long and complicated process. Facilities which might be used as temporary morgues include hangers, armories, or other secure, air conditioned buildings. Facilities should provide:

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

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

- Storage space for bodies.
- Sufficient electrical capacity, 220 volt, AC current for X-ray equipment.
- Tables for examination.
- Running hot/cold water.
- Good ventilation.
- Good lighting.
- Good drainage.
- Rest/debriefing area.
- Refreshment area.
- Office space.

SECTION 10 Resource Management

Description

General Guidelines

Emergency Fiscal Management

Incident Command

Mutual Aid

Donations Management

Volunteer Management

Appendix A ~ Volunteer Request Form

Appendix B ~ Volunteer Registration Form

Appendix C ~ Receipt for Donated Property Form

Description

The City Incident Management Team staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources and personnel. The City of Wasilla will commit all its resources, if necessary, to protect lives, property and the environment.

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. To assure that the status of resource requests and commitments can be maintained throughout the emergency, the Logistics and Planning Sections of the Incident Management Team staff will track resources assigned to the emergency. The Operations Section will assist in identifying resource needs, and resources which can be released from the incident.

The Incident Commander has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. In the event of a long-term emergency affecting major City operations, the City Council will convene to re-order City services and priorities to support the Incident.

In the event of a disaster impacting the entire region, additional coordination entities may be established to assist in resource management and allocation. Incident Management Team staff will cooperate with such entities according to established agreements, guidelines and procedures.

The Operations, Logistics and Planning Sections have primary responsibility for coordinating the resource management effort, including:

- Operations Section:
 - Provides the Incident Management Team staff with additional resource needs.
 - Identifies resources which are excess and can be released or reassigned.
- Planning Section:
 - Provides the Incident Management Team staff with a timely inventory of needs and commitments.

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- Identifies those public facilities essential to the community, provides a recommended priority list to the Command and General Staff, and assists in the coordination of facility repair and restoration of services.
- Logistics Section:
 - Serves as the primary point of contact for resource requests from the Incident Management Team staff, cooperating jurisdictions, and resource management organizations.
 - Each department is responsible for developing and maintaining mutual aid agreements to augment resources, and department-specific inventories of resources which might be available to them in an emergency.
 - Shelter, and feeding, appear in the Shelter and Feeding Section of this plan.

General Guidelines

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

1. Deploy resources according to the following priorities:
 - A. Protection of life.
 - 1) Responders.
 - 2) At risk populations.
 - 3) Public at large.
 - B. Incident stabilization
 - 1) Protection of mobile response resources.
 - 2) Isolation of the impacted area.
 - 3) Containment (if possible) of the incident.
 - C. Property conservation
 - 1) Protection of public facilities essential to life safety or emergency response.
 - 2) Protection of the environment where degradation will adversely impact public safety.
 - 3) Protection of private property.
2. Distribute resources in a manner which provides the most benefit for the amount of resources expended.
3. Coordinate citizen appeals for assistance through the Public Information Officer at the Emergency Operations Center. Citizens will be given information through local media about where to make these requests.
4. Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
5. Should the emergency be of such magnitude that all local resources are committed or expended, the City Mayor may request assistance from Borough, State, and Federal sources.

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6. Activation of Borough, State, and/or Federal resources will be accomplished in a timely manner through a request for declaration of a local disaster emergency.

NOTE: See Disaster Declaration and Reporting, Section Two, this Volume.

Emergency Fiscal Management

During a disaster emergency, the City of Wasilla is likely to find it necessary to redirect City funds in order to effectively respond. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority may be delegated to each department head.

Tracking the expenditures related to an incident is the responsibility of the Finance Section on the Incident Management Team. This section will be staffed by members of the Finance Department

NOTE: See the Emergency Operations Center Guide, Volume Three, MSB Emergency Operations Plan for description of the tasks of the Finance Section.

As per Wasilla Municipal Code;

It is the intent of the City Council and declared to be the policy of the City that funds to meet disaster emergencies will always be available. (WMC2.56.090)

The first recourse for funds to cope with a disaster emergency shall be the regularly appropriated funds of the various City Departments. If appropriate department budgets have insufficient funds, the Mayor may, notwithstanding any other restrictions, or prior City Council approval, transfer and spend funds appropriated for other purposes, not to exceed fifty thousand dollars (\$50,000.00). (WMC2.56.090)

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During a declared disaster emergency, the Mayor may apply for, receive, administer and spend grants, gifts or payments from any source, to aid in disaster response or recovery. (WMC2.56.090)

If a disaster in the City requires redirection of City fiscal resources beyond the procurement authority of department directors, the following general procedures will be followed:

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

Incident Command

City emergency response to a major event may involve a variety of City, Borough, State, Federal, and private sector resources. No single agency or department will have the necessary resources to carry out all response activities. Coordination, direction and control of all response resources will be provided by the Incident Management Team organization managing the incident.

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

Mutual Aid

At this time the City does not maintain formal mutual aid agreements, which facilitate bringing additional resources to the scene of an emergency. The City administration is responsible for developing those agreements necessary to augment available resources. The City administration is working with the Matanuska Susitna Borough, the City of Houston, the City of Palmer, the Local Emergency Planning Committee (LEPC) and the Alaska Division of Homeland Security and Emergency Management to identify and establish mutual aid agreements. These agreements can be referenced in Section One, Emergency Management, this Volume.

Emergency Operations Guide

Donations Management

During a major disaster emergency, the issue of donations usually arises. There are two categories of donations, solicited and unsolicited.

Solicited donations occur when high priority needs cannot be satisfied quickly through procurement and hiring, or when cost begins to outweigh time as a consideration and an appeal is made through the Community Services Section with coordination with the Public Information Officer for donations of the good and/or services required.

Unsolicited donations occur when goods and services pour into the area impacted by the disaster emergency due to the generosity of people who perceive that the goods and services are needed or due to the poorly communicated resources needs of the Incident Management Team. Sometimes these donations are totally inappropriate and/or far in excess of local needs. Recipient communities must be prepared to handle this influx of goods and services.

The management of donations can be dealt with in either of two ways: the appointing of a Donations Unit Leader within the Community Services Section on the Incident Management Team; or the delegation of donations management work to voluntary agencies coordinating with the Incident Management Team. The important thing is to ensure that the entire process of Donations Management is well coordinated.

Those jurisdictions electing to use volunteer agencies to manage donations need to coordinate and link those agencies closely with the Community Services Section. Each will rely on the Incident Management Team transportation, distribution and traffic flow systems. Each requires access to the other's information regarding needs and supply. Donations Management can supplement the Logistics Section's efforts to obtain certain items and should also relay useful offers and bids from the contractors and vendors that inevitably call the Emergency Operations Center.

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

- Donations Coordination Center/Phone Bank

At a Donations Coordination Center, representatives of the jurisdictions government and volunteer agencies or assigned staff of the Incident Management Team, screen unsolicited donation offers and match them

with possible recipient organizations. Jurisdictions might choose to set up an "800" phone number at this facility.

- Checkpoints

Checkpoints permit inspection, scheduling and routing/rerouting of inbound vehicles bearing donations.

- Reception Centers

A Reception Center serves as a collection point and sorting area for unsolicited donations of goods. It should be located as close to air, water, road and rail transport facilities as is feasible outside the disaster area. Other considerations include parking, covered storage space and ample room for trucks to maneuver.

- Warehouses

Where possible, the donations effort should rely on volunteer agencies own warehousing capacity. However, should additional space be necessary, particularly when disposal of donations becomes difficult, the jurisdiction should have on hand information from Realtors to locate suitable warehousing space quickly.

- Distribution Centers

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

NOTE: See the COMMUNITY SERVICES SECTION, DONATIONS UNIT LEADER for position description and check-list, in the EMERGENCY OPERATIONS CENTER GUIDE, VOLUME THREE, MSB EMERGENCY OPERATIONS PLAN.

Emergency Operations Guide

Volunteer Management

During a major disaster emergency, the issue of the convergence of large numbers of volunteers who often respond must be effectively dealt with. One way is to use the position of Volunteer Unit Leader.

The Volunteer Unit Leader is responsible for the overall management of the volunteer program, including communications, recruitment, training and referral. The Volunteer Unit Leader is part of the Incident Management Team and is placed in the Community Services Section, to identify issues and needs where volunteers can be utilized and provide assistance. Communications with the Public Information Officer and other members of the Incident Management Team is important to the success of this program.

The Volunteer Unit Leader would operate a Volunteer Referral Center, opened immediately after the incident occurs, to respond to needs for resources. The Public Information Officer will work with the local media to provide the public with information to contact the referral center.

As volunteers contact the referral center, they will be referred to the appropriate agencies where they can best contribute their skills and interest. The center will provide initial screening and orientation. Once the volunteer is referred, the agency will be responsible for further screening, training and supervision.

Insurance/Liability

In most cases, volunteers will be referred to volunteer agencies who will be directly responsible for placing most volunteers in the field. At this time there is no State provided umbrella for insurance/liability/workman's compensation coverage to use volunteers in a disaster emergency, so local jurisdictions need to decide whether to use volunteers and provide coverage under their umbrella or refer volunteers to service agencies who carry insurance coverage's for their workers.

The City of Wasilla provides Workman's Compensation insurance coverage for volunteer workers providing services to the City.

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

Facility Requirements

The Volunteer Referral Center requires easy public access, a room for reception and for training, and communications capabilities. The actual facility depends on the magnitude of the disaster emergency. The center could be collocated in the Emergency Operations Center, or other facilities such as a school, church, recreation center, community hall, etc. Some of the supplies needed include: computers, telephones, fax machines, copiers, office supplies, etc.

It is advantageous to set up and publicize a separate "800" number for interested volunteers.

Coordination with Social Service Agencies

In an emergency situation, many resources are stretched to the maximum and in need of additional personnel resources. The need for volunteers will arise as a disaster emergency develops.

To maintain a process for coordinating needs and resources with local agencies, prior to a disaster emergency, training sessions with agencies and potential volunteers will familiarize new personnel on how volunteers are utilized during an incident.

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

- As soon as possible, a Volunteer Referral Center will be established.
- An "800" number and fax number will be established and publicized.
- Agencies are to submit forms to the referral center for needed volunteers.

NOTE: See Volunteer Request Form, APPENDIX A, this section, this volume.

- Working with the Public Information Officer, information will be distributed to the local media for those interested in volunteering.
- As potential volunteers contact the referral center, they will be screened and referred to the agencies or organizations based on their skills and availability. The referral agency will be responsible for additional screening, approving assignments of volunteers, training and supervision.

Emergency Operations Guide

Training and Skill Identification

The implementation of a process for identifying volunteer's skills and training needs for specific volunteer jobs is essential to provide the local jurisdiction with a cadre of well trained, safety conscious volunteers ready to be used in a disaster emergency.

A training module should be presented to interested volunteers to cover the following topics:

- Basic orientation to the Emergency Operations Plan.
- Procedures for general and specific jobs e.g., shelter workers, referral center, logistics training, clean-up organization, food distribution, wildlife rescue and rehab, etc.
- Special site hazards, environmental and cultural issues.
- Safety training.
- Liability.
- Limitations on non-professionals.

A data base of volunteers who have completed the training and registered for specific jobs will be used to activate workers.

In a response effort, volunteers not pre-trained will fill out a registration form listing preferences and skills. If not placed immediately, these will be available to the referral center as requests are received for volunteers.

NOTE: See Volunteer Registration Form, APPENDIX B, this section, this volume.

NOTE: See the Emergency Operations Center Guide, Volume Three, MSB Emergency Operations Plan, COMMUNITY SERVICES SECTION, VOLUNTEER UNIT LEADER for position description and check-list.

Resource Management
APPENDIX A

VOLUNTEER REQUEST FORM

Date _____

Agency/Organization _____

Mailing Address _____

Contact _____ Phone _____ Fax _____

JOB DESCRIPTION

Title _____ Number of Volunteers Needed _____

Description _____

| Duties | Specific Skills or Knowledge Needed | Training provided? |
|--------|-------------------------------------|--------------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |

Equipment or special clothing needed _____

Additional training provided by agency _____

Location of job _____

Date volunteer(s) needed _____ Time(s) needed _____

Please check if available:

_____ restrooms _____ parking _____ safety equipment

_____ transportation to work site _____ telephone

Volunteer should report to the following person for additional screening and training:

Name _____ Phone _____

Location _____ Fax _____

Emergency Operations Guide

APPENDIX A

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VOLUNTEER REGISTRATION FORM

Date _____

Name _____

Phone(daytime) _____ (evening) _____

Mailing Address _____

Volunteer Training Completed: Yes(date) _____ No _____

Experience/Skills (please circle those you are experienced in):

Office Computer Radio Communication

Volunteer Management Other _____

Placement preference (please circle your preferences):

clerical bird wildlife rescue, rehab clean-up

shelter assistance food, supply distribution

other _____

Emergency Contact

Name _____ Phone: Daytime _____

Evening _____

Address _____

City _____ State _____ Zip _____

WAIVER

Signature _____ Date _____

Placed _____

Date _____ By _____

Emergency Operations Guide

APPENDIX B

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Resource Management

APPENDIX C

RECEIPT FOR DONATED PROPERTY

Incident Name/Number _____

Date _____

Time _____

| | |
|---|------------------|
| Donating Agency/Organization/Individual | Receiving Agency |
| Address | Location |
| Telephone Number | Telephone Number |
| Signature | Signature |
| Title | Title |

| ITEM DESCRIPTION (Give Full Details) | QUANTITY | UNIT | UNIT PRICE | COST/VALUE |
|---|----------|------|------------|------------|
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SECTION 11 ORGANIZING FOR SPECIAL INCIDENTS

Special Incident Organization

Special Incident Organization

There will occur special incidents in which the NIIMS Incident Command System will need to be modified slightly in order to address the unique characteristics that are inherent to these incidents. The basic Incident Command System structure remains with the same five incident functions, with additional positions and lines of authority added. These special incidents include, but are not limited to oil spills, hazardous material spills, and multicasualty incidents.

NOTE: Reference the Matanuska-Susitna Borough Emergency Operations Plan, Emergency Operations Guide, Volume Two, Section Eleven, "Organizing for Special Incidents" for a detailed discussion of the Incident Command System design for special incidents.

Emergency Operations Plan

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SECTION 12 TERRORIST INCIDENTS

Purpose

Terrorism Hazard

Concept of Operations

Introduction

Differences Between WMD Incidents and Other Incidents

Organization and Assignment of Responsibilities

Administration and Logistics

**Appendix A ~ WMD Incidents Indications and First Responder
Concerns**

PURPOSE

The purpose of this Terrorist Incident Section is to assist in the development a consequence management plan for responding to and recovering from a terrorist-initiated incident, particularly one involving weapons of mass destruction (WMD).

TERRORISM HAZARD

The hazard may be WMD (including conventional explosives, secondary devices, and combined hazards) or other means of attack (including low-tech devices and delivery, attacks on infrastructure, and cyber terrorism).

WMD Hazard Agents.

Weapons of mass destruction are defined as any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals; disease organisms; radiation or radioactivity; or explosion or fire. At least two important considerations distinguish these hazards from other types of terrorist tools. First, in the case of chemical, biological, and radioactive agents, their presence may not be immediately obvious, making it difficult to determine when and where they have been released, who has been exposed, and what danger is present for first responders and medical technicians. Second, although there is a sizable body of research on battlefield exposures to WMD agents, there is limited scientific understanding of how these agents affect civilian populations.

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Chemical

Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials teams, emergency medical services, and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in Table 1. Early in an investigation, it may not be obvious whether an outbreak was caused by an infectious agent or a hazardous chemical; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

Table 1. General Indicators of Possible Chemical Agent Use

| Stated Threat to Release a Chemical Agent |
|---|
| Unusual Occurrence of Dead or Dying Animals <ul style="list-style-type: none">• For example, lack of insects, dead birds |
| Unexplained Casualties <ul style="list-style-type: none">• Multiple victims• Surge of similar 911 calls• Serious illnesses• Nausea, disorientation, difficulty breathing, or convulsions• Definite casualty patterns |
| Unusual Liquid, Spray, Vapor, or Powder <ul style="list-style-type: none">• Droplets, oily film• Unexplained odor• Low-lying clouds/fog unrelated to weather |
| Suspicious Devices, Packages, or Letters <ul style="list-style-type: none">• Unusual metal debris• Abandoned spray devices• Unexplained munitions |

Biological.

Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data).

Emergency Operations Plan

When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, the incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial detection and response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community.

Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy.

Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in Table 2.

Table 2. General Indicators of Possible Biological Agent Use

| Stated Threat to Release a Biological Agent |
|--|
| Unusual Occurrence of Dead or Dying Animals |
| Unusual Casualties <ul style="list-style-type: none">• Unusual illness for region/area• Definite pattern inconsistent with natural disease |
| Unusual Liquid, Spray, Vapor, or Powder <ul style="list-style-type: none">• Spraying; suspicious devices, packages, or letters |

Nuclear/Radiological

The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. The presence of a radiation hazard is difficult to ascertain, unless the responders have the proper detection equipment and have been trained to use it properly. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. Table 3 lists some indicators of a radiological release.

Table 3. General Indicators of Possible Nuclear Weapon/Radiological Agent Use

| |
|---|
| Stated Threat to Deploy a Nuclear or Radiological Device |
| Presence of Nuclear or Radiological Equipment <ul style="list-style-type: none">• Spent fuel canisters or nuclear transport vehicles |
| Nuclear Placards/Warning Materials Along with Otherwise |
| Unexplained Casualties |

The scenarios constituting an intentional nuclear/radiological emergency include the following:

- Use of an improvised nuclear device includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While "weapons-grade" material increases the efficiency of a given device, materials of less than weapons grade can still be used.
- Use of a radiological dispersal device includes any explosive device utilized to spread radioactive material upon detonation. Any improvised explosive device could be used by placing it in close proximity to radioactive material.

Emergency Operations Plan

- Use of a simple radiological dispersal device that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

Conventional Explosives and Secondary Devices

The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions on constructing such a device.

Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Explosions and fires also can be caused by projectiles and missiles, including aircraft used against high-profile targets such as buildings, monuments, and special events. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission.

The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature and are not readily detectable. Secondary explosive devices may also be used as weapons against responders and the public in coincident acts. Other diversionary events or attacks could also be aimed at responders.

Combined Hazards

WMD agents can be combined to achieve a synergistic effect-greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or toxic exposures may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

Other Terrorism Hazards

Authorities also need to consider the possibility of unusual or unique types of terrorist attacks previously not considered likely. Although it is not realistically possible to plan for and prevent every conceivable type of terrorist attack, planners should anticipate that future terrorism attempts could range from simple, isolated attacks to complex, sophisticated, highly coordinated acts of destruction using multiple agents aimed at one or multiple targets. Therefore, the plans developed for terrorist incidents must be broad in scope yet flexible enough to deal with the unexpected. These considerations are particularly important in planning to handle the consequences of attacks using low-tech devices and delivery, assaults on public infrastructure, and cyber terrorism. In these cases, the training and experience of the responders may be more important than detailed procedures.

Low-Tech Devices and Delivery

Planning for the possibility of terrorist attacks must consider the fact that explosives can be delivered by a variety of methods. Most explosive and incendiary devices used by terrorists would be expected to fall outside the definition of a WMD. Small explosive devices can be left in packages or bags in public areas for later detonation, or they can be attached directly to a suicide bomber for detonation at a time and place when and where the terrorist feels that maximum damage can be done. The relatively small size of these explosive devices and the absence of specific security measures in most areas make these types of terrorist attacks extremely difficult to prevent. Small explosive devices can also be brought onto planes, trains, ships, or buses, within checked bags or hand carried. Although present airline security measures minimize the possibility of explosives being brought on board airliners, planners will need to consider the level of security presently employed on trains, and buses within their jurisdictions. Larger quantities of explosive materials can be delivered to their intended target area by means of car or truck bombs.

Planners need to consider the possible need to restrict or prohibit vehicular traffic within certain distances of key facilities identified as potential terrorist targets. Planners may also need to consider the possible use of concrete barriers to prevent the forced entry of vehicles into restricted areas.

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Infrastructure Attacks

Potential attacks on elements of the nation's infrastructure require protective considerations. Infrastructure protection involves proactive risk management actions taken to prevent destruction of or incapacitating damage to networks and systems that serve society, according to the 1997 report of the President's Commission on Critical Infrastructure Protection.

Infrastructure protection often is more focused on security, deterrence, and law enforcement than on emergency consequence management preparedness and response. Nevertheless, planners must develop contingencies and plans in the event critical infrastructures are brought down as the result of a terrorist incident.

Presidential Decision Directive 63 was issued in May 1998. It established the Critical Infrastructure Assurance Office and outlined steps to be taken to protect critical infrastructures from disruptions that could have serious public health and safety, economic, or national security impacts.

Among other things, the Directive called on the Federal government to engage in "close cooperation and coordination with state and local governments ..." for a robust and flexible infrastructure protection program." A number of resources are available to State and local planners, most notably through Critical Infrastructure Assurance Office and the Federal Bureau of Investigation's National Infrastructure Protection Center.

Cyber Terrorism

Cyber terrorism involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life, or against a nation's critical infrastructures in order to intimidate or coerce a government or civilian population to further political or social objectives. As with other critical infrastructure guidance, most cyber protection guidance focuses on security measures to protect computer systems against intrusions, denial of service attacks, and other forms of attack rather than addressing issues related to contingency and consequence management planning.

However, emergency management planning efforts for the year 2000 (Y2K) transition provided a real-world exercise and a prototype for developing and implementing systems to respond to the consequences of massive computer outages. FEMA's Y2K guidance, *Contingency and Consequence Management Planning for Year 2000 Conversion: A Guide for State and Local Emergency Managers*, is relevant for developing contingency and consequence management plans for cyber terrorism. Jurisdictions that developed plans for the Y2K transition have an excellent start in planning for the consequences of cyber terrorism because they have contingencies to handle interruptions and plans to restore critical services.

FEMA's Y2K guidance also promotes interdepartmental planning efforts to ensure that key agencies have both their own consequence management plans as well as a coordinated overall plan. Cross-jurisdictional planning efforts among State, borough, community, and private-sector jurisdictions and organizations are recommended.

The FEMA Y2K guidance includes a list of selected Federal and State Web sites that can provide additional guidance for responding to systems outages resulting from computer failures due to cyber terrorism.

Emergency Operations Plan

CONCEPT OF OPERATIONS

Introduction

The complexity, scope, and potential consequences of a terrorist threat or incident require that there be a rapid and decisive capability to resolve the situation. The resolution to an act of terrorism demands an extraordinary level of coordination of crisis and consequence management functions and technical expertise across all levels of government. No single Federal, State, or local government agency has the capability or requisite authority to respond independently and mitigate the consequences of such a threat to national security. The incident may affect a single location or multiple locations, each of which may be a disaster scene, a hazardous materials scene, and/or a crime scene simultaneously.

Differences Between WMD Incidents and Other Incidents

As in all incidents, WMD incidents may involve mass casualties and damage to buildings or other types of property. However, there are several factors surrounding WMD incidents that are unlike any other type of incidents that must be taken into consideration when planning a response. First responders' ability to identify aspects of the incident (e.g., signs and symptoms exhibited by victims) and report them accurately will be key to maximizing the use of critical local resources and for triggering a local response.

1. The situation may not be recognizable until there are multiple casualties. Most chemical and biological agents are not detectable by methods used for explosives and firearms. Most agents can be carried in containers that look like ordinary items.
2. There may be multiple events.
3. Responders are placed at a higher risk of becoming casualties. Because agents are not readily identifiable, responders may become contaminated before recognizing the agent involved. First responders may, in addition, be targets for secondary releases or explosions.
4. The location of the incident will be treated as a crime scene.

5. Contamination of critical facilities and large geographic areas may result. Victims may carry an agent unknowingly because they don't realize that they are contaminated. First responders may carry the agent to fire or precinct houses, hospitals, or to the locations of subsequent calls.
6. The scope of the incident may expand geometrically and may affect mutual aid jurisdictions.
7. There will be a stronger reaction from the public than with other types of incidents.
8. Time is working against responding elements, effects of some chemicals and biological agents worsen over time.
9. Support facilities are at risk as targets.
10. Specialized State and local response capabilities may be overwhelmed.

Direction and Control.

Local government emergency response organizations will respond to the incident scene(s) and make appropriate and rapid notifications to local and State authorities. Control of the incident scene(s) most likely will be established by local first responders from either fire or police. To assure continuity of operations, it is important that the Incident Command Post be established at a safe location and at a distance appropriate for response to a suspected or known terrorist incident. In addition, in severe terrorist attacks, response operations may last for very long periods, and there may be more leadership casualties due to secondary or tertiary attacks or events. Planning should therefore provide for staffing key leadership positions in depth.

Emergency Operations Plan

The Incident Command System should be used by all responding local fire, police, and emergency management organizations, and all relevant responder personnel should be trained in the Incident Command System to prevent security and coordination problems in a multi-organization response. The Incident Command System that is initially established will likely transition from a Single Command structure into a Unified Command structure as mutual-aid partners and State and Federal responders arrive to augment the local responders. It is recommended that local, State, and Federal regional law enforcement officials develop consensus "rules of engagement" early in the planning process to smooth the transition from Single Command to a Unified Command. This Unified Command structure will facilitate both crisis management and consequence management activities. The Unified Command structure used at the scene will expand as support units and agency representatives arrive to support crisis and consequence management operations. The site of a terrorist incident is a crime scene as well as a disaster scene, although the protection of lives, health, and safety remains the top priority. Because of all of these considerations, as well as logistical control concerns, it is extremely important that this incident site and its perimeter be tightly controlled as soon as possible.

Response to a WMD Incident and the Participants Involved

| Events | Participants |
|---|--|
| 1. Incident occurs. | |
| 2. 911 center receives calls, elicits information, dispatches first responders, relays information to first responders prior to their arrival on scene, makes notifications, and consults existing databases of chemical hazards in the community, as required. | 911 Center, first responders. |
| 3. First responders arrive on scene and make initial assessment. Establish Incident Command and set up Command Post in an area that is safe from potential secondary hazards/devices. Determine potential weapon of mass destruction (WMD) incident and possible terrorist involvement; warn additional responders to the scene of potential secondary hazards/devices. Perform any obvious rescues as incident permits. Establish security perimeter and credentialing. Determine needs for additional assistance. Begin triage and treatment of victims. Begin hazard agent identification. | Incident Command: Fire, law enforcement, emergency medical services (EMS), and HazMat unit(s). |
| 4. Incident Command manages incident response; notifies medical facility, emergency management (EM), and other local organizations outlined in Emergency Operations Plan (EOP); requests notification of Federal Bureau of Investigation (FBI) Field Office. | Incident Command. |
| 5. Special Agent in Charge (SAC) assesses information, supports local law enforcement, and determines WMD terrorist incident has occurred. Notifies Strategic Information and Operations Center (SIOC), activates Joint Operations Center (JOC), coordinates the crisis management aspects of WMD incident, and acts as the Federal on-scene manager for the U.S. government while FBI is Lead Federal Agency (LFA). | FBI Field Office: SAC. |
| 6. Local Emergency Operations Center (EOC) activated. Supports Incident Command, as required by Incident Commander (IC). Coordinates consequence management activities (e.g., mass care). Local authorities declare state of emergency. Coordinates with State EOC and State and Federal agencies, as required. Requests State and Federal assistance, as necessary. | Local EOC: Local agencies, as identified in basic EOP. |
| 7. Strategic local coordination of crisis management activities. Brief President, National Security Council (NSC), and Attorney General. Provide Headquarters (HQ) support to JOC. Domestic Emergency Support Team (DEST) may be deployed. Notification of FEMA by FBI/SIOC triggers FEMA actions. | SIOC: FBI, Department of Justice (DOJ), Department of Energy (DOE), Federal Emergency Management Agency (FEMA), Department of Defense (DoD), Department of Health and Human Services (HHS), and Environmental Protection Agency (EPA). |
| 8. Manage criminal investigation. Establish Joint Information Center (JIC). State and local agencies and FEMA ensure coordination of consequence management activities. | FBI; other Federal, State, and local law enforcement agencies. Local EM representatives. FEMA, DoD, DOE, HHS, EPA, and other Federal Response Plan (FRP) agencies, as required. |

Emergency Operations Plan

Response to a WMD Incident and the Participants Involved

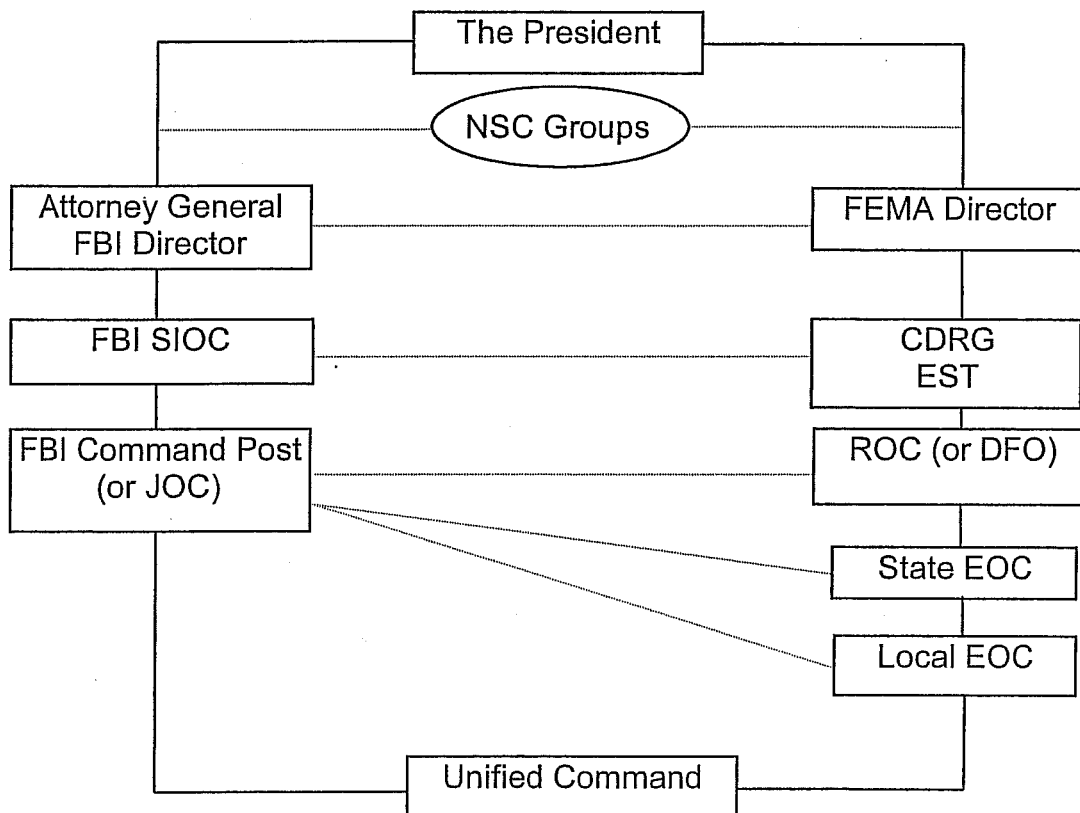
| Events | Participants |
|--|---|
| 9. State EM supports local consequence management. Brief Governor. Declare state of emergency. Develop/coordinate requests for Federal assistance through FEMA Regional Operations Center (ROC). Coordinate State request for Federal consequence management assistance. | State EOC, State EM, and other State agencies, as outlined in the basic EOP. |
| 10. DEST provides assistance to FBI SAC. Merges into JOC, as appropriate. | DEST: DoD, DOJ, HHS, FEMA, EPA, and DOE. |
| 11. FEMA representative coordinates Consequence Management Group. Expedites Federal consequence management activities and monitors crisis management response to advise on areas of decision that could impact consequence management response. | FBI, FEMA, EPA, DoD, DOE, HHS, and other FRP agencies. |
| 12. Crisis management response activities to incident may continue. | FBI, Incident Command System (ICS), Special Operations, Hazardous Materials Response Unit (HMRU), Joint Technical Operations Team, Joint Inter-Agency Intelligence Support, and additional authorities, as needed. |
| 13. Federal response efforts coordinated and mission assignments determined. A consequence management support team deploys to incident site. All EOCs coordinate. | ROC and regional-level agencies. |
| 14. An Emergency Response Team - Advance Element (ERT-A) deploys to State EOC and incident site, as needed. Base installation sites identified for mobilization centers. Liaisons from WMD-related agencies requested for Emergency Support Team (EST) and ROC. Disaster Field Office (DFO) liaisons as needed (may be after extended response phase). | ERT-A: Regional-level FEMA and FRP primary support agencies, as needed. |
| 15. A consequence management support team provides operational technical assistance to Unified Command (UC). | FEMA, DOE, DoD, HHS, EPA, and FBI. |
| 16. Recovery operations. Transition of LFA from FBI to FEMA. | FEMA may initiate FRP response prior to any FBI/SIOC notification. |

Incident managers must realize that the integration of the Federal response into the local response efforts can be a difficult and awkward process. Whenever possible, each entity should involve the others in its planning process so as to facilitate a better understanding by all parties of the anticipated actions and responsibilities of each organization.

Incident managers should understand that integration of the Federal response into an urban setting would be different from that into a rural setting. In an urban area, there will generally be substantial personnel and equipment resources, and the local emergency response organization will likely want to retain the direction and control of the emergency response. The rapid influx of Federal resources can be a sensitive issue unless properly coordinated. The Federal response should not overwhelm the local emergency response organization but should provide resources as needed.

The figure below summarizes the coordination relationships between the Unified Command structure and other response entities. Normal disaster coordination accomplished at the State Emergency Coordination Center and local Emergency Operations Center's and other locations away from the scene would be addressed in various operations plans. FEMA is in the process of developing WMD Incident Support Teams that would help to facilitate this coordination process.

Coordination Relationships in Terrorism Incident Response
(Source: Federal Response Plan)



Emergency Operations Plan

Response to any terrorist incident requires direction and control. The responding agencies must consider the unique characteristics of the event, identify the likely stage at which coordinated resources will be required, and tailor the direction and control process to merge these resources into an ongoing public health response. With many organizations involved, there is the danger of key decisions being slowed by too many layers of decision making. Responding agencies should be aware of the need to streamline the decision making process so that key decisions or authorizations regarding public health and safety can be obtained quickly.

A primary Emergency Operations Center is necessary to properly coordinate response actions within the jurisdiction and to liaise with other jurisdictions and Federal agencies. Planning should address the possibility that operations might have to be shifted to an alternative Emergency Operations Center or even a secondary alternative location.

In considering direction and control as well as continuity of operations, agency administrator's must determine the availability of usable alternate Emergency Operations Center facility locations that can be brought up to operational level within a reasonable period of time. In a large-scale terrorist incident, the local Emergency Operations Center might become uninhabitable, especially if it is not a hardened facility. In identifying and evaluating alternative Emergency Operations Center locations, agency administrator's will need to consider the availability of communications systems, space to accommodate all key staff, materials and supplies, backup power, kitchen, bathrooms, and the overall capability to maintain around-the-clock operations for an extended period.

Local, State, and Federal interface with the FBI On-Scene Commander is coordinated through the Joint Operations Center. FEMA, represented in the Unified Command structure, will recommend joint operational priorities to the FBI on the basis of consultation with the FEMA led consequence management group in the Joint Operations Center. The FBI, working with local and State officials in the Unified Command structure at the Joint Operations Center, will establish operational priorities.

NOTE: See INCIDENT COMMAND SYSTEM SECTION, this volume.

Communications.

In the event of a WMD incident, rapid and secure communication is important to ensure a prompt and coordinated response. Strengthening communications among first responders, clinicians, emergency rooms, hospitals, mass care providers, and emergency management personnel must be given top priority in planning. Planning should include adding 911 resources when an event requires extraordinary response.

In addition, terrorist attacks have been shown to overload nondedicated telephone lines and cellular telephones. In these instances, the Internet has proven more reliable for making necessary communications connections, although it should be recognized that computers may be vulnerable to cyber attacks in the form of viruses. It is recommended that response organizations both establish relevant Internet connections with all coordinating emergency response organizations and have the use of these connections formalized in plans and practiced during training, drills, and exercises.

Responders with different functions within a jurisdiction or from different jurisdictions may use different radio frequencies, hindering communications. Use of 800 MHz radios alleviates this problem. Therefore, a "backbone" communications system to interconnect local, State, and Federal responders is recommended. Also needed is the establishment of mutually agreed upon communications protocols so that all responding organizations will understand each others' codes and terminology during response to real events.

Consideration should be given to the need for an integrated backbone communications system for all key State agencies and local emergency response organizations. The interoperability of such a system would facilitate the integrated response to a terrorist incident. Consideration should be given to the importance of reliable backup communications systems for emergency responders. Terrorist incidents may include the loss of radio transmission capabilities, and telephone land lines and cellular phone connections will be overloaded in a large emergency. Satellite telephones, which can operate when cellular and nondedicated land lines are overloaded, are another option for backup telephone systems.

NOTE: See COMMUNICATIONS SECTION, this volume.

Emergency Operations Plan

Warning

Every incident is different. There may or may not be warning of a potential WMD incident. Factors involved range from intelligence gathered from various law enforcement or intelligence agency sources to an actual notification from the terrorist organization or individual.

The warning or notification of a potential WMD terrorist incident could come from many sources; therefore, open but secure communication among local, State, and Federal law enforcement agencies and emergency response officials is essential. The local FBI Field Office must be notified of any suspected terrorist threats or incidents. Similarly, the FBI informs State and local law enforcement officials regarding potential threats. An integrated backbone communications system would be an aid in maintaining these communications channels and would expedite the dissemination of warnings about suspected terrorist threats. The interoperability of such a system would eliminate the need to switch back and forth between different communications systems for different organizations.

The FBI operates with a four-tier threat level system that can be used as a basis for initiating precautionary actions when a WMD terrorist event is anticipated:

Level Four (Minimal Threat).

Received threats do not warrant actions beyond normal liaison notifications or placing assets or resources on a heightened alert.

Level Three (Potential Threat).

Intelligence or an articulated threat indicates the potential for a terrorist incident; however, this threat has not yet been assessed as credible.

Level Two (Credible Threat).

A threat assessment indicates that a potential threat is credible and confirms the involvement of WMD in a developing terrorist incident. The threat increases in significance when the presence of an explosive device or WMD capable of causing a significant destructive event or prior or actual injury or loss is confirmed or when intelligence and circumstances indicate a high probability that a device exists.

Level One (WMD Incident).

A WMD terrorism incident resulting in mass casualties has occurred that requires immediate Federal planning and preparation to provide support to State and local authorities. The Federal response is primarily directed toward the safety and welfare of the public and the preservation of human life.

NOTE: See ALERT AND WARNING SECTION, this volume.

Public Information.

Terrorism is designed to be catastrophic. The intent of a terrorist attack is to cause maximum destruction of lives and property; create chaos, confusion, and public panic; and stress local, State, and Federal response resources. Accurate and timely information, disseminated to the public and media immediately and often over the course of the response, is vital to minimize accomplishment of these terrorist objectives.

Crisis research and case studies show that accurate, consistent, and expedited information calms anxieties and reduces problematic public responses such as panic and spontaneous evacuations that terrorists hope will hamper response efforts.

The news media will be the public's primary source of information, from both official and other sources, over the course of the emergency. Ensuring that the media will receive accurate, consistent, and expedited official information from the outset and over what may be a rapidly changing and lengthy response requires careful planning and considerable advance preparation. It is important to build and maintain a strong working relationship with the media. This relationship should include a clear commitment that government representatives will be immediately available to provide information over the course of the emergency.

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The Public Information Section of this Emergency Operations Plan defines the responsibility for emergency public information operations during initial response until State and Federal personnel and resources can arrive to provide support. The Public Information Section discusses; (1) a mechanism for sharing and coordinating information among all responding agencies and organizations, (2) development and production of information materials, (3) dissemination of information through various methods, and (4) monitoring and analysis of news media coverage with rapid response capability to address identified problems.

A strong and ongoing public education program for terrorism response, built upon outreach and awareness programs for other types of emergencies, can enhance the response organization's credibility and benefit both members of the public and first responder efforts in the event of a terrorist attack.

NOTE: See PUBLIC INFORMATION SECTION, this volume.

Protective Actions

Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by primary release of a WMD agent, the possible release of additional WMD, secondary devices, or additional attacks targeting emergency responders. Temporary in-place sheltering may be appropriate if there is a short-duration release of hazardous materials or if it is determined to be safer for individuals to remain in place. Protection from biological threats may involve coercive or noncoercive protective actions, including isolation of individuals who pose an infection hazard, quarantine of affected locations, vaccination, use of masks by the public, closing of public transportation, limiting public gatherings, and limiting intercity travel. As with any emergency, State and local officials are primarily responsible for making protective action decisions affecting the public. Protocols should be established to ensure that important decisions are made by persons with the proper decision-making authority.

NOTE: See EVACUATION SECTION, this volume.

Mass Care

The location of mass care facilities will be based partly on the hazard agent involved. Decontamination, if it is necessary, may need to precede sheltering and other needs of the victims to prevent further damage from the hazard agent to either the victims themselves or the care providers. The American Red Cross is the primary agency for mass care. A midpoint or intermediary station (reception center) may be needed to move victims out of the way of immediate harm. This action would allow responders to provide critical attention (e.g., decontamination and medical services) and general lifesaving support, then evacuate victims to a mass care location for further attention. The following are general issues to consider:

- Location, setup, and equipment for decontamination stations, if any.
- Mobile triage support and qualified personnel.
- Supplies and personnel to support in-place sheltering.
- Evacuation to an intermediary location to provide decontamination and medical attention.
- Determination of safety perimeters (based on agent).
- Patient tracking/record keeping for augmentation of epidemiological services and support.

NOTE: See **SHELTER AND FEEDING SECTION, this volume.**

Health and Medical

The response to a bioterrorism incident will require the active collaboration of the clinicians and local public health authorities responsible for disease monitoring, treatment/immunization, and outbreak investigation. Bioterrorism might involve infectious or communicable diseases, such as smallpox or plague.

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In addition, first responders may be entering an environment rife with biological or chemical agents, radioactive materials, or hazardous air pollutants from collapsed buildings, or collapse of buildings might be imminent. Other incidents may pose environmental or physical risks to responders from a structurally damaged and potentially deadly pipeline, tank car, tank truck, bridge, or tunnel. The planning for a terrorist incident may require the need for first responders to perform a risk assessment and to modify standard protocols (e.g., establish plans for inoculating first responders) if the risk assessment so indicates. The first responder agency standard operating procedures (SOP's) should address how such assessments are made and what resources they may indicate are needed. The assessment may indicate monitoring and sampling resources are needed before Federal resources can arrive. Responders will also need appropriate personal protective equipment (PPE), including respirators.

A bioterrorism incident raises several other special issues. Such an incident may generate an influx of patients requiring specialized care. If an infectious agent is involved, it may be necessary to isolate the patients and use special precautions to avoid transmission of the disease to staff and other patients. In addition to physiological health considerations, mental health considerations should be taken into account in planning of consequence management. Support must be provided not only to those individuals directly affected by a terrorist attack but also to those surviving family members experiencing emotional stress.

Planning issues to consider include the following:

- Immunization and prophylaxis for biological agents.
- Notification to and receipt of information from doctors/clinics.
- Augmentation of medical facilities and personnel.
- Management of medical supplies and equipment.
- Patient tracking/record keeping for augmentation of epidemiological services and support.
- Analytical laboratory support, including memoranda of agreement (MOAs) specifying special considerations (e.g., testing capabilities) as appropriate.
- Mental health support services, including clinical psychologists, psychiatrists, social workers, etc.

NOTE: See HEALTH AND MEDICAL SECTION, this volume.

Resources Management

The following considerations are highly relevant to WMD incidents and should be addressed, if appropriate, in one or more appendixes to a resource management volume:

- Nuclear, biological, and chemical response resources that are available through interjurisdictional agreements (e.g., interstate pacts).
- Unique resources that are available through State authorities (e.g., National Guard units).
- Unique resources that are available to State and local jurisdictions through Federal authorities (e.g., the National Pharmaceutical Stockpile, a national asset providing delivery of antibiotics, antidotes, and medical supplies to the scene of a WMD incident).

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- Unique expertise that may be available through academic, research, or private organizations.
- Trained and untrained volunteer resources and unsolicited donated goods that arrive at the incident site

NOTE: See **RESOURCE MANAGEMENT SECTION**, this volume.

NOTE: See **RESOURCES MANUAL**, Volume Four, Matanuska-Susitna Borough Emergency Operations Plan.

NOTE: See **State of Alaska Emergency Operations Plan**.

Recovery

A WMD incident is a criminal act, and its victims or their families may be eligible for assistance under a State crime victims assistance law. In addition, injured victims of a terrorist attack, those put at risk of injury, and the families of these persons may have suffered psychological trauma as a result of the attack and may be in need of crisis counseling.

In the event of an incident involving chemical or biological agents or radioactive materials, large areas or multiple locations may become contaminated. Decontamination may be required before buildings can safely be reoccupied and farms can again safely grow crops. While decontamination is taking place, or until damaged buildings are repaired or replaced, persons must be relocated from residences and offices, and office equipment must be relocated from office buildings. Relocation after a terrorist incident tends to be of longer duration and entail greater costs than relocation following a natural disaster.

NOTE: See **RECOVERY ANNEX**, Matanuska-Susitna Borough Emergency Operations Plan.

NOTE: See **State of Alaska Emergency Operations Plan**.

Urban Search and Rescue

Urban Search and Rescue, Emergency Support Function #9 in the Federal Response Plan, involves rapid deployment of Urban Search and Rescue task forces to provide specialized lifesaving assistance to State and local authorities, including locating, extricating, and providing on-site medical treatment to those trapped in collapsed structures. FEMA is the agency with primary responsibility for this Emergency Support Function.

There are currently 28 Urban Search and Rescue task forces throughout the country; they have ability to deploy within six hours and to sustain themselves for 36 hours. Current deployment plans rely on commercial air transport. Consequently, in incidents where air traffic is curtailed, arrival of remote Urban Search and Rescue task forces may be delayed.

The capabilities of several Urban Search and Rescue task forces are being enhanced to operate in a collapsed building environment that is contaminated with biological or chemical agents or radioactive materials. These enhanced task forces will have additional HazMat specialists and medical personnel and more monitoring and detection equipment.

ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

As with any hazard-specific emergency, the organization for management of local response will probably need to be tailored to address the special issues involved in managing the consequences of a terrorist incident. The consequences of a terrorist act have the potential to overwhelm local resources, which may require assistance from State or Federal governments. The response by State and local governments to a terrorist act, as well as the types of support and assistance from the Federal government, will be different than the response to and support for other natural and technological emergencies. Because of this, training and exercising must be expanded to ensure that the unique aspects of response to terrorist incidents can be carried out in a coordinated, effective manner. Training needs to be planned for State, local, and Federal staff involved in the response. Periodic integrated exercises must also be conducted to ensure that the emergency response to a terrorist incident at the local, State, and Federal levels can be adequately coordinated. The following response roles and responsibilities are suggested:

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Local Emergency Responders.

Local fire departments, law enforcement personnel, HazMat teams, and EMS will be among the first to respond to terrorist incidents, especially those involving WMD. In incidents associated with public transportation (e.g., airlines, mass transit, railroads), workers and officials from these transportation organizations may be among the first responders. As response efforts escalate, the local emergency management agency will help coordinate needed services.

Primary Duties

The duties of local departments, such as fire, law enforcement, and EMS, along with those of the local emergency management should be addressed in their respective department/agency Emergency Operations Plan's.

Interjurisdictional Responsibilities

The formal arrangements and agreements for emergency response to a terrorist incident among neighboring jurisdictions, State, Tribal, local, and neighboring States (and those jurisdictions physically located in those States) should be made prior to an incident. The State of Alaska will coordinate and plan the Risk Assessment and Risk Area parts of the Terrorist Incident Section of the State Emergency Operations Plan (areas where potential multiple jurisdictions could overlap and interplay), where interjurisdictional responsibilities will be readily identifiable. Federal response is already predisposed for interagency and interdepartmental coordination, particularly one involving WMD.

State Emergency Responders

If requested by local officials, the Alaska Division of Homeland Security and Emergency Management has capabilities to support local emergency management authorities and the Incident Commander/Unified Commanders.

Primary Duties

The duties of all responding State agencies is addressed in the State of Alaska Emergency Operations Plan. Any special duties necessary to respond to a WMD incident are set forth in the State's Terrorist Incident Section of the Emergency Operations Plan.

State and Local Public Health Authorities

State laws grant State and local public health authorities emergency powers to combat communicable disease. The powers available, diseases that trigger them, and procedures for enforcement vary from State to State. Typical powers include the power to isolate or quarantine persons and places and the power to compel vaccinations and other preventive measures, such as wearing of masks. In some states, these measures may be taken whenever there is a threat of communicable disease, but in other states, the powers apply to only one or more specific, named diseases. Also, there may be procedural restrictions whereby someone who objects to a quarantine or vaccination is entitled to a court hearing.

Primary duties

Emergency duties of the State Department of Health and Social Services are outlined in the State of Alaska Emergency Operations Plan and the Department of Health and Social Services Emergency Operations Plan.

Medical Service Providers

Hospitals generally perform emergency planning both to protect their own facilities and patients and to respond to disasters in the community. State licensing and accreditation standards require hospitals to meet certain criteria for emergency preparedness, which often include participation in local or regional medical planning for disasters. Hospitals accredited by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) must be prepared for a variety of disaster scenarios, including facilities for biological, radioactive, or chemical isolation and decontamination where appropriate.

NOTE: See Valley Hospital's Emergency Operations Plan.

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Local Emergency Planning Committee (LEPC) State Emergency Response Commission (SERC)

These entities are established under the Superfund Amendments and Reauthorization Act of 1986 (SARA), Title III, and the implementing regulations of the EPA. LEPCs develop and maintain local hazardous material emergency plans and receive notifications of releases of hazardous substances. SERCs supervise the operation of the LEPCs and administer the community right-to-know provisions of SARA Title III, including collection and distribution of information about facility inventories of hazardous substances, chemicals, and toxins. LEPCs will have detailed information about industrial chemicals within the community. It may be advisable for LEPCs and SERCs, to establish MOAs with agencies and organizations to provide specialized resources and capabilities for response to WMD incidents.

Primary Duties

Any responsibilities germane to terrorism preparedness or response will be outlined in the State's Subarea Contingency Plan for Oil and Hazardous Substance Spills and Release and the Organizing for Special Incidents Section of the Matanuska-Susitna Borough Emergency Operations Plan.

Federal Emergency Responders

Upon determination of a credible terrorist threat, or if such an incident actually occurs, the Federal government may respond through the appropriate departments and agencies. These departments and agencies may include Department of Homeland Security, FEMA, the Department of Justice and FBI, the Department of Defense, the Department of Energy, the Department of Health and Human Services, the EPA, the Department of Agriculture, the Nuclear Regulatory Commission, and possibly the American Red Cross and Department of Veterans Affairs. See the United States Government Interagency Domestic Terrorism Concept of Operations Plan and the Terrorism Incident Annex to the Federal Response Plan for information on the roles and responsibilities of Federal departments and agencies responding to terrorism incidents, particularly ones involving WMD.

Primary duties

Upon determining that a terrorist incident is credible, the FBI Special Agent in Charge, through the FBI Headquarters, will initiate liaison with other Federal agencies to activate their operations centers. The responsible FEMA region(s) may activate a Regional Operations Center and deploy a representative(s) to the affected State(s). When the responsible FEMA region(s) activates a Regional Operations Center, the region(s) will notify the responsible FBI Field Office(s) to request a liaison. If the FBI activates the Strategic Information and Operations Center at FBI Headquarters, then other Federal agencies, including FEMA, will deploy a representative(s) to the Strategic Information and Operations Center, as required. Once the FBI has determined the need to activate a Joint Operations Center to support the incident site, Federal, State, and local agencies may be requested by FEMA to support the Consequence Management Group located at the Joint Operations Center.

ADMINISTRATION AND LOGISTICS

There are many factors that make consequence management response to a terrorist incident unique. Unlike some natural disasters (hurricanes, floods, winter storms, drought, etc.), the administration and logistics for response to a terrorist incident require special considerations. For example, there may be little or no forewarning, and because the release of a WMD may not be immediately apparent, caregivers, emergency response personnel, and first responders are in imminent danger themselves of becoming casualties before the actual identification of the crime can be made. Incidents could escalate quickly from one scene to multiple locations and jurisdictions.

The types of supplies that are needed to respond to a terrorist incident may differ from those needed for a natural disaster or other type of technological emergency. To avoid the inefficiencies of ad hoc purchasing of supplies and of delays in the arrival of supplies due to air traffic curtailments, consideration should be given to regional warehousing of supplies and equipment for emergency responders, including equipment for use of Urban Search and Rescue task forces.

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One of the key logistical problems in the initial stages of emergency response to a terrorist incident is the establishment of an Incident Command Post from which to direct response activities. In "routine" emergencies such as fires, hazardous materials releases, or police actions, the Incident Command Post is established at a point that is close enough to observe the incident but far enough away to maintain an overview perspective and a safe distance from the immediate hazards. Because of the unique nature of terrorist activity and the inherent unpredictability of the incident, emergency responders may need to rethink the protocol for locating the Incident Command Post.

One of the key administrative and logistical challenges in managing the emergency response to the consequences of a terrorist incident is the successful integration of the Federal response into the initial response by local and State emergency response organizations. The very nature of a terrorist incident assumes a Federal response. Depending on the extent of the terrorist incident, the Federal response could be swift and massive. The application, integration, and coordination of the Federal resources into the existing local command and control structure can be a sensitive operation. Federal resources should not overwhelm the local response but should be made available as needed and requested. Local emergency response organizations will likely want to maintain the direction and control of the emergency response to the terrorist incident.

Incident managers should be aware of the potential logistical problems that may be caused by the unsolicited influx of volunteers and donated goods, as experienced at past disasters. Site and perimeter control is extremely important to avoid responder casualties and to prevent emergency operations from being disrupted by uncontrolled movements of such volunteers. In preparing for terrorist incidents, incident managers should be aware of the need to coordinate volunteer activities and storage of donated goods. Incident managers may want to consider an early public information message requesting volunteers to stay home unless requested and encouraging cash donations rather than unsolicited goods.

NOTE: See RESOURCE MANAGEMENT SECTION, this volume.

**NOTE: See RECOVERY ANNEX, Matanuska-Susitna Borough
Emergency Operations Plan.**

In developing plans for terrorist incidents in urban centers, planners will need to identify potential staging areas for personnel and equipment and warehouses for materials, equipment, and supplies. Although these may not be needed for small-scale terrorist incidents, an inventory of available warehouse space and potential staging areas would assist in the response to a large-scale and/or prolonged consequence management response and recovery effort.

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WMD INCIDENT INDICATIONS AND FIRST RESPONDER CONCERNS

NOTE: Extensive additional information on weapons of mass destruction (WMD) hazards and response, including information addressing first responder concerns, is available from various commercial publishers.

Biological

Indications

Indicators that a WMD incident involving biological agents has taken place may take days or weeks to manifest themselves, depending on the biological toxin or pathogen involved. The Centers for Disease Control and Prevention (CDC) recently developed the following list of epidemiologic clues that may signal a bioterrorist event:

- ___ 1. Large number of ill persons with a similar disease or syndrome.
- ___ 2. Large numbers of unexplained disease, syndrome, or deaths.
- ___ 3. Unusual illness in a population or workplace.
- ___ 4. Higher morbidity and mortality than expected with a common disease or syndrome.
- ___ 5. Failure of a common disease to respond to usual therapy.
- ___ 6. Single case of disease caused by an uncommon agent.
- ___ 7. Multiple unusual or unexplained disease entities coexisting in the same patient without other explanation.
- ___ 8. Disease with an unusual geographic or seasonal distribution.
- ___ 9. Multiple atypical presentations of disease agents.

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- ___ 10. Similar genetic type among agents isolated from temporally or spatially distinct sources.
- ___ 11. Unusual, atypical, genetically engineered, or antiquated strain of agent.
- ___ 12. Endemic disease with unexplained increase in incidence.
- ___ 13. Simultaneous clusters of similar illness in noncontiguous areas, domestic or foreign.
- ___ 14. Atypical aerosol, food, water, or powder transmission.
- ___ 15. Ill people presenting near the same time.
- ___ 16. Deaths or illness among animals that precedes or accompanies illness or death in humans.
- ___ 17. No illness in people not exposed to common ventilation systems, but illness among those people in proximity to the systems.

First Responder Concerns

The most practical method of initiating widespread infection using biological agents is through aerosolization, where fine particles are sprayed over or upwind of a target where the particles may be inhaled. An aerosol may be effective for some time after delivery, since it will be deposited on clothing, equipment, and soil. When the clothing is used later, or dust is stirred up, responding personnel may be subject to "secondary" contamination.

Biological agents may be able to use portals of entry into the body other than the respiratory tract. Individuals may be infected by ingestion of contaminated food and water, or even by direct contact with the skin or mucous membranes through abraded or broken skin. Use protective clothing or commercially available Level C clothing. Protect the respiratory tract through the use of a mask with biological high-efficiency particulate air (HEPA) filters.

Exposure to biological agents, as noted above, may not be immediately apparent. Casualties may occur minutes, hours, days, or weeks after an exposure has occurred. The time required before signs and symptoms are observed is dependent on the agent used. While symptoms will be evident, often the first confirmation will come from blood tests or by other diagnostic means used by medical personnel.

Chemical

Indications

The following may indicate a potential chemical WMD has been released. There may be one or more of these indicators present.

- ___ 1. An unusually large or noticeable number of sick or dead wildlife. These may range from pigeons in parks to rodents near trash containers.
- ___ 2. Lack of insect life. Shorelines, puddles, and any standing water should be checked for the presence of dead insects.
- ___ 3. Considerable number of persons experiencing water-like blisters, welts (like bee-stings), and/or rashes.
- ___ 4. Numbers of individuals exhibiting serious health problems, ranging from nausea, excessive secretions (saliva, diarrhea, vomiting), disorientation, and difficulty breathing to convulsions and death.
- ___ 5. Discernible pattern to the casualties. This may be "aligned" with the wind direction or related to where the weapon was released (indoors/outdoors).
- ___ 6. Presence of unusual liquid droplets, e.g., surfaces exhibit oily droplets or film or water surfaces have an oily film (with no recent rain).
- ___ 7. Unscheduled spraying or unusual application of spray.

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- ___ 8. Abandoned spray devices, such as chemical sprayers used by landscaping crews.
- ___ 9. Presence of unexplained or unusual odors (where that particular scent or smell is not normally noted).
- ___ 10. Presence of low-lying clouds or fog-like condition not compatible with the weather.
- ___ 11. Presence of unusual metal debris—unexplained bomb/munitions material, particularly if it contains a liquid.
- ___ 12. Explosions that disperse or dispense liquids, mists, vapors, or gas.
- ___ 13. Explosions that seem to destroy only a package or bomb device.
- ___ 14. Civilian panic in potential high-profile target areas (e.g., government buildings, mass transit systems, sports arenas, etc.).
- ___ 15. Mass casualties without obvious trauma.

First Responder Concerns.

The first concern must be to recognize a chemical event and protect the first responders. Unless first responders recognize the danger, they will very possibly become casualties in a chemical environment. It may not be possible to determine from the symptoms experienced by affected personnel which chemical agent has been used. Chemical agents may be combined and therefore recognition of agents involved becomes more difficult.

Nuclear/Radiological

Indications

Radiation is an invisible hazard. There are no initial characteristics or properties of radiation itself that are noticeable. Unless the nuclear/radiological material is marked to identify it as such, it may be some time before the hazard has been identified as radiological.

First Responder

Concerns. While there is no single piece of equipment that is capable of detecting all forms of radiation, there are several different detectors for each type of radiation. Availability of this equipment, in addition to protective clothing and respiratory equipment, is of great concern to first responders.

Explosive/ Incendiary

Indications

Explosions and fires are sensate. They are readily seen and heard

First Responder Concerns

Emergency response units tend to be thin at the leadership level. Commanders may be tempted to leave their command posts to participate directly in lifesaving activities that should be performed by their staffs. Commanders should show discipline, not put themselves at undue risk, and continue to lead the response until relieved.

Explosions and incendiary devices can cause fires. Thus one concern of first responders is to extinguish fires and rescue persons endangered by fire without putting themselves at undue risk. Fires may initiate secondary explosions, which may put secondary responders at risk of harm from blast.

The incendiary terrorist attack on the World Trade Center demonstrated that intense heat can cause skyscrapers to collapse. First responders can be harmed by the collapsing structure or by the consequential spread of debris.

In the incendiary attack on the World Trade Center a 42-story building (WTC Building 7) collapsed although it was not directly struck by an airplane. Some engineers believe that falling debris from the buildings struck caused ignition of a tank of diesel fuel (for emergency generators) that was a factor in the collapse. Such diesel generators are common sources of emergency power and in large buildings may require tanks with tens of thousands of gallons of diesel fuel. First responders should be cognizant of possible collapse of adjacent buildings in defining the area of risk and in locating incident command posts.

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Terrorist attacks employing explosives, especially those involving suicide bombers and car bombs may include secondary devices targeted against responders.

A number of first responders to the attack on the World Trade Center became ill from inhalation of health endangering particulates and aerosols. Sampling by the Occupational Health and Safety Administration (OSHA) found some samples of respirable silica to be above OSHA limit and instances of overexposure to copper, iron oxide, lead, and cadmium. First responders should be concerned about being equipped with appropriate personnel protective equipment (PPE) including respirators.