

**Municipality of Anchorage**

# Comprehensive Emergency Operations Plan

Updated 2022

**Base Plan  
Functional Annexes  
Hazard Appendices  
Attachments**





**Municipality of Anchorage**

# Comprehensive Emergency Operations Plan

## Section 1 Base Plan

Updated 2022

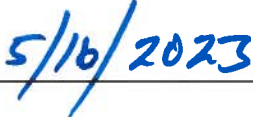


## COMPREHENSIVE EMERGENCY OPERATIONS PLAN LETTER OF PROMULGATION

Pursuant to Anchorage Municipal Code 3.80 and Alaska Statute 26.23.060 I am hereby promulgating the Anchorage Comprehensive Emergency Operations Plan to provide direction in mitigating against, preparing for, responding to, and recovery from emergencies and disasters threatening life or property within the Municipality.

This document meets the requirements of the National Incident Management System and supersedes any previously promulgated emergency operations plan.

  
\_\_\_\_\_  
Mayor Signature

  
\_\_\_\_\_  
Date

## PLAN DISTRIBUTION

The Municipality of Anchorage (MOA) Office of Emergency Management (OEM) is responsible for establishing, maintaining, and distributing the MOA Comprehensive Emergency Operations Plan (CEOP). The OEM will make the CEOP available to all MOA departments, agencies, the Alaska Department of Military and Veterans Affairs (DMVA) / Division of Homeland Security and Emergency Management (DHS&EM), and other partner organizations as necessary and upon request.

Hard copies are available to view at the MOA OEM. A digital copy will be available on the MOA website.

Personnel with a role in executive leadership, coordination and management, and operational implementation of incident procedures have reviewed this CEOP and agree with the content as well as their role in responding to an incident as outlined in this Plan. MOA departments and partner organizations are encouraged to have digital access to this CEOP or a printed copy available to them at all times.

## RECORD OF DISTRIBUTION

Plan #	Office/Department	Representative	Date received	Signature
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## RECORD OF CHANGES

Any approved additions or modifications to the Municipality of Anchorage (MOA) Comprehensive Emergency Operations Plan (CEOP) will be documented and noted in this section. The date of the change, the title of the person making the change, and a summary and reason for the modifications will be included in this section of the Plan.

If any major or significant changes to this CEOP need to be made, then the revised CEOP will be considered an update, and the cover page, promulgation page, and approval and implementation page should reflect that it is a new Plan.

After any modification to this Plan, the Office of Emergency Management will ensure that the updated version is distributed to all departments, agencies, and individuals listed on the Plan Distribution list and that the revised plan is uploaded to any shared sites and/or webpages where this Plan resides.

Change Number	Date of Change	Sections	Summary of Change	Change made by (title or name)
1				
2				
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## DISCLOSURE EXEMPTIONS

Much of this CEOP is available for public review. However, portions of this document may contain sensitive information relevant to the operations of the MOA in response to emergencies. Portions that include information with significant implications on MOA, regional, state, or national security are placed in attachments that are exempt from public disclosure under the provisions of the Alaska Public Records Act AS 40.25.110 accessible at this link: <http://akleg.gov/index.php>.

## LIABILITY EXEMPTION STATEMENT

Incident response often requires decisions to be made quickly under adverse conditions. Government entities complying with this CEOP shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.

## NON-DISCRIMINATION STATEMENT

Local activities pursuant to the federal and state agreement for major disaster recovery will be carried out in accordance with all applicable state and federal non-discrimination laws. Federal disaster assistance is conditional on full compliance with non-discrimination rules and policies.



## PLAN ORGANIZATION AND LAYOUT

The Municipality of Anchorage (MOA) Comprehensive Emergency Operations Plan (CEOP) provides an all-hazards approach to dealing with incidents and empowering MOA staff and partners to respond to a disaster. This CEOP consists of the Base Plan, Functional Annexes, and Hazard Specific Appendices.

### **Section 1: Base Plan**

### **Section 2: Functional Annexes**

- Functional Annex A: Interoperable Communications
- Functional Annex B: Damage Assessment
- Functional Annex C: Debris Management
- Functional Annex D: Mass Care
- Functional Annex E: Protective Actions
- Functional Annex F: Public Health & Medical Services
- Functional Annex G: Public Information, Alert & Warning
- Functional Annex H: Recovery
- Functional Annex I: Transportation Coordination

### **Section 3: Hazard Appendices**

- Hazard Appendix AA: Avalanche and Landslide
- Hazard Appendix BB: Civil Unrest and Terrorism
- Hazard Appendix CC: Dam Failure
- Hazard Appendix DD: Earthquake
- Hazard Appendix EE: Extreme Weather
- Hazard Appendix FF: Flood
- Hazard Appendix GG: Hazardous Materials
- Hazard Appendix HH: Severe Erosion
- Hazard Appendix II: Transportation Accident
- Hazard Appendix JJ: Utility Disruption
- Hazard Appendix KK: Volcano
- Hazard Appendix LL: Wildfire

### **Section 4: Attachments**

- Acronyms
- Glossary
- Authorities
- References
- Emergency Operation Center Job Aids
- Lifelines Situation Reports

The CEOP is intended to be utilized in concert with MOA Standard Operating Procedures (SOPs) and Job Aids during response activities. Whereas the CEOP provides general guidance for “what” needs to be accomplished, the SOPs and Job Aids address “how” goals and objectives would be accomplished.

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# 1 Introduction

## 1.1 Purpose

This Comprehensive Emergency Operations Plan (CEOP) is designed to provide general information about how the Municipality of Anchorage (MOA) will prepare for, respond to, and recover from large-scale incidents within the Greater Anchorage Area (Anchorage). All actions items, roles and responsibilities, agency operations, and functions are assumed to be performed as effectively as possible given austere operational conditions in Alaska. Agencies, organizations, and departments are assumed to perform in good faith within their constrained and limited operational capabilities.

The CEOP incorporates and complies with the principles and requirements found in state and federal laws, regulations, and guidelines, including the Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101 version 3.0. It is intended to be used in conjunction with applicable local emergency operations plans and the State of Alaska Emergency Operations Plan. It is designed to conform to the requirements of the National Incident Management System (NIMS). Following NIMS guidance, this CEOP incorporates the use of the Incident Command System (ICS), mutual aid, and multi-agency and interagency coordination. It is designed to be read, understood, and tested before an incident.

The CEOP is divided into four parts.

**Base Plan.** The Base Plan identifies incident response policies, describes the response organization, and assigns tasks. In addition, the CEOP:

- Identifies individual roles and responsibilities.
- Describes the concept of emergency operations and the overall operational approach to incident response.
- Describes how the MOA integrates into the NIMS and the National Response Framework (NRF).
- Serves as an operational plan as well as a reference document and may be used for pre-incident planning as well as emergency operations.
- Will be utilized in coordination with applicable local, state, and federal contingency plans.
- Identifies the components of the MOA and establishes associated protocols required to effectively respond to, manage, and recover from major emergencies and disasters.
- Establishes the operational organization that will be relied upon to respond to an incident.

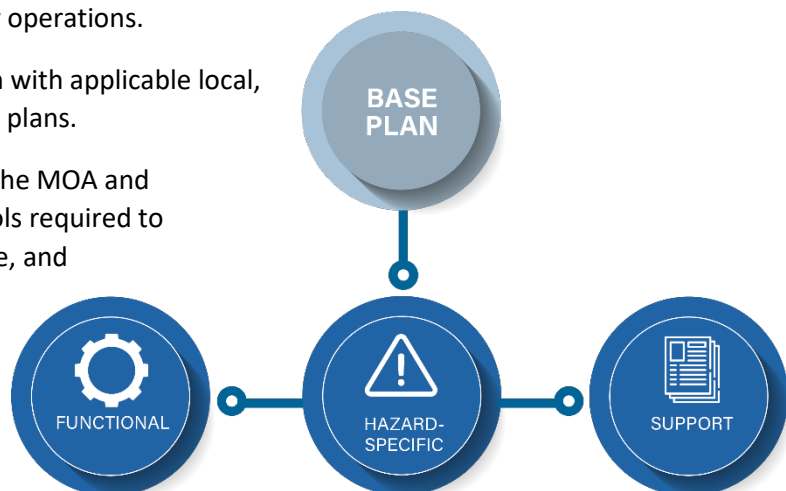


Figure 1: CEOP Plan Relationship

- Includes a list of tasks to be performed by position and organization.
- Describes the structure for all direction, control, and coordination activities.
- Describes essential information common to all operations identified during the planning process.
- References Memoranda of Understanding (MOUs) and Memoranda of Agreement (MOAs), both intra- and interstate, including the Emergency Management Assistance Compact (EMAC).
- Addresses policies on keeping financial records, tracking needs, use of resources, and sources.
- Discusses the overall approach to plan development and maintenance responsibilities.
- Provides the legal basis for emergency operations and activities in listing authorities and references.

**Functional Annexes.** Annexes focus on the operational functions that are critical to a successful response and define who is responsible for carrying them out. They describe the policies, processes, roles, and responsibilities that agencies and departments carry out before, during, and after an incident or event. The annexes also identify the MOA's existing capacity to carry out functions and establish preparedness targets to support the jurisdiction in maintaining or augmenting the identified level of response capacity.

**Hazard-Specific Appendices.** Appendices focus on preventative, protective, and recovery actions taken in response to a specific hazard, including but not limited to identifying hazard-specific risk areas and evacuation routes, specifying protocols for notification and warning the public, and disseminating emergency public information.

**Support Sections and Documents.** This includes the acronyms, glossary, authorities, references, and documents that support the other three sections.

The CEOP is whole community inclusive, defining and addressing Communication, Maintaining health, Independence, Support and Safety, and Transportation (CMIST) principles.

## 1.2 Scope

The policies, procedures, and provisions of the CEOP apply to all agencies and individuals, public and private, having responsibilities for emergency preparedness, prevention, response, recovery, and mitigation in the Municipality of Anchorage. This includes, but may not be limited to, the MOA, school districts, special districts, utilities, community-based organizations (CBOs), and state and federal agencies. For the purposes of the CEOP:

- Anchorage refers to the physical location, boundaries, and space described as the Greater Anchorage Area.
- MOA refers to the political entity, a unified home rule municipality, established in 1975 after voters in the City of Anchorage and the surrounding communities (which included Eagle River, Girdwood, and Glen Alps) voted to merge.



- Incident refers to any incident that exceeds the normal response operations of emergency officials and which requires additional support and coordination. This includes emergencies, disasters, crises, and catastrophic disasters.

The intended audience for the CEOP consists of MOA departments, elected officials, response agencies, sub jurisdictions, CBOs, and the private sector. This CEOP is also a reference for partners from other jurisdictions, state and federal agencies, and interested members of the public. It is intended as an overview of emergency management preparedness, response, and recovery activities as carried out by the MOA.

As an operational plan, the CEOP does not cover response tactics. Tactics are described within the threat-specific plans and procedures that guide detailed response activities created and maintained by the relevant agencies. These documents are cited within the text and are listed in the references section. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the CEOP remain in place.

Each agency and organization identified in the CEOP is responsible for the development, implementation, and exercising of policies, instructions, standard operating guides (SOGs), and Standard Operating Procedures (SOPs) or checklists that demonstrate awareness and understanding of the emergency management concepts contained in this CEOP.

The CEOP may be activated in response to any extraordinary situation associated with any hazard, natural or human-caused, which may affect the MOA, and which generates situations requiring planned, coordinated responses by multiple agencies or jurisdictions. It may also be activated to oversee large-scale public events which may benefit from the organization and coordination provided by its structure.

### **1.3 Planning Assumptions**

The CEOP was developed with the following assumptions:

- Everyone within the MOA deserves appropriate care and consideration in emergency situations, regardless of their situation or demographic.
- Access to emergency services shall not be denied on the basis of race, color, national origin, religion, sex, gender, age, or disability. The needs of special populations shall be identified and planned for as directed by policymakers and according to federal regulations.
- Incidents will vary in form, scope, and intensity, from an area in which the devastation is isolated and limited, to one that is wide-ranging and extremely devastating. For this reason, planning efforts shall be conducted in a way that allows response to be flexible and scalable.
- Effective prediction and warning systems have been established that make it possible to anticipate some incidents that may occur throughout the jurisdiction or the general area beyond the jurisdiction's boundaries.
- Officials will respond to all incidents under the assumption the situation is urgent, and time is of the essence.

- An incident will require a prompt and effective response and recovery operations using resources from MOA departments, disaster relief agencies, volunteer organizations, and the private sector.
- When an incident occurs, all MOA departments will put their respective emergency operations plans and standard operating procedures (SOPs) into limited or full activation as necessary, integrating those plans and procedures with the actions described in the CEOP.
- Essential MOA services will be maintained for as long as conditions permit and will be restored as quickly as possible.
- MOA's intention is to be able to respond effectively in a standalone capacity; but also, to build strong regional and state partnerships to support an integrated effort, if necessary.
- Some incidents may be of such magnitude and severity that outside assistance is required. When locally available resources are insufficient to respond to and/or recover from the incident, the MOA will request assistance from the State of Alaska.
- Mutual aid, state, and federal assistance, when provided, will supplement, not supplant, the relief provided by the MOA.
- Outside assistance, especially federal assistance, may take up to 72 hours or longer to arrive due to the location of the MOA. Considering this assumption, assistance will be requested as soon as the need for it is anticipated.
- Planning will make use of and integrate with regional, state, and federal response and recovery plans, protocols, and frameworks, including but not limited to compliance with ICS, NIMS, and NRF, to ensure efficient operational integration.
- Due to the reasons listed above, it is in the best interest of the MOA and its citizens to build a culture of preparedness; to integrate emergency management considerations into all government planning processes, to build strong regional partnerships with neighboring emergency management and response agencies, and to promote individual readiness throughout the community.

## 1.4 Situation Overview

The development of the CEOP is based on the hazard and vulnerability analysis identified in the 2022 Anchorage All Hazards Mitigation Plan Update (AHMP). The following sections will provide a brief overview of the MOA, as well as associated hazards and vulnerabilities.

### 1.4.1 HAZARD ANALYSIS OVERVIEW

**Geography.** MOA is located in Southcentral Alaska at the head of Cook Inlet. It is a 1,697.2-square-mile area between northern Prince William Sound and upper Cook Inlet. The area consists of mostly rugged mountainous terrain, 84 percent of which is taken up by national forests or state parklands and tidelands. Six percent is occupied by military reservations. Only the remaining 10 percent of the MOA is inhabited.

The Anchorage Bowl is the most urbanized area of the MOA. It occupies approximately 100 square miles, bounded by Chugach State Park, Turnagain and Knik Arms, and Joint Base Elmendorf - Richardson (JBER) (see Figure 2). Settlements north of Joint Base Elmendorf- Richardson include Eagle River, Chugiak, Birchwood, Peters Creek, and Eklutna. Most of this lowland area is between the Chugach Mountains and Knik Arm. South of the Anchorage Bowl are the Turnagain Arm communities of Girdwood, Indian, Rainbow, Bird, and Portage.

**Population.** The MOA has a population of 291,247 (April 1, 2020 Census). Racial and ethnic minorities are the fastest-growing segment of the population and account for about 32.65 percent of the total population contributing to Anchorage's diverse population. American Indian and Alaskan Native make up roughly 15.6 percent of the total population and are the largest minority group. The second largest group, Asian/Pacific Islanders, make up about 7.9 percent. There are also substantial African American and Hispanic communities, each making up about six percent of the total population. Numerous languages are spoken within the region, and many speak English as a Second Language (ESL).

Anchorage's residential population has declined by more than 12,000 since 2013. Anchorage Economic Development Corporation anticipates moderate additional population losses at least through 2025, driven by the same demographic and economic forces that have pushed the population lower over the past seven years. Where the population decline might bottom out is unclear, but within their three-year forecast period, it is expected that the outflow will ease and stabilize at approximately 285,000 residents.

Figure 2: Municipality of Anchorage (Image from AHMP)

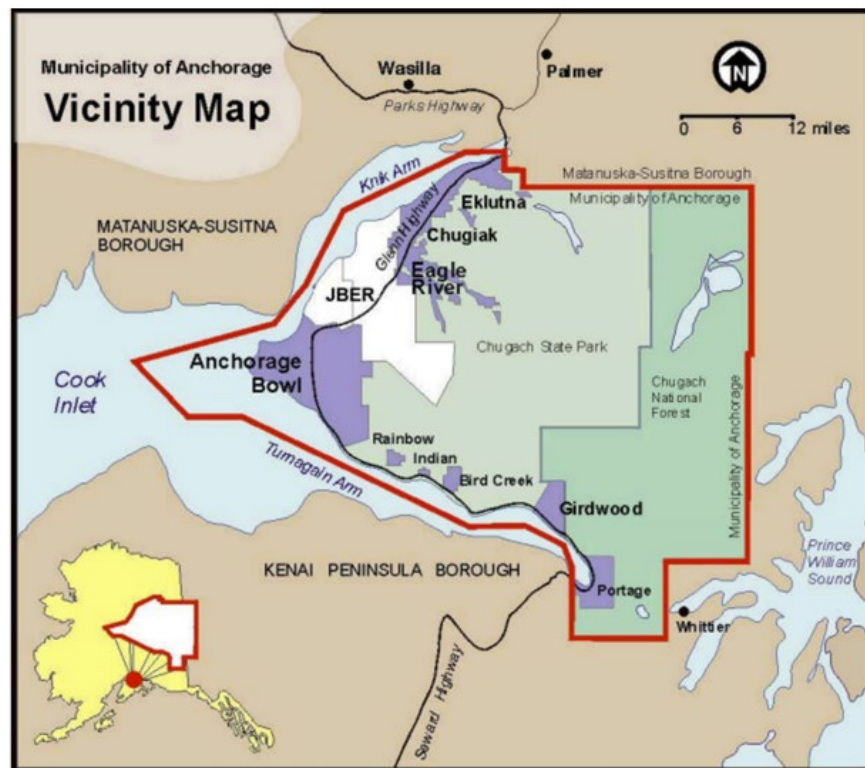


Table 1: MOA Race and Ethnicity Population

Race and Ethnicity Population (2020 Census)	
White	164,446
African American	14,576
Native American and Alaska Native	23,661
Asian	27,646
Pacific Islander	10,001
Other	10,115
Two or more races	40,802

Source: United States Census Bureau

#### 1.4.2 DESIGNATED AREAS OF INTEREST

Areas of interest highlight some of the values at risk within the jurisdiction. Significant areas of interest in the MOA include but are not limited to:

**Alaska Railroad Headquarters.** The Alaska Railroad stretches 470 miles from Seward in the south to Fairbanks in the north. The train operates two (2) main daily routes in the summer: a southern route between Seward and Anchorage and a northern route between Anchorage, Talkeetna, Denali, and Fairbanks.

**Alaska Native Medical Center.** This non-profit health center provides medical services to 158,000 Alaska Natives and other Native Americans in Alaska and acts as both the secondary and tertiary care referral hospital for the Alaska Region of the Indian Health Service.

**Alaska Regional Hospital.** Alaska Regional Hospital is a regional hospital and emergency room that provides medical care including emergency care, cancer care, neurology, surgery, OB/GYN and orthopedics.

**Anchorage Regional Landfill.** The Solid Waste Disposal utility operates the Anchorage Regional Landfill, located in Eagle River, and two transfer stations (Central Transfer Station in Anchorage and the Girdwood Transfer Station). The landfill is located at the intersection of the Glenn Highway and Hiland road, near the community of Eagle River. Services include residential and commercial trash disposal, recycling, and household hazardous waste collection.

**Asplund Wastewater Treatment Facility.** Built in 1972, the facility is Alaska's largest, treating over 50 million gallons per day. Treated water is discharged to the Cook Inlet.

**Eklutna Historical Park.** Dating back to 1650, the park is the area's oldest continuously inhabited Athabaskan settlement. Russian Orthodox missionaries came here in the early 1800s, and St. Nicholas Church can still be seen, which is the oldest standing building in greater Anchorage. Colorful Spirit Houses were built over the graves of the deceased, along with an Orthodox Christian Cross - a custom that came from the melding of the cultures.

**FedEx Express Anchorage Hub.** Constructed in 1990, FedEx Express' Anchorage Hub is one of the largest facilities in the FedEx Express system. The Anchorage Hub operates on a 24/7/365 basis and will handle approximately 500 flights per month with two sorts per day, meaning an average of 60,000 packages are

processed through the facility daily. Already serving as an important refueling and distribution point for aircraft and packages heading to the Americas, Europe and Asia, FedEx Express' Anchorage Hub is located 9.5 hours (flight time) from 90% of the industrialized world.

**Kincaid Park Sand Dunes.** A giant sand dune rises into the trees of Kincaid Park near the southwest corner of the Anchorage Bowl. Its brown face of speckled grains looms more than 40 feet above the surrounding forest floor, presenting a pyramid steep slope.

**Merrill Field.** Merrill Field is a Commercial Service Airport, located east of downtown Anchorage on 436 acres. The airfield is used primarily for private wheel-equipped aircraft in the warmer months, and for ski-equipped aircraft in the winter.

**Point Woronzof Park.** This 191.7-acre park, which was created in 1994 as municipal dedicated parkland, is highly valued for its wildlife habitat, coastal tidelands, and recreational value.

**Port of Alaska.** The Port of Alaska is a deep-water port located in Anchorage, Alaska with three (3) bulk carrier berths, two (2) petroleum berths, and one (1) barge berth. It is an enterprise department of the MOA. The Port of Alaska is the state's primary inbound cargo-handling facility and has national and international significance. The Port is a U.S. Commercial Strategic Seaport that supports Department of Defense missions and disaster response and recovery efforts in addition to the region's economy.

**Providence Alaska Medical Center.** The state's largest hospital and a nationally recognized adult and pediatric trauma center, Providence Alaska Medical Center provides full-service, comprehensive care to all Alaskans. Many Alaskans in rural areas are transferred to Providence or other Anchorage hospitals for medical care.

**Ted Stevens Anchorage International Airport.** Given its vast size and rugged terrain, Alaska has had a long and significant dependence on aviation. With over 17 billion pounds of landed cargo, Ted Stevens Anchorage International Airport (TSAIA) is the nation's second-busiest air cargo airport in the United States (U.S.) and fourth busiest in the world.

**Town Square Park.** In 1984 when the Performing Arts Center was being built, plans were included for Town Square. In the summer, it is a good spot to sit and take a break. In the winter, the trees are strung with Christmas lights and an ice-skating rink is at the center of the park.

**University of Alaska Anchorage.** The University of Alaska Anchorage (UAA) is a public university in Anchorage, Alaska. UAA also administers four community campuses spread across Southcentral Alaska: Kenai Peninsula College, Kodiak College, Matanuska–Susitna College, and Prince William Sound College. Between the community campuses and the main Anchorage campus, roughly 15,000 undergraduate, graduate, and professional students are currently enrolled at UAA. It is Alaska's largest institution of higher learning and the largest university in the University of Alaska System. There are several smaller colleges with student campuses within the region as well.

**William Jack Hernandez Fish Hatchery.** The museum-quality observation deck provides intimate views of a complex operation that produces up to six (6) million sport fish each year.

### 1.4.3 SPECIAL EVENTS



Understanding if any special events are occurring in the jurisdiction during an incident is important. Decision-makers may have to adjust the parameters of response operations due to added concerns for life safety and resource needs.

The Chamber of Commerce maintains an event calendar accessible at this link:

<https://business.anchoragechamber.org/events>. Some examples of significant special events in the MOA include but are not limited to:

**Alaska Run for Women (June).** Raises money for and awareness of breast cancer and women’s health, and to showcase the talents of Alaska’s women athletes.

**Anchorage Folk Festival (January).** This event features free public performances, workshops, jam sessions, and a banjo competition.

**Alaska Beer Week (January).** A celebration of craft beer in Alaska involving a rotating schedule of samplings, pairings, tastings, and other hops-fueled fun.

**Fur Rendezvous (February/March).** This festival usually includes a carnival, parade, snow sculpture competition, fireworks show, dog sled races, and more unique Alaska fun.

**Iditarod Trail Sled Dog Race (March).** Some of the world’s best dog teams and mushers flock to the Mushing District in the heart of downtown Anchorage.

**Slam’n Salm’n Derby (June).** A 10-day king salmon fishing derby in downtown Anchorage.

**Spring Carnival (April).** Alyeska Resort’s popular event includes the Slush Cup when costumed skiers attempt to leap across an icy pond traditionally surrounded by cheering crowds at the foot of the mountain.

**Summer Solstice Festival (June).** Food trucks and an exhilarating array of family-friendly fun on downtown Anchorage’s Fourth Avenue mark the longest day of the year.

**Pridefest (June).** A celebration of Anchorage’s Lesbian, Gay, Bisexual, Transgender, queer or questioning (LGBTQ) communities, this event features a fair on the Delaney Park Strip and the Anchorage Pride Parade through the streets of downtown.

**Mayor’s Marathon (June).** This event brings many people to the area’s trail systems.

**Fourth of July (July).** A community parade and carnival on Delaney Park Strip in the heart of downtown.

**Forest Fair (July).** Thousands of people flock to the woods at the edge of Chugach State Park for arts and crafts vendors, food booths, entertainers, and a parade.

**Bear Paw Festival (July).** A family-friendly summer favorite, this event traditionally includes a carnival, a classic car show, a foot race, and the iconic Slippery Salmon Olympics.

**Anchorage Run Fest (August).** A 49-kilometer ultra-race, marathon, half marathon, and more.

**Light Up Downtown (November).** This holiday season kickoff event takes place downtown and features shopping, food, music, and more. The night concludes with the lighting of the town Christmas tree.

#### 1.4.4 ECONOMIC BASE AND INFRASTRUCTURE

The MOA's location, together with air, road, port, and rail transportation facilities, is the city's prime economic asset. Anchorage has capitalized on its location and versatile transportation assets to build a solid economic base. The community is firmly established as the statewide trade, finance, service, transportation, and administrative center and is the distribution gateway for central, western, and northern Alaska. Federal Express and the United Postal Service have made Anchorage a major hub, and other firms have expanded their air cargo operations.

#### 1.4.5 HAZARD PROFILE

The AHMP contains a comprehensive hazard analysis that reviews the hazards that have affected or have the potential to impact Anchorage. The AHMP is updated every five years per federal requirements. The plan contains information on the wide range of natural, technological, and human-caused/societal hazards the jurisdiction is vulnerable to, as well as the history of hazards and potential for future hazards. For further information on hazards, please refer to the AHMP. These hazards can affect the safety of residents, damage or destroy public and private property, disrupt the local economy, and negatively impact the quality of life.

For the purpose of the CEOP, hazard appendices have been created for each hazard type in Figure 3. Each of the hazard appendices provide additional information on preparedness, response, and recovery in relation to a specific hazard. For more information, please refer to the AHMP for all hazards that have the potential to affect Anchorage.



Figure 3: MOA Hazards

The hazard appendices prepared associated with the CEOP provide additional information on preparedness, response, and recovery.

#### **1.4.6 CAPABILITY ASSESSMENT SUMMARY**

A capability assessment provides part of the foundation for determining the type of emergency management, preparedness, and mitigation strategy. The assessment process also identifies gaps or weaknesses that may need to be addressed through preparedness planning goals and actions deemed practical considering the jurisdiction's capabilities to implement them. Finally, the capability assessment highlights the positive measures that are in place or underway for continued support and enhancement of the jurisdiction's preparedness and response efforts.

As an established organization, MOA OEM has the capabilities to perform the necessary incident response duties outlined in this CEOP. As outlined in the AHMP, the MOA has identified the response capabilities and resources (equipment, personnel, etc.) necessary to respond to an incident.

For in-depth information on the MOA's capabilities, please refer to the AHMP as well as the Preparedness Targets section within each functional annex.

### **1.5 Whole Community Involvement**

The MOA incorporates a Whole Community approach into its CEOP to facilitate a response that is inclusive of the entire community and encourages MOA sub jurisdictions to do the same. As a concept, Whole Community is a means by which residents, organizational and community leaders, emergency management practitioners, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests. The MOA strives to engage all aspects of the community in both defining those needs and devising ways to meet them, strengthening assets, institutions, and social processes which work well in communities. By doing so, complexities in the diversity of Anchorage are assimilated into the MOA planning strategy, resulting in a more effective path to resilience.

Support of individuals with Disabilities and Access and Functional Needs (DAFN) is a critical piece of the MOA's Whole Community approach. The Americans with Disabilities Act (ADA) defines a person with a disability as a person who has a physical or mental impairment that substantially limits one (1) or more major life activities. This includes people who have a record of such an impairment, even if they do not currently have a disability. For example, an individual undergoing treatment for cancer (which substantially limits one or more major life activities) could be classified as having a disability even once they are in remission. It also includes individuals who do not have a disability but are regarded as having a disability. Examples include:

- An individual has an impairment that does not substantially limit a major life activity;
- An individual has an impairment that substantially limits a major life activity only as a result of the attitudes of others toward them; or
- An individual does not have any impairment but is treated by an entity as having an impairment.

For the purpose of the CEOP, DAFN is defined as populations whose members may have additional needs before, during, and after an incident. Individuals in need of additional response assistance may

include but are not limited to those who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, transportation disadvantaged, those who are dependent on public transit or those who are pregnant. Of the 291,247 residents in Anchorage, 57,919 (19.9%) have a reported disability.

*Table 2: DAFN Demographics*

DAFN Demographics	
Type	Population with Disability
Hearing Difficulty	10,146
Vision Difficulty	5,380
Cognitive Difficulty	13,297
Ambulatory Difficulty	13,334
Self-Care Difficulty	5,845
Independent Living Difficulty	9,917
Persons 5 years and younger	20,679
Persons 65 years and older	32,328

*Source: 2020: American Community Survey 5-Year Estimates, United States Census Bureau*

## 2 Concept of Operations

### 2.1 Operational Priorities

During response and recovery, the MOA's activities are focused on standard operational priorities. Actions taken during a response will be prioritized based on the following:

- Protect human life, property, and the environment.
- Meet the immediate needs of survivors (including rescue, medical care, behavioral health, food, shelter, and clothing).
- Maintain the continuity and sustainment of essential government operations.
- Maintain and restore critical infrastructure operations, whether public or private, that provide lifeline services.
- Provide clear and timely emergency public information to reduce public fear and provide clear direction that mitigates additional impacts.
- Restore normal operations and assist with recovery (including support of the short-term rehabilitation needs of the public including the provision of temporary housing, food, and employment).
- Preserve local culture and the heritage of diverse populations.

### 2.2 Continuity of Operations / Continuity of Government

A large incident could result in the death or injury of key government officials, destruction of established seats of government, and damage to public records that are essential to continued operations of government. Throughout an incident, the MOA must continue to function as a government entity so that it may provide continuity of effective leadership, direction of emergency operations, and management of recovery operations. The MOA Continuity of Operations (COOP) Plan is a separate plan that outlines how the MOA will conduct continuity of government (COG) operations during an incident.

The COOP Plan includes the following:

- Succession of mayoral powers and department authorities.
- Instructions for the preservation of vital records.
- Alternate facilities and worksites.
- Instructions for the continued delivery of essential services.

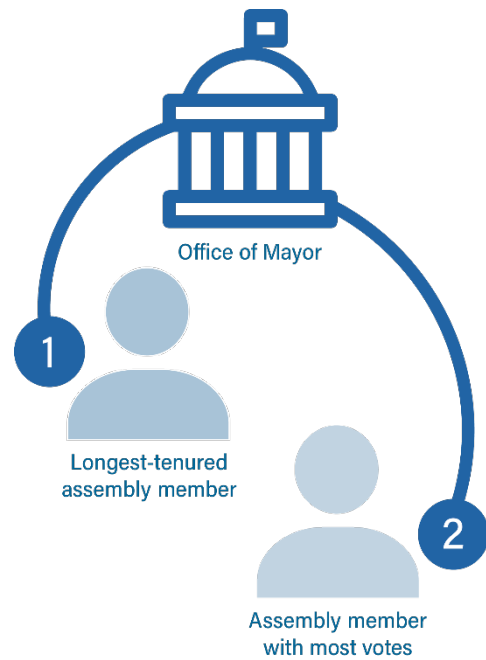


Figure 4: Order of succession

### 2.2.1 MISSION ESSENTIAL FUNCTIONS

During such times when normal operations are disrupted by any incident, the Municipal Government must prioritize its resources and focus its efforts on those functions that are considered essential. Essential functions would be considered those functions that must be performed during an incident or are mission essential. These Mission Essential Functions are a subset of all functions of municipal government and can be characterized as the critical activities and services that must continue uninterrupted or resumed rapidly after a disruption.

The identified Municipal Government Mission Essential Functions (MGMEF) are as follows:

- Maintain continuity of government and exercise civil authority.
- Maintain effective relationships with neighbors and partners.
- Maintain law and order and provide for public safety and health.
- Ensure the availability of emergency services.
- Sustain the industrial and economic base.
- Provide support for critical services.

Additional information on MGMEF and Continuity of Operations may be found in the *MOA Continuity of Operations Planning Guidelines*.

### 2.2.2 ORDERS OF SUCCESSION



Orders of Succession are provisions that enable an orderly and predefined transition of leadership should the MOA's leadership become incapacitated or otherwise unavailable during a continuity event. The order of succession is delineated by position and not by name. The MOA's order of succession is identified in the [Anchorage Municipal Code \(AMC\) 3.80](#).

## 2.3 National Incident Management System

The National Incident Management System (NIMS) guides all levels of government, non-governmental organizations (NGOs), and the private sector to work together to prevent, protect against, mitigate against, respond to, and recover from incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS defines operational systems, including ICS and Emergency Operations Center (EOC) structures that guide how personnel work together during incidents. NIMS applies to all incidents, from traffic accidents to major disasters.

### 2.3.1 GUIDING PRINCIPLES

NIMS is guided by the following principles:

- **Flexibility:** NIMS components are adaptable to any situation, from planned special events to routine local incidents to incidents involving interstate mutual aid or federal assistance. Some incidents need multiagency, multijurisdictional, and/or multidisciplinary coordination. Flexibility allows NIMS to be scalable and, therefore, applicable for incidents that vary widely in terms of hazard, geography, demographics, climate, cultural, and organizational authorities.
- **Standardization:** Standardization is essential to interoperability among multiple organizations in incident response. NIMS defines standard organizational structures that improve integration and connectivity among jurisdictions and organizations. NIMS defines standard practices that allow incident personnel to work together effectively and foster cohesion among the various organizations involved. NIMS also includes common terminology, which enables effective communication.
- **Unity of Effort:** Unity of effort means coordinating activities among various organizations to achieve common objectives. Unity of effort enables organizations with specific jurisdictional responsibilities to support each other while maintaining their own authorities.

### 2.3.2 COMMAND AND COORDINATION

The MOA responds to incidents using the ICS, a primary component of the NIMS. This standardized incident management concept allows responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. ICS is based on a flexible, scalable response organization. This organization provides a common framework within which people can work together effectively. Because response personnel may be drawn from multiple agencies that do not routinely work together, the ICS is designed to establish standard response and operational procedures. This reduces the potential for miscommunication and coordination problems during incident response.

Primary tenets of ICS/NIMS reflected in MOA response include:

- The on-scene incident commander is responsible for the command and control of specific activities at the incident site and the Incident Command Post (ICP).
- The MOA EOC is the primary location from which the MOA provides support and coordination during a large or complex incident to ICPs. Department Operations Centers (DOCs) are activated by individual Municipal Government departments to manage information and resources assigned to the incident.
- Municipal Government and local organizations will provide resources to assist in emergency preparedness, response, and recovery operations.
- Business and CBOs may assist in emergency preparedness, response, and recovery operations.
- In an incident that exceeds the resources and/or capability of the MOA, it can request the governor to authorize the use of the resources of the State of Alaska Government.
- If the incident is of such magnitude that federal assistance is approved, the federal agencies will operate in support of state and local jurisdictions.

Additional information about the NIMS, including the use of the ICS, EOCs, Policy Groups and Joint Information Centers, can be found in *FEMA's National Incident Command System* guidance document.

## 2.4 Emergency Management Mission Areas

The MOA recognizes that incidents are cyclical events that are recurrent in nature. There are five acknowledged mission areas of emergency management, and at any given moment the community will be operating in one or more of these areas.



Figure 5: Mission Areas

### 2.4.1 PREVENTION

Prevention includes core capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. Unlike other mission areas which are all-hazards by design, prevention-related activities are focused on terrorist threats.

### 2.4.2 PROTECTION

Protection includes core capabilities to safeguard the homeland against acts of terrorism and human-caused or natural disasters.

### 2.4.3 MITIGATION

Mitigation is an effort to reduce or eliminate the long-term risks to life, property, and wellbeing of community members. Mitigation focuses on the premise that individuals, the private sector,

communities, critical infrastructure, and the Nation are made more resilient when the consequences

and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced.

#### **2.4.4 RESPONSE**

Response includes the core capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the MOA is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

#### **2.4.5 RECOVERY**

During recovery, restoration efforts occur concurrently with regular operations and activities. The recovery period from an incident can be prolonged. Recovery encompasses timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of a given communities affected by a catastrophic incident.

## **2.5 Local Emergency Proclamation and Request for Disaster Assistance**

### **2.5.1 LOCAL EMERGENCY PROCLAMATION**

The effect of a proclamation of a local disaster emergency is to activate the response and recovery aspects of all applicable local or inter-jurisdictional incident plans and to authorize the furnishing of aid and assistance under those plans. (AS 26.23.020(e))

In the event of a governor's proclamation of a state of emergency, or a presidential emergency or a major disaster declaration, all jurisdictions encompassed by the MOA's local emergency are included—there is no need for separate declarations/proclamations unless those jurisdictions require special authority conveyed by a local declaration/proclamation.

**Definition of Local Emergency:** A civil emergency is defined in MOA's municipal Code of Ordinances as "any natural disaster or manmade calamity, including flood, conflagration, cyclone, tornado, earthquake, or explosion, within the municipality or immediately threatening the municipality, resulting in the death or injury of persons or the destruction of property to such an extent that extraordinary measures must be taken to protect the public order, safety, and welfare;" or, civil disorder. Civil disorder is defined as a public disturbance involving (1) "An act of violence by one or more persons part of an assemblage of four or more persons, which act constitutes a clear and present danger of or results in damage or injury to the property of any other person or to the person of any other individual;" or (2) "A threat of the commission of an act of violence by one or more persons part of an assemblage of four or more persons having, individually or collectively, the ability of immediate execution of such threat, where the performance of the threatened act of violence would constitute a clear and present danger of, or would result in damage or injury to the property of any other person or to the person of any other individual." (AMC 3.80.030)

**Issuance:**

Whenever the mayor determines that an emergency as defined in AMC 3.80.030 exists, they may declare by proclamation the existence of the emergency and shall have the power to impose by proclamation any or all of the regulations necessary to prevent disorder and to preserve the public health of the municipality as set forth in sections 3.80.040 through 3.80.090. (AMC 3.80.040)

**Purpose:**

- Provides limited legal immunities for emergency actions taken by Municipal Government employees, protecting the MOA and its employees.
- Prerequisite for requesting a governor's proclamation of a state of emergency and/or a presidential declaration of an emergency or major disaster. **NOTE - the governor's authority permits the request of a governor's emergency proclamation without first requiring a local emergency proclamation to be in place.**
- Authorizes the mayor to establish curfews, take measures necessary to protect and preserve public health and safety, and exercise all authority granted by AMC 3.80.060.
- Establishes certain unlawful acts as identified in AMC 3.80.070.
- Provides for a suspension of purchasing procedures as outlined in AMC 3.80.100.
- Provides exemptions from zoning regulations as described in AMC 3.80.110.

**Review and Renewal:**

- May not be continued or renewed for a period in excess of seven days, except by or with the consent of the governing board of the political subdivision. (AS 26.23.140)
- The emergency proclaimed in accordance with the provisions of sections 3.80.030 through 3.80.090 shall terminate after 48 hours from the issuance of a proclamation, or upon the issuance of a proclamation or resolution of the assembly declaring that an emergency no longer exists, whichever occurs first, except that such emergency may be extended for such additional periods of time as determined necessary by resolution of the assembly. (AMC 3.80.080)
- Emergency orders or regulations proclaimed during a period of emergency pursuant to section 3.80.060 may be terminated upon the passage of a resolution of the assembly declaring that the emergency order or regulation is no longer necessary. Absent such assembly action, emergency orders or regulations are terminated at the time specified by an emergency order or proclamation, or at the time of the termination of the period of emergency, whichever occurs first. (AMC 3.80.085)

**Supporting Information Required:**

A local government proclamation of emergency with a request for assistance should include the following:

- A brief description of the cause of the incident, where it happened, and when it occurred.

- A statement describing the political subdivision.
- A statement defining the incident conditions, areas affected, and description of the damages.
- A statement that the local capability has been exceeded.
- A statement by the appropriate executive office (borough manager, mayor, council president, etc.) authorized to declare a disaster.
- A list of the types of assistance being requested (a summarized list can be attached).
- A statement of the amount of funds available or expended by the community for this event.
- The date and signature of the principal executive officer authorized by local ordinance or state law.

An example/template for a Proclamation of Emergency with Request for State Assistance is provided in the CEOP Section 4: Support Documents.

**Notification Process:**

- Each level of government is responsible by law for the safety and protection of its citizens. The MOA requests assistance from the State when it has gone beyond its resources or financial capacity to assist the communities within its jurisdiction. The MOA should assemble damage assessment information from the communities within their jurisdiction and provide the consolidated information to the State Emergency Operations Center (SEOC), along with any local or inter-jurisdictional proclamations of disaster.
- The proclamation of an emergency as provided in sections 3.80.030 through 3.80.090 shall become effective upon its issuance to the newspapers of general circulation published in the municipality, and the radio and television stations located in the metropolitan area of the municipality. A copy of the proclamation shall be posted on the bulletin board and at such other places in the municipality as may be directed in the proclamation. The certificate of the mayor that the proclamation was duly declared, issued, disseminated, and posted shall be prima facie evidence that all required actions have been fully performed.
- The MOA shall notify and provide a copy of the proclamation as soon as possible to the State of Alaska DHS & EM division along with any requests for assistance.

**Termination of Proclamation of Emergency**

The emergency proclaimed in accordance with the provisions of sections 3.80.030 through 3.80.090 shall terminate after 48 hours from the issuance of a proclamation, or upon the issuance of a proclamation or resolution of the Assembly declaring that an emergency no longer exists, whichever occurs first, except that such emergency may be extended for such additional periods of time as determined necessary by resolution of the Assembly.

**2.5.2 GOVERNOR'S DISASTER EMERGENCY PROCLAMATION**

**Issuance:** 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.



**Purpose:** A governor's proclamation of a disaster emergency activates the disaster response and recovery aspects of the state, local, and inter-jurisdictional incident 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 incident response.

**Review and Renewal:** A proclamation of disaster emergency may not remain in effect longer than 30 days unless extended by the legislature by a concurrent resolution.

**Supporting Information Suggested:** Local Proclamation of Emergency, Initial Damage Estimate (IDE), and a request from the principal executive officer of each political subdivision in the emergency area.

**Notification Process:** 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 State of Alaska DHS & EM, the lieutenant governor, and the municipal clerk in the area to which it applies.

### **2.5.3 TRIBAL DECLARATION REQUEST**

Pursuant to Sandy Recovery Improvement Act (SRIA), all references in the Stafford Act to "State and/or local" also now include "Indian tribal government," as appropriate. Previously, the Stafford Act defined tribal governments as "local governments." The Stafford Act now reflects that tribal governments are sovereign and acknowledges the government-to-government relationship between the United States and tribal governments.

Although tribal governments have the choice to seek Stafford Assistance on their own, tribal governments are not required to request a declaration independently of a state. If a state receives a declaration which includes tribal lands, then the tribal government may freely choose to be either a sub-recipient or recipient for PA and/or HMGP funding.

(Tribal declarations have unique requirements and as of the date of this plan, are still regulated by Tribal Declarations Pilot Guidance. This pilot period is undefined and has been in effect since January 10, 2017. This guidance is available at <https://www.fema.gov/disaster/tribal-declarations>. It is strongly suggested that tribes consult with the FEMA Regional Administrator to ensure current requirements are met when placing a declaration request.)

**Issuance:** If a tribal government finds that a disaster has produced damage of such severity and magnitude that effective response is beyond its capabilities and other available resources, the Chief Executive may elect to request a (major or emergency) disaster declaration to authorize Stafford Act assistance to support the response and recovery from the incident. To avoid delay in processing, the Chief Executive must submit declaration requests to the President through the appropriate FEMA Regional Administrator within 30 days of the incident.

**Purpose:** The Stafford Act authorizes the President to make certain programs of assistance available to support tribal, state, and local efforts to respond to and recover from an incident, typically after all other

potential resources have been explored. The President approves the provision of disaster assistance by declaring an emergency or major disaster.

**Review and Approval:** The FEMA Regional Administrator will review the tribal government’s request for disaster declaration and provide a recommendation for FEMA Headquarters and the President, using the decision-making framework outlined in the *Tribal Declaration Pilot Guidance*. In addition, the FEMA Regional Administrator will notify the appropriate state officials to provide visibility on the pending request. If the President approves the disaster declaration in part or in full, FEMA will promptly notify the tribal government, appropriate state officials, and the public. Any amendments to the disaster declaration (such as the incident period or type, categories of assistance, or adjustment in cost share) will require coordination between the tribal government and FEMA in writing.

**Supporting Information Required:**

The declaring tribe must:

- Have a FEMA-approved Tribal Mitigation Plan that meets the requirements in 44 C.F.R. § 201.7 to receive disaster funding for the Hazard Mitigation Grant Program (HMGP) and Public Assistance (PA) Categories C-G, if serving as a recipient.
- Activate its emergency plan.
- Provide an IDE.
- Generally, a joint preliminary damage assessment (PDA) is required prior to the granting of a major declaration, but under “incidents of unusual severity and magnitude” it may be waived. Emergency declarations do not require a PDA but the tribal government will need to specify some unmet need for direct federal assistance to demonstrate that an emergency declaration is needed.

In addition, the tribal government must develop a disaster-specific PA Administrative Plan after the President declares an emergency or major disaster authorizing PA for the tribal government. While a PA Administrative Plan is not required for a tribal government to receive a declaration, FEMA cannot obligate PA funding to a tribal government until this disaster-specific plan is signed by the Chief Executive or Chief Executive’s Authorized Representative and approved by FEMA.

**Notification Process:** FEMA publishes a notice of the declaration in the Federal Register to inform the public at large. The notice will include the incident type, incident period, authorized programs, designated lands and/or entities eligible to receive assistance, cost share, and the appointed Federal Coordinating Officer (FCO).

#### **2.5.4 PRESIDENTIAL DECLARATION OF AN EMERGENCY**

**Purpose:** Supports response activities of the federal, state, and local government. Authorizes federal agencies to provide “essential” assistance including debris removal, temporary housing, and the distribution of medicine, food, and other consumable supplies.

**Deadline:** Governor must request on behalf of the local government within five days after the need for federal emergency assistance is apparent.

**Supporting Information Required:** All the supporting information required above and a governor's proclamation, certification by the governor that the effective response is beyond the capability of the state, confirmation that the governor has executed the state's emergency plan, information describing the state and local efforts, identification of the specific type and extent of federal emergency assistance needed.

### 2.5.5 PRESIDENTIAL DECLARATION OF A MAJOR DISASTER

**Purpose:** Supports response and recovery activities of the federal, state, and local government and disaster relief organizations. Authorizes implementation of some or all federal recovery programs including public assistance (PA), individual assistance (IA), and hazard mitigation.

**Deadline:** Governor must request a federal declaration of a major disaster within 30 days of the incident. Given Alaska's seasonal conditions which can prevent or limit damage assessments, requests for federal disaster declarations in the state are often approved for extensions by FEMA Region X.

**Supporting Information Required:** All supporting information required above and a governor's proclamation, certification by the governor that the effective response is beyond the capability of the state, confirmation that the governor has executed the state's emergency plan, and identification of the specific type and extent of federal aid required.

### 2.5.6 FEDERAL/STATE DISASTER ASSISTANCE THAT REQUIRES A LOCAL EMERGENCY PROCLAMATION

#### ***Local Government, Individuals, and Families:***

- Reimbursement of extraordinary emergency costs
- Housing assistance such as home repairs and temporary lodging/rental assistance
- Funds to repair damaged public facilities
- Personal property, medical/dental expenses
- Disaster unemployment benefits
- Hazard mitigation
- Crisis counseling

**Please Note:** A local emergency proclamation and / or governor's proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program, or disaster loan programs designated by the Small Business Administration (SBA) or the U.S. Department of Agriculture (USDA).

## 3 Organization and Assignment of Responsibilities

### 3.1 General

The CEOP is based on the premise that all incidents begin and end locally. Unless specifically delegated, the MOA will retain authority throughout the incident.

Incident response is built on the concept of layers, in adherence to the principles of NIMS. The CEOP is designed to manage incidents at the local level, with assistance provided from partner agencies, neighboring jurisdictions, and state and federal support as requested and available.

The MOA is tasked with the following responsibilities related to emergency preparedness and response:

- Development of departmental emergency operating procedures and department SOPs to implement assigned duties within the CEOP.
- Ensuring that department personnel are properly trained to accomplish incident duties described in the CEOP.
- Ensuring that COOP/COG plans are current and appropriate.
- Development and implementation of an Emergency Response Team (ERT) strategy, that is built around communication, recruitment, training, response, recovery, and retention.
- Establishment of department internal lines of succession of authority and training of designated alternates to fill EOC positions.
- Protection of department records, materials, facilities, equipment, and services.

The following sections describe how those responsibilities are broken down and distributed among MOA personnel and other stakeholders.

## **3.2 Assembly**

The Assembly has the authority to terminate or extend an emergency proclamation under the provisions of Anchorage Municipal Code (3.80.080). The Assembly also reviews, approves, and allocates funding to support departmental budgets within the MOA, including the Office of Emergency Management.

## **3.3 Mayor**

### **3.3.1 ONGOING RESPONSIBILITIES**

- Play an active role providing overall leadership and guidance for the development of a “culture of preparedness,” both within the Municipal workforce and throughout the community.
- Foster policies that promote personal responsibility and individual preparedness among residents.
- Promote and support volunteer organizations that provide assistance and aid for the community during an incident.
- Support educational outreach programs that help prepare residents for incidents.
- Encourage neighborhood networking and contact programs where “neighbors-help-neighbors” during an incident.

- Promote and support programs that provide emergency preparedness outreach and education for seniors and persons with disabilities.

### **3.3.2 DURING AN EMERGENCY**

The Mayor assumes overall responsibility for the safety and well-being of residents during an incident and may delegate incident responsibilities to appropriate agencies and officials as allowed by law through a Letter of Expectation (see Section 4.2.3). Mayoral powers during an emergency as described by Municipal Code include but are not limited to:

- Issue an emergency proclamation.
- Impose orders and regulations necessary to prevent disorder and preserve the public health.
- Prohibit specific activities for the duration of the emergency.
- Close or restrict certain areas to public vehicular and pedestrian traffic.
- Make use of all available resources of the municipal government as may be reasonably necessary to cope with an emergency.
- Transfer or alter the function of municipal departments, agencies, or personnel for the purpose of performing or facilitating emergency services.
- Issue other orders or regulations immediately necessary for the protection of life and property.
- Impose a curfew on all, or portions of, the municipality.
- Order the closing of business establishments, or restrict activities for the duration of the emergency that include:
  - Establishments that sell intoxicating liquor.
  - Alcoholic beverage dispensary establishments.
  - Gasoline stations or locations where flammables or combustibles are sold.
  - Restrict sale and/or exchange of firearms and ammunition.
  - Restrict assembly at locations where a mob or crowd cannot be adequately controlled by law enforcement.
- Restrict the sale and distribution of dangerous or hazardous products.

### **3.4 Policy Group**

The Policy Group (sometimes referred to in guidance documents as a MAC Group) is primarily an advisory body to the mayor during a declared emergency or disaster. They evaluate incident specific conditions and develop recommended policy for mayoral approval regarding the implementation of emergency powers allowable by law, resource prioritization and allocation, and enabling decision-making among elected and appointed officials and those responsible for incident management.

The policy group includes but is not limited to the following key personnel:



Figure 6: Policy Group members

### 3.5 Municipal Manager

#### 3.5.1 ONGOING RESPONSIBILITIES

- Assume the lead for the administration in ensuring the municipal workforce is prepared for and capable of responding to incidents.
- Provide guidance and direction for COOP/COG planning.
- Oversee the staffing of the EOC response teams to ensure a capable cadre of municipal employees is prepared to support response operations during incidents.
- Assist in developing effective partnerships with local organizations and private entities that would be involved in emergency response operations.
- Monitor and provide advocacy for on-going and proposed hazard mitigation projects and MOA owned critical infrastructure projects that will enhance the welfare and safety of the community during incidents.

#### 3.5.2 DURING AN EMERGENCY

- Advise MOA executive leadership and policy group on MOA response and recovery activities.



- Approve requests for assistance, state and federal, when requirements exceed MOA capabilities and resources and appoint key staff members to serve as points of contact.
- Approve the Public Information Dissemination Plan to include public announcements, warnings, and emergency alert notifications.
- Coordinate approval of a local emergency proclamation and the implementation of Mayoral Emergency Powers.

## **3.6 Municipal Employees**

### **3.6.1 ONGOING RESPONSIBILITIES**

- Develop and exercise a friend/family notification and emergency plan.
- Prepare an individual and/or household preparedness kit, including both an evacuation kit and a shelter-in-place kit.
- Ensure contact information is current and included in the department COOP Plan.

### **3.6.2 DURING AN EMERGENCY**

- Per the ERT strategy guide, all ERT members need to consider the following when there is an emergency:
- Be prepared to receive communications about an EOC activation and respond in a timely manner with the understanding that extended shifts may be required during emergencies and EOC activations.
- Review any information provided or available before engaging in the emergency-related assignment.
- Engage in the emergency related assignment with a commitment to duty and with the understanding that time is of the essence.
- Speak out immediately if any unsafe conditions are witnessed or observed.

## **3.7 Municipal Departments**

### **3.7.1 ONGOING RESPONSIBILITIES**

- Become familiar with the contents of the CEOP and associated plans to include departmental roles and responsibilities.
- Develop attachments that support CEOP implementation, including internal policies, procedures, and tools, such as checklists.
- Ensure COOP/COG Plans are current and appropriate.
- Coordinate with the MOA OEM to ensure information is reviewed and is consistent with OEM operations and best practices.

- Provide qualified department representatives to serve on the EOC response teams where assigned.
- Ensure department personnel are properly trained to accomplish incident duties described in the CEOP.
- Conduct frequent and consistent department level emergency preparedness training and exercises.
- Ensure workplace incident preparedness supplies are identified and pre-staged to support employee shelter-in-place requirements for incidents.
- Coordinate with the Public Works Communications Section to ensure appropriate and sufficient communications assets to support response operations during incidents.

### **3.7.2 DURING AN EMERGENCY**

- Activate and implement departmental emergency plans where applicable.
- Deploy requested staff to the MOA EOC.
- Channel department requests for assistance, operational status updates, and situation updates to the MOA EOC.
- Log emergency actions and expenses incurred, including personnel time, and report costs promptly to the MOA EOC for documentation and possible reimbursement.
- Coordinate the release of departmental emergency public information through the MOA Public Information Officer (PIO) at the MOA EOC or through the Joint Information Center (JIC) if one is established for the incident.
- Assist in assessing damage to MOA-owned facilities, properties, or assets, and provide reports to the MOA EOC.

### **3.7.3 OPERATIONAL COORDINATION**

During an incident where the EOC is activated, normal day-to-day MOA department operations may be temporarily suspended in order to facilitate efficient operational coordination. Operational coordination is the effective synchronization of priorities, resources, and MOA capabilities to deal with an incident. Operational coordination helps ensure a unity of effort among MOA departments and supporting non-government organizations and keeps them from working at cross purposes. In such cases, MOA departments are considered as either a response operations department directly deploying resources or actively involved in the response activities, or an operations support department providing support to those departments involved in response operations and activities. Nongovernmental Organizations (NGOs) also play a key role in operational coordination.

#### **3.7.3.1 Response Operations Departments**

Response operations departments are those municipal departments that either directly deploy resources to support response operations or perform a direct response operation function during an

incident. They are also considered as providing essential government services during an incident for purposes of COG planning.

### **3.7.3.2 Support Operations Departments**

Supporting operations departments are those municipal departments that provide supporting services to the operational departments and the EOC. Personnel from these departments may be assigned to duties outside their normal scope of duties to support response operations and/or be assigned to provide personnel to the EOC. During an emergency, the mayor may suspend municipal functions that do not contribute directly to response actions. Depending on the situation, departments may be required to respond to and support the incident, or their role may shift as the incident develops.

## **3.8 Office of Emergency Management**

### **3.8.1 ONGOING RESPONSIBILITIES**

- Serve as the lead MOA agency for pre-incident planning and preparedness activities.
- Oversee the training of the EOC response teams.
- Maintain the CEOP for the MOA.

### **3.8.2 DURING AN EMERGENCY**

- Primary agency that coordinates the activation of the EOC and notification of response team members.
- Absorbed by the EOC when the EOC is activated.
- OEM director (or designee) acts in the capacity of EOC Director when the EOC is activated.

## **3.9 Emergency Operation Center (Role and Structure)**

### **3.9.1 ORGANIZATION**

During a large or complex incident, the MOA will establish a temporary incident response structure to coordinate the jurisdiction's emergency activities. This structure will use ICS principles and terminology.

The MOA EOC will be organized using an ICS structure led by the EOC Director, under the guidance of the Policy Group. The fully-activated EOC structure contains Command Staff, consisting of a Safety Officer, Liaison Officer, Human Resources Specialist, and Public Information Officer all reporting to the EOC Director. The fully-activated EOC structure also contains General Staff, organized in four sections: Operations, Planning, Logistics and Finance/Administration. The sections in turn may include sub-groups to focus on specific responsibilities as the response requires. The organizational structure is intended to be flexible and scalable; the positions that are activated and staffed will be based on the needs of the incident at hand. The temporary incident response structure is shown in Figure 6.

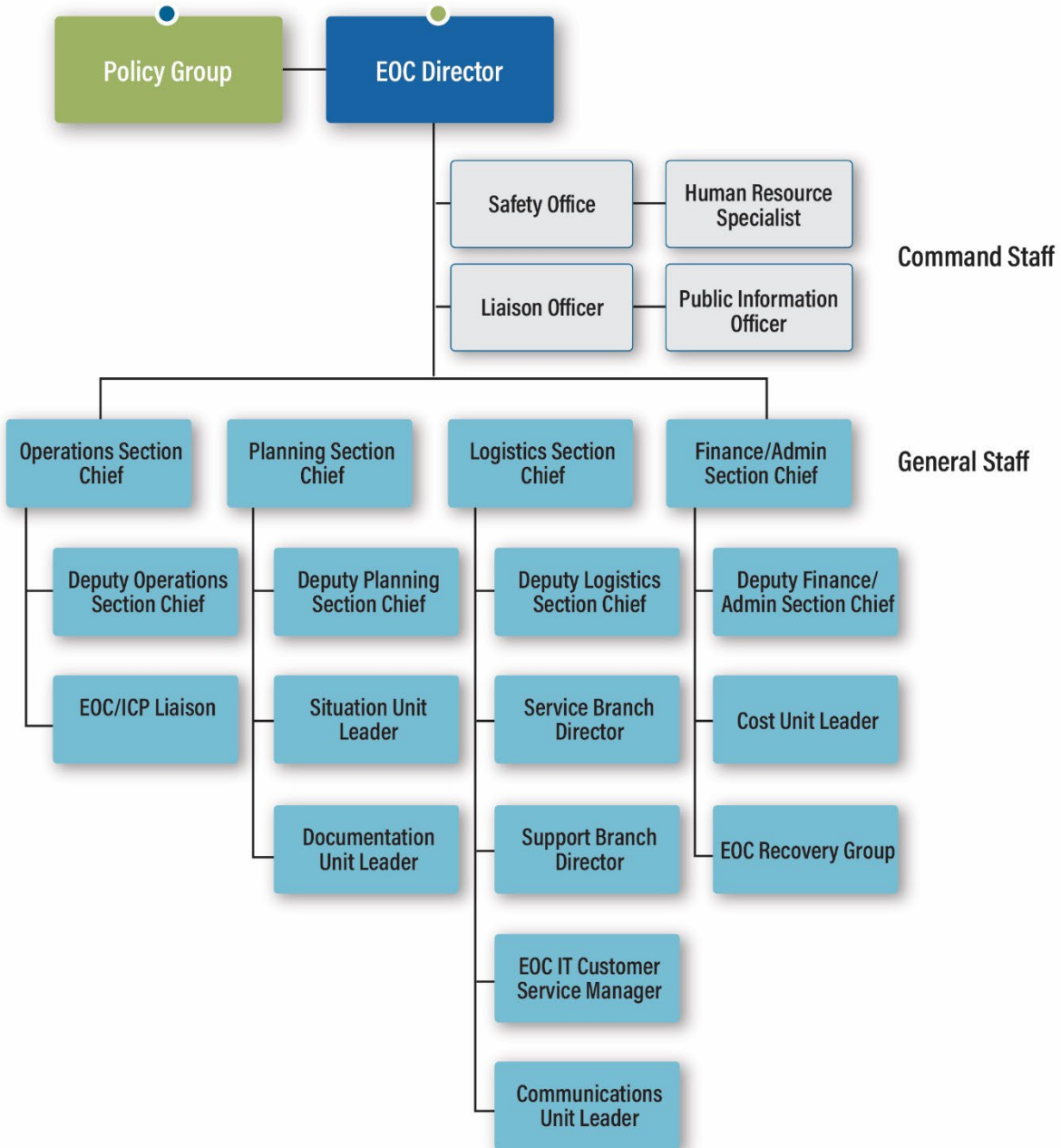


Figure 7: MOA EOC Organizational Structure

### 3.9.2 MISSION ESSENTIAL FUNCTIONS

EOC mission essential functions (MEFs) are those activities the MOA EOC performs during an incident. Although not all the MEFs are necessarily performed during a specific incident, the situation analysis process helps determine which ones are necessary based on the conditions. The following list contains the EOC MEFs:

- Disaster Mass Care Coordination
- Disaster Evacuation Support Coordination

- Disaster Medical Support Coordination
- Disaster Resource Allocation & Distribution
- Requests for State and Federal Aid and Assistance
- Public Information & Warning
- Emergency Proclamation and Disaster Declaration
- Disaster Damage Survey Assessment and Coordination
- Disaster Debris Clearing and Removal Coordination
- Disaster Recovery Coordination

Additional information about the MOA EOC structure, positions, and associated responsibilities can be found in the *MOA SOPs and Job Aids*.

### **3.10 Other Support Agencies and Organizations**

The MOA recognizes and expects that response to an incident will require support from external agencies and organizations should an event exceed its capabilities. Therefore, the MOA has formed partnerships and relationships with outside entities to serve in a support capacity.

The MOA may request additional personnel support through the Emergency Management Assistance Compact (EMAC) when local, regional, and/or state resources have been exhausted. EMAC support will be requested through the State of Alaska DHS & EM through the State EOC and is only available when the governor proclaims a state of emergency and the president declares an emergency or major disaster.

Additional federal support may be available as direct federal assistance during a presidentially declared disaster through FEMA and other federal partners.

Additional information on coordination with these entities is provided in Section 4.5.

## **4 Direction, Control, and Coordination**

### **4.1 Field Response**

In response to minor or moderate events, one jurisdiction or agency within the MOA may manage the incident with existing resources. Personnel that are part of field-level incident response will utilize ICS to manage and direct on-scene operations.

#### **4.1.1 INCIDENT COMMAND SYSTEM**

In accordance with NIMS, the MOA's response to major emergencies follows the principles of ICS. ICS is a standardized incident management system designed to provide for the adoption of an integrated organizational structure. The system reflects the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS comprises facilities, equipment, personnel,

procedures, and communications operating within a common organizational structure. ICS is used by emergency responders in the field and within the EOC to manage the MOA's overall response.

#### **4.1.2 ESTABLISHMENT AND TRANSFER OF COMMAND**

The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident. The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command. When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations and notifying all personnel involved in the incident.

#### **4.1.3 COMMAND STRUCTURE**

Complex incidents may involve multiple agencies with legal mandates and operational objectives that conflict with one another. These factors support the need for establishing command structure at the outset of any incident regardless of its scope or scale. The command structure may be established as single command, unified command, or area command and may be changed as the incident progresses to meet evolving needs.

##### **4.1.3.1 Single Command**

A single command is generally established when an incident is contained within and affects a single jurisdiction and/or single agency has the legal responsibility to manage the principal incident hazard. The lead agency under single command can be established by determining the lead discipline based on the primary uncontrolled hazard element.

##### **4.1.3.2 Unified Command**

When no one jurisdiction, agency, or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established. In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved objectives. A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location. Unified Command does not affect individual agency authority, responsibility, or accountability.

##### **4.1.3.3 Area Command**

Area Command may be established to oversee the management of a very large incident that has multiple incident management teams assigned to it and/or multiple incidents that are each being handled by a separate ICS organization. This type of command is generally used when there are a number of incidents in the same area and of the same type that may compete for the same resources, such as two (2) or more hazardous materials spills or fires. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. When incidents are of different types or do not have similar resource demands, they will typically be handled as separate incidents and coordinated through the EOC. If the incidents under the authority of an area command

span multiple jurisdictions, a unified area command should be established to allow each affected jurisdiction to have appropriate representation in the command.

## **4.2 Emergency Operations Center (Operation)**

The MOA EOC is task-organized using an ICS structure. This provides the most effective means for performing its mission and coordinating a response. The ICS structure also helps ensure both continuity of government operations and the effective command, control, and coordination of resources and assets during incidents.

The MOA EOC will be activated when field operations can benefit from the support of MEFs as described in Section 3.3.2.

Detailed information about MOA EOC mission, staffing, location, activation, functionality, and processes can be found in the MOA SOPs and Job Aids. The SOPs and Job Aids should be utilized as a companion document to the MOA CEOP for response activities.

### **4.2.1 EOC ACTIVATION**

MOA EOC activation is done at the direction of the mayor, municipal manager, or OEM Director to support response or recovery operations when the scope or scale of an incident surpasses the capacity to be managed from the incident command post. The OEM director acts in the capacity of the EOC director when the EOC is activated. In the OEM director's absence, or depending on incident needs, the municipal manager may assign the police chief, fire chief, or another individual they deem qualified to the position of acting EOC director. The EOC director evaluates conditions, establishes response priorities, and approves the allocation of resources to support response operations.

The OEM is absorbed by the MOA EOC when the EOC is activated. The OEM is also the primary agency that coordinates the activation of the MOA EOC and notification of response team members. Municipal employees are designated by their respective department or division head to serve as an EOC response team member.

### **4.2.2 EOC RESPONSE OPERATIONAL LEVELS**

The MOA has established local operational levels as a means to communicate its alert posture for any hazard or threat that may affect the MOA. EOC Response Operational Levels are best described as the operational staffing level that the MOA EOC is activated at based on the severity of the event. The MOA EOC Response Operational Levels are depicted in Figure 7 (next page).

### **4.2.3 LETTER OF EXPECTATION**

The MOA EOC will be guided by a Letter of Expectation provided by the Mayor on recommendation of the Policy Group which provides specific directions for management of an incident such as outlining and clarifying incident goals, roles, thresholds.

## **4.3 Joint Information System (JIS)**

Dissemination of timely, accurate, accessible, and actionable information to the public is important at all phases of incident management. Many agencies and organizations at all levels of government develop and share public information. Jurisdictions and organizations coordinate and integrate communication



efforts to ensure that the public receives a consistent and comprehensive message. A Joint Information System (JIS) consists of the processes, procedures, and tools to enable communication to the public, incident personnel, the media, and other stakeholders. The JIS integrates incident information and public affairs into a cohesive organization to provide coordinated and complete information before, during, and after incidents.

<b>LEVEL 1</b>	<b>Normal Operations:</b> Municipal agencies are conducting normal daily activities with incidents being handled with existing resources, policies, and procedures. Current conditions are being monitored by appropriate agencies.
<b>LEVEL 2</b>	<b>Response Incident Monitoring:</b> A situation or threat has developed that requires increased public information and has the potential for agencies to take coordinated action. The EOC may be activated by OEM staff during regular business hours or additional hours as needed. Conditions are being monitored with information sharing networks activated. This level of activation may result
<b>LEVEL 3</b>	<b>Partial Activation:</b> A situation or threat has developed requiring a partial activation of the EOC, which may extend beyond the regular workday and require round-the-clock monitoring. Staffing of the EOC by OEM staff will likely be supplemented by other agencies.
<b>LEVEL 4</b>	<b>Full Activation:</b> A situation or threat has developed requiring a full activation of the EOC on a 24-hour rotational basis with all trained municipal staff participating or on-call. A local proclamation of emergency is being considered or has been issued. A major earthquake or wildfire with significant property damage and threat to human life could trigger a Level 3 activation.
<b>LEVEL 5</b>	<b>Recovery Operations:</b> Activities are shifting from EOC response operations toward a recovery coordination center or a disaster field office for the implementation of recovery programs. While many municipal agencies will still be involved in the event, the EOC is returning to normal operations.

*Figure 8: MOA EOC Response Operational Levels*

The JIS mission is to provide a structure and system for:

- Developing and delivering coordinated interagency messages.
- Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander or Unified Command, EOC director, or Policy Group.
- Advising the Incident Commander or Unified Command, Policy Group, and EOC director concerning public affairs issues that could affect an incident management effort.

- Addressing and managing rumors and inaccurate information that could undermine public confidence.

The JIS cuts across the three levels of incident management (on-scene/tactical, center/coordination, policy/strategic) and helps ensure coordinated messaging among all incident personnel.

In the MOA, the JIS is supported by PIOs and the JIC.

#### **4.3.1 PUBLIC INFORMATION OFFICER**

PIOs are key members of ICS and EOC organizations, and they frequently work closely with senior officials represented in Policy groups. If the PIO position is staffed at both the ICP and a supporting EOC, the PIOs maintain close contact through pre-established JIS protocols. PIOs advise the Incident Commander, Unified Command, or EOC director on public information matters relating to the management of the incident. PIOs also handle inquiries from the media, the public, and elected officials; public information and warnings, rumor monitoring, and response; and media relations and other functions needed to gather, verify, coordinate, and disseminate accurate, accessible, and timely information. Information on public health, safety, and protection is of particular importance. The PIO also monitors the media and other sources of public information and transmits relevant information to the appropriate personnel at the incident, EOC, and/or in a Policy group.

#### **4.3.2 JOINT INFORMATION CENTER**

The JIC is a facility that houses JIS operations, where personnel with public information responsibilities perform essential information and public affairs functions. JICs may be established as standalone coordination entities, at incident sites, or as components of EOCs. Depending on the needs of the incident, an incident-specific JIC may be established at an on-scene location in coordination with local, state, and federal agencies or at the national level if the situation warrants it. The PIO prepares public information releases for Incident Commander, Unified Command, EOC director, or Policy group clearance. This helps ensure consistent messages, avoid the release of conflicting information, and prevent adverse impacts on operations. Jurisdictions and organizations may issue releases related to their policies, procedures, programs, and capabilities; however, these should be coordinated with the incident-specific JICs.

### **4.4 Support and Coordination**

#### **4.4.1 COORDINATION WITH FIELD-LEVEL INCIDENT COMMAND POSTS**

Field-level responders organize using the ICS and coordinate with the MOA EOC. Functional elements at the field level coordinate with the applicable EOC section. Tactical management of responding resources is always under the leadership of the on-site Incident Commander at the ICP. Incident Commanders may report directly to the MOA EOC through the designated EOC Liaison at the ICP.

The Incident Commander will immediately conduct an incident size-up and report the findings and additional resource needs to the MOA EOC.

The determination of which jurisdiction, agency, or department is responsible for assuming command for a particular hazard is codified by law. Under certain circumstances, such as jurisdiction-wide impacts,

severe weather, or wildfire, the MOA EOC can serve as the Area Command or single ICP to maximize the use of limited resources and prioritize response efforts.

If a separate incident organization is established with an Incident Commander or Unified Command, they will interface with the MOA EOC on:

- Situational awareness
- Operational needs
- Resource requests

The MOA EOC will support first responders by coordinating the management and distribution of information, resources, and restoration of services.

#### **4.4.2 COORDINATION WITH DEPARTMENT OPERATIONS CENTERS (DOCS) / SPECIAL DISTRICT EOCs**

Special districts are local governments; political subdivisions authorized by state statute to provide specialized services the MOA does not provide. Special districts fulfill a significant role during an incident. They may support the incident response by providing subject matter expertise, including assisting the MOA EOC in communicating hazard threats and evacuation orders to special populations and geographical areas.

When activated, the MOA EOC coordinates with DOCS / Special District EOCs to facilitate the requests and acquisition of resources and to share information.

If a special district does not send a representative to the MOA EOC, then the Liaison Officer in the MOA EOC will be responsible for establishing communications and coordination with the special district liaison.

#### **4.4.3 COORDINATION WITH FEDERALLY RECOGNIZED TRIBES**

On January 14, 2021, the Assembly approved an ordinance to establish government-to-government relations between the Municipality of Anchorage and the Sovereign Native Village of Eklutna by amending Anchorage Municipal Code which became effective immediately.

Joint meetings are part of AO 2020-137(S) establishing Government-to-Government relations between the Municipality of Anchorage and the Sovereign Native Village of Eklutna.

Per AO 2020-137(S):

*“The Native Village of Eklutna is the only federally recognized Tribe [tribal entity] within the Municipality’s boundaries and historically, informal agreements and memorandums have not done enough to ensure a respectful and productive relationship.”*

... and...

*“The municipality acknowledges that the Municipality of Anchorage lies within the traditional lands of the Dena’ina Athabascans. For more than a thousand years the Dena’ina have been and continue to be the stewards of this land. It is with gratitude [gratefulness] and respect that we recognize the contributions, innovations, and contemporary perspectives of the Upper [upper] Cook Inlet Dena’ina.”*

In support of this relationship, the MOA welcomes collaboration with the Sovereign Native Village of Eklutna during disaster preparedness, response, and recovery to minimize the impacts of disaster on environmental, cultural heritage, and other resources. The MOA recognizes the Tribe's sovereignty and supports the right of the Eklutna people to request disaster assistance directly from the state or federal government.

Furthermore, the MOA is committed to providing disaster support to all individuals and businesses within Anchorage equitably, including Alaskan Natives from all tribes, and Alaska Native Regional Corporations who hold office and lands within the jurisdiction.

According to the Bureau of Indian Affairs, there are 228 Federally Recognized Tribes under the jurisdiction of the Alaska Regional Office - from Ketchikan in the Southeast Panhandle to Barrow on the Arctic Ocean and from Eagle on the Yukon Territory border to Atka in the Aleutian Chain. Federally recognized tribes in Alaska possess a government-to-government relationship with the federal government. However, the federally recognized tribes located in Alaska do not have a land base (e.g. reservations). Alaska Native Regional Corporations hold title to roughly 44 million acres of land held in private corporate ownership. It is important to recognize that land ownership and the government-to-government relationship are held by two different and distinct entities that represent Alaska Native people.

#### **4.4.4 COORDINATION WITH THE STATE OF ALASKA**

Support from state government departments and agencies may be made available by request through the State of Alaska DHS&EM State Emergency Operations Center (SEOC) in accordance with the State EOP. The State of Alaska DHS & EM's Disaster Assistance Section also coordinates requests for financial support through state-funded recovery programs. The state-funded recovery programs are separate from federally funded recovery programs.

Additional state agencies that regularly assist in disaster emergencies include:

- Alaska Department of Commerce, Community, and Economic Development (DCCED)
- Alaska Department of Health
- Alaska Department of Family and Community Services
- Alaska Department of Transportation & Public Facilities (DOT & PF)
- Alaska Division of Forestry
- Alaska Division of Geological & Geophysical Surveys (DGGS)
- Alaska National Guard
- Alaska Railroad
- Alaska State Troopers
- Ted Stevens Anchorage International Airport
- University of Alaska Anchorage

#### **4.4.5 COORDINATION WITH THE FEDERAL GOVERNMENT**

Several federal agencies provide routine support to the MOA before, during and after disaster emergencies. These federal agencies include the Federal Emergency Management Agency, the National Weather Services, and the NOAA Tsunami Warning Center.

Some major incidents may need assistance from the federal government. The federal government maintains a wide range of capabilities and resources needed to address domestic incidents. In some instances, the federal government plays a supporting role to the MOA. For example, the federal government assists when the president declares an emergency or major disaster under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act).

The federal government may play a leading role in the response when incidents occur on federal property (e.g., national parks) or when the federal government has primary jurisdiction (e.g., an ongoing terrorist threat or attack or a major oil spill). Various federal departments and agencies have their own authorities and responsibilities for responding to or assisting with incidents. This means that, depending on the incident, different federal departments or agencies lead the coordination of the federal government's response.

#### **4.4.6 COORDINATION WITH COMMUNITY BASED ORGANIZATIONS AND PRIVATE SECTOR ORGANIZATIONS**

Private sector organizations can be vital partners during an incident response and may provide support to the MOA through pre-existing agreements or just-in-time service. Private sector requests for support abide by any existing MOUs in place. Whether or not an existing MOU is in place, documentation of private sector support should be filed with the Finance or Logistics Unit to track support for reimbursement and other needs. Private sector support is coordinated by the Liaison Officer.

During an incident, it may be necessary for the MOA to request private utilities, local hospitals, and local non-profit organizations to provide individuals to serve as organizational liaison on an EOC response team. This support is crucial in order to ensure life-safety for the local populace, essential services can be maintained, and critical infrastructure protected. CBOs and private-sector businesses that provide resources and services in response to an incident will be encouraged to provide liaisons to the MOA EOC. The MOA EOC may also work directly with these entities to secure resources.

If requested, the following CBOs and private sector organizations may provide support within the limits of their capabilities (this list is not all exclusive):

- Alaska Communication Service
- Alaska Communications
- Alaska Native Medical Center
- Alaska Regional Hospital
- American Red Cross
- AT&T

- Chugach Electric Assn.
- ENSTAR Natural Gas Co.
- GCI
- Matanuska Electric Assn.
- Matanuska Telephone Association
- Providence Alaska Medical Center
- Salvation Army
- United Way 2-1-1
- United Way Anchorage
- Verizon Wireless

#### **4.4.7 COORDINATION WITH EXTERNAL JURISDICTIONS**

Assistance from external jurisdictions may be available through existing local and state procedures for mutual aid requests and do not need separate MOUs except in special circumstances. The State of Alaska maintains a mutual aid system for disaster responses, the Alaska Intrastate Mutual Aid System (AIMAS) which can be activated in the following circumstances (as outlined in HB 366):

- Response, mitigation, or recovery activities related to a local declared disaster emergency
- Response to a disaster emergency declared by the Governor
- Training related to disaster preparedness and response
- Other drills or exercises conducted in preparation for a disaster.

The external jurisdictions of the MOA with established mutual aid agreements are as follows:

- Matanuska-Susitna
- Valdez-Cordova
- Kenai Peninsula

### **4.5 Strategic and Operational Control of Assets**

If activated through the MOA EOC, the EOC Operations Chief assumes strategic control of support assets. Field-level incident commanders assume operational control of these assets once deployed and assigned to the field Incident Command. The exception to this rule is if the MOA EOC, or some component therein, is also functioning as Area Command.

## 5 Information Collection, Analysis, and Dissemination

### 5.1 Information Collection

#### 5.1.1 MONITORING AND DETECTION

Monitoring and detection of potential and real-world incidents are crucial before, during, and after an incident.

The MOA uses multiple methods for detecting potential emergencies:

- Incidents are continuously monitored by the 911 system and dispatch.
- Weather and atmospheric anomalies are monitored by the National Weather Service (NWS).
- Partner agencies are asked to report on incidents identified within their scope of service.
- Social Media Monitoring

Whether during an active incident or during normal operations, all agencies involved in the emergency management system in the MOA have a responsibility for monitoring events in relation to their respective operational areas.

Any incident which has the potential to escalate to a point that could necessitate support and coordination and/or additional resources should be reported to the OEM duty officer immediately at 907-231-4047.

#### 5.1.2 USE OF LIFELINES

Lifelines enable the continuous operation of critical government and business functions and are essential to human health and safety and economic security.

The MOA uses the FEMA Community Lifelines concept to report the status of critical functions in the jurisdiction. These include:

- Safety and security
- Food, water, and shelter
- Health and medical
- Energy (power and fuel)
- Communications
- Transportation
- Hazardous materials





Figure 9: Community Lifelines

The MOA has identified key agencies as part of each lifeline. Lifeline status will be reported as part of the situation report process and can be used to provide information for short- and long-term incident planning.

The MOA's lifeline information is divided between three colors for ease of understanding and sharing information. The colors are:

- Green - The lifeline is stable.
- Yellow - Disruptions exist in the normal operations of the sectors under the lifeline. Solutions have been identified and a plan of action is in progress.
- Red - Services are disrupted; currently seeking solutions.

Lifelines SitReps are provided in CEOP Section 4: Support Documents.

### 5.1.3 SITUATION ASSESSMENT

The official who is the first to arrive at the scene of an incident assesses the situation and provides their findings to dispatch or other incident support organizations. Staff in these organizations then use this information to assign resources and make other incident-related decisions.

Ongoing information is obtained from field-level responders through status calls and situation reports from other agencies at all levels of government, inspections of infrastructure and facilities, and windshield surveys to acquire damage assessments and human impact. Information may also be collected from social media, calls from the community, and other public reports.

Some information is considered more critical than others. Essential Elements of Information (EIs) may be pre-identified to support decision-making and ensure important details are shared to effectively manage and execute an operation. EIs are information that should be communicated in a timely fashion to the EOC. EIs and reporting guidelines should be pre-identified during the planning phase and confirmed at the beginning of each response.

Priority information for collection and sharing includes:

- Threats/hazards to incoming responders and the public.

Safety and Security Situation Report			
Date:		Operational Period:	
Incident Name:			
Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown
Law Enforcement/ Security			
Status: <span>Stable</span> <span>Stabilizing</span> <span>Unstable</span> <span>Unknown</span>			
Impact:			
Actions Planned:			
Limiting Factors:			
Fire Services			
Condition: <span>Stable</span> <span>Stabilizing</span> <span>Unstable</span> <span>Unknown</span>			
Impact:			
Actions Planned:			
Limiting Factors:			

Figure 10: Lifeline SitRep

- Injuries and fatalities.
- Immediate resource needs.
- Deployments and/or demobilizations.
- Changes in conditions on the ground.
- Conditions that affect the capability to respond.

The MOA utilizes a SA/DA log to keep track of information gathered. The SA/DA log provides a comprehensive means for categorizing and documenting critical information of pre-identified facilities or infrastructure that may affect response and recovery operations. It describes six categories of various facilities and critical infrastructure and four categories of damage reporting criteria. It is designed to facilitate rapid situation awareness within the MOA EOC. It is maintained by the Documentation Unit within the Planning Section of the EOC.

## **5.2 Analysis**

All information acquired by the MOA or the MOA EOC should be analyzed and confirmed before disseminating it further and before providing direction to staff or making other decisions based on the information. As part of the analysis, information should be dated and compared to other information collected for the same or similar subject matter and credibility established. The Situation Unit Leader within the Planning Section has overall responsibility for this task.

The situation analysis process can be described as the continuous evaluation by the OEM or EOC of conditions and potential hazards affecting the geographic area and population of the MOA. There are five (5) key information requirements or objectives that, when addressed, provide the necessary situational awareness that enables the EOC to perform its MEFs.

A detailed description of the Situation Unit Leader's analysis process and MEFs is provided in the respective Job Aid.

## **5.3 Dissemination**

Rapid information will be shared to and from deployed field units, operational areas, regions, and other entities via direct communication when necessary, including telephone, email, or radio. Daily, non-urgent information will be shared via Situation Reports. As available, the MOA will leverage Microsoft Teams and WebIAP to support information sharing from the EOC.

### **5.3.1 INCIDENT BRIEFINGS**

Initial briefings are used at the EOC during the first two hours of an incident to provide an initial picture of the scope and magnitude of the situation.

### **5.3.2 EOC SITUATION REPORTS**

Situation Reports (SitReps) are brief narratives that present a concise picture of the incident situation and are prepared for specific operational periods. It includes information collected through a variety of

methods as outlined in section 5.1. Typically, only verified information will be included in SitReps; however, if unverified information must be included it will be clearly labeled as such.

At the beginning of the incident response, the EOC Director and Planning Section will determine appropriate times for submitting data and issuing SitReps.

The SitRep is intended for use after the first two (2) hours of an incident and can be updated as requested or needed.

An example of the SitRep is provided in CEOP Section 4: Support Documents.

### **5.3.3 PUBLIC INFORMATION**

Effective risk communication before and during an incident is critical to the protection and preservation of life. The MOA will strive to provide verified incident information to the public in a transparent and timely manner.

The objectives of public information are to:

- Disseminate accurate information promptly to key target audiences that are appropriate to the level of the incident.
- Facilitate coordination of public information activities among all involved parties, including neighboring jurisdictions and representatives of diverse populations, to ensure consistency of key messages.
- Correct false or misleading information.
- Promote informed decision-making about the acceptability of known risks.
- Persuade and direct the behavior of individuals or communities.

More information about risk communication can be found in the *Public Information Alert and Warning Annex*.

## **6 Administration, Finance, and Logistics**

### **6.1 Administration**

#### **6.1.1 DOCUMENTATION**

The MOA recognizes the importance of documenting incident activities to accurately account for decisions made and actions taken during the response. The MOA will keep and archive official and unofficial incident documentation, including correspondence, Situation Reports (SitReps), ICS forms, Incident Action Plans (IAP), press releases, and any other documentation used during the response. Information will be archived for a minimum of three (3) years following the closure of federal reimbursement or longer for specific records outlined in State or MOA record retention policies.

Records and reports are typically managed by the Planning Section during a MOA EOC activation. Reporting times and processes should be evaluated and confirmed at the time the MOA EOC is

activated. When evaluating these needs, consideration should be given to the length of the operational period, operational tempo of the response, who needs reporting as a matter of process, what additional partners would benefit from receiving reports, and any state requirements for reporting. Reporting may be reevaluated and changed during a response.

Record keeping is essential for tracking the movement and disposition of resources for financial reconciliation and after-action reporting, among other things. Field level personnel should provide, at a minimum, copies of the following documentation to the MOA EOC: Unit Logs (ICS form 2140, position logs (ICS form 214a), situation status reports, and IAPs. All other documentation produced in the MOA EOC should eventually go to the Documentation Unit in the Planning Section for record-keeping.

The local government must maintain duplicate records of all information necessary for the restoration of normal operations. This process of record retention involves offsite storage of vital data that can be readily accessible.

### **6.1.2 AFTER-ACTION REPORT / IMPROVEMENT PLANNING**

Review and reporting after an emergency action is a best practice to improve for the next incident. The State of Alaska DHS & EM requires jurisdictions that receive grant funding through the agency to complete an After Action Report/Improvement Plan (AAR/IP) following a disaster emergency or an exercise. Following the disaster or exercise, the MOA will develop an AAR/IP and submit a copy to DHS & EM no later than 60 days post-event.

In addition to fulfilling state requirements, conducting after-action reviews (i.e., “hotwashes”) and completing AAR/IPs benefit the MOA by informing future investments in planning, organization, equipment, training, and exercise (POETE). AAR/IPs should be reviewed annually, and the information integrated into MOA OEM budgets, training plans, operational plans, and other administrative documentation to support continuous improvement.

## **6.2 Finance**

### **6.2.1 FUNDING AND ACCOUNTING**

During an incident, all financial actions are required to be documented to track all expenditures and provide appropriate documentation for possible reimbursement. The EOC Finance/Administration Section will work to ensure that all finances are tracked and accounted for during emergency operations, utilizing procedures and protocols that are used during normal day-to-day operations, and when necessary, utilize special procedures which are facilitated by the local emergency proclamation process. Additional/alternate procedures may be developed if necessary to meet the needs of the incident.

All incident expenditures up to the authorized threshold set by the MOA must be documented, approved, and signed by the appropriate delegated authority. Amounts above the threshold set by the MOA must be approved by the Municipal Manager or the authorized representative. In the event the Municipal Manager or authorized representative is not available, all expenses are to be approved by the mayor. In the mayor’s absence, all expenses are to be approved by a designated successor. During incident operations, the designated successor has unrestricted expenditure authority.

### 6.2.2 COST RECOVERY

The MOA will seek cost recovery for disaster-related expenses whenever possible, to eliminate or lessen the threat of future disasters in the community. This may include the costs of the immediate response activities in addition to permanent mitigation or restoration costs. The State of Alaska DHS & EM and FEMA require specific documentation for potential recovery of costs. To facilitate this effort, the MOA will follow MOA administrative protocols to track time, activities, expenses, and information on applicable personnel and equipment usage.

Additional information about cost recovery can be found in the *Recovery Annex*.

## 6.3 Logistics

### 6.3.1 RESOURCE REQUEST PROCESS

During incidents, an organization's day-to-day resource management and procurement requirements may change to meet immediate resource needs. A complex event may require a local proclamation of emergency which may alter or enhance authorities related to the following:

- Purchasing power
- Spending limits
- Resource sourcing
- Cost tracking

Once an organization has identified a resource need that it cannot fulfill, either through its own resources or through private vendors, it should submit a completed *Resource Request Form (ICS FORM 213RR)* to the MOA EOC. The resource requester *must* secure approval from the authorizing entity before the request may be submitted. To meet the requesting organizations' needs, MOA's EOC Operations, Logistics, and Finance Sections should assess whether existing resource ordering procedures meet the specific needs of the incident and identify required changes to resource management processes to meet these needs. If the MOA EOC cannot fill the resource request it may be forwarded to the SEOC for fulfillment.

Additional information about resource management can be found in the *Anchorage Emergency Operations Center Resource Request Guidelines*.

### 6.3.2 MUTUAL AID

Mutual aid involves sharing resources and services between jurisdictions or organizations. Mutual aid occurs routinely to meet the resource needs identified by the requesting organization. This assistance can include the daily dispatch of law enforcement, emergency medical services (EMS), and fire service resources between local communities, as well as the movement of resources within a state or across state lines when larger-scale incidents occur. Mutual aid can provide essential assistance to fulfill mission needs. The AIMAS state-wide system can be activated in circumstances as outlined in HB 366.

## 7 Training and Exercise

A current MOA CEOP is the first step toward an efficient and timely response during emergencies. Planning alone, however, is not enough to achieve readiness. Training and exercises are essential at all levels of government to ensure the operational preparedness of emergency management personnel.

### 7.1 Training

NIMS outlines three categories of training for EOC personnel – “All Incident Personnel,” “Incident Personnel with Leadership Responsibilities,” and “Incident Personnel Designated as Leaders/Supervisors.” The recommended training progression is as follows:

**All EOC Personnel:** All incident personnel working within an EOC should complete the following courses for foundational knowledge of incident response:

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.
- IS-200: Basic Incident Command System for Initial Response, ICS 200 - This course reviews the Incident Command System (ICS), provides the context for ICS within initial response, and supports higher level ICS training.
- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

**EOC Personnel with Leadership Responsibilities:** Supervisory personnel working within an EOC should complete the following courses for additional background in incident management systems with leadership responsibilities:

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.
- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.
- G0191: Emergency Operations Center / Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.
- G0775: EOC Management and Operations – This course focuses on multiagency coordination, EOC design, staffing considerations, and mobilization/demobilization of EOCs.

**EOC Personnel Designated as Leaders/Supervisors:** The following course applies to higher EOC leaders that need enhanced knowledge, level concepts, methods, and tools for larger, more complex incidents:

E/L/G2300: Intermediate EOC Functions – This course describes the role of EOCs as a critical link to the other NIMS Command and Coordination structures.

**EOC Advanced Training:** This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will gain an understanding of emergency management concepts:

- Position-specific training for EOC staff, such as PIO or Planning Section Chief.
- FEMA's Emergency Management Professional Program (EMPP). This program includes three (3) academies: Basic, Advanced, and Executive.
- Emergency Management Institute (EMI) Integrated Emergency Management Course (IEMC). This is an exercise-based training series for EOC personnel.
- This list is not exhaustive. Additional courses are provided within the functional annexes and hazard appendices as appropriate.

## 7.2 Exercise

The best method of training emergency responders is through a progression of building-block exercises. Exercises allow emergency responders to become familiar with the procedures, facilities, and systems that they will use during incident response. Training and exercise programs for the MOA are established with consistent consideration for people with DAFN.

Exercises will be conducted regularly to maintain readiness. Exercises should include as many MOA stakeholders as possible and incorporate individuals with DAFN. MOA OEM will document exercises by conducting an Homeland Security Exercise and Evaluation Program (HSEEP) process and using the information obtained from the evaluation to complete an AAR/IP, and documenting completion of the corrective actions noted in the improvement plan.

The Anchorage OEM utilizes the HSEEP to design all exercises in the jurisdiction. HSEEP is a capabilities and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, facilitation, evaluation, and improvement planning. Recognizing this, the signatories to this Plan agree to participate in scheduled HSEEP exercises to be identified and scheduled in the annual work plan of the MOA OEM.

The MOA OEM will inform MOA departments, agencies, and special districts of training opportunities associated with emergency management. Those with responsibilities under the CEOP must ensure their personnel are properly trained to carry out these responsibilities.

The MOA OEM schedules several exercises each year that include some, if not all, of the following:

### Discussion-Based Exercises:



Figure 11: HSEEP Exercise Cycle



- Seminars
- Workshops
- Tabletop Exercises (TTXs)
- Games

**Operations-Based Exercises:**

- Drills
- Functional Exercises (FEs)
- Full-Scale Exercises (FSEs)

## 8 Plan Development and Maintenance

The MOA CEOP is developed under the authority of the Mayor. It is a living document, subject to revision based on agency organizational changes, new laws or guidance, and corrective actions identified from exercises or responding to real events. This section describes the plan development and maintenance process for keeping the CEOP current, relevant, and compliant with CPG 101, NIMS, and other applicable guidance. A record of change log is maintained as part of the CEOP Base Plan.

### 8.1 Development

The CEOP was developed with the cooperation of participating MOA departments, agencies, and partner organizations following emergency operations planning guidance found in NIMS, the EMAP, and CPG 101v3. The CEOP was developed in a functional format, focusing on a base plan, functional annexes, appendices and checklists where appropriate to ensure ease of use.

### 8.2 Maintenance

The MOA CEOP is not a static document but will evolve as needs and priorities evolve. Changes to the organization, federal guidance, or local/state/federal regulations may require that changes be made to the Base Plan.

Changes to the CEOP's annexes and appendices may become necessary as exercises and real-world emergencies provide opportunities to implement the Plan, test its effectiveness, and highlight strengths or areas in need of improvement.

The OEM coordinates the maintenance of the MOA EOP including the full document updates. These substantial reviews should take place a minimum of every two years. The Director of Emergency Management is authorized to prepare and maintain the CEOP.

**Municipality of Anchorage**

# Comprehensive Emergency Operations Plan

## Section 2 Functional Annexes



**Section 2: Functional Annexes contains the following annexes:**

- Functional Annex A: Interoperable Communications
- Functional Annex B: Damage Assessment
- Functional Annex C: Debris Management
- Functional Annex D: Mass Care
- Functional Annex E: Protective Actions
- Functional Annex F: Public Health & Medical Services
- Functional Annex G: Public Information, Alert & Warning
- Functional Annex H: Recovery
- Functional Annex I: Transportation Coordination

**Each annex adheres to the following structure:**

1. Introduction
  - 1.1 Purpose
  - 1.2 Scope
  - 1.3 Planning Assumptions
2. Preparedness Targets
3. Concept of Operations
  - 3.1 General
    - 3.1.1 Operational Priorities
    - 3.1.2 Functional Objectives
    - 3.1.3 Critical Tasks
    - 3.1.4 *Other Operational Considerations*
  - 3.2 Organization and Assignment of Responsibilities
  - 3.3 Available Resources and Identified Resource Gaps
  - 3.4 Key Operational Activities
    - 3.4.1 Mobilization
    - 3.4.2 Activation and Operation
    - 3.4.3 Demobilization
4. Related Training

<b>PLAN NAME</b>	<b>Communications Interoperability</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation A</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Department of Public Works (MOA Radio Shop)</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Anchorage Police Department Anchorage Fire Department Information Technology Anchorage School District Community-Based Organizations</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Communication is the fundamental capability within disciplines and jurisdictions to share information necessary to perform the most routine and basic elements of their job functions. Communications interoperability is the ability of public safety agencies, such as police, fire, emergency medical services (EMS), and other public and private service agencies (public works, transportation, hospitals, etc.) to share tactical information within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data, and/or video with one another on-demand, in real-time, when needed, and when authorized.

The Municipality of Anchorage (MOA) Communications Interoperability Annex (Annex) is intended to:

- Establish a shared understanding of the communications systems available to the MOA.
- Support the restoration of the communications infrastructure response personnel and agencies to facilitate the recovery of systems and applications to establish and maintain a common operating picture for the incident.
- Coordinate communications to overcome information broadcasting shortfalls via alternate methods during response.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

Decision-makers and first responders involved in disaster response gain situational awareness through reporting that occurs at each level, including local, state, tribal, territorial, and federal governmental agencies, nongovernmental organizations (NGOs), industry essential service providers, other private sector partners, and residents. Information and support requests typically flow from the incident level through operations and emergency operations centers to the policy group and other decision-makers. At the same time, decision-makers and operations and coordination centers provide accurate, actionable, and relevant information to support incident operations. Such exchanges are reliant on the technical means and modes required to provide and maintain operable and interoperable voice and data communications in an incident area. The communications function accomplishes this by helping to

stabilize and reestablish critical communications infrastructure quickly and efficiently, coordinating requests for additional support, identifying and integrating resources and capabilities, and coordinating information flow.

The Annex addresses protective actions within the MOA in response to all hazards regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- Life-saving activities take precedence over other emergency activities.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Traditional methods of communication may be unavailable (e.g., phone lines and cellular service may be down or overloaded).
- In the event an incident occurs suddenly and rapidly, some information may be incomplete or unconfirmed.
- The successful delivery of messages is dependent on external networks and providers outside of MOA's control. For example, cell phone networks are particularly vulnerable to system saturation during a crisis, because multiple callers simultaneously compete for available access.
- Many people in the affected population will have disabilities and access and functional needs (DAFN) and will require physical, programmatic, and/or communication access.
- The MOA has redundancy in communications platforms to communicate with field staff, internal departments, and external jurisdictions and agencies in place prior to a disaster, which should be utilized during a disaster whenever possible.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to coordinate between agencies during response and disseminate emergency information to the public, the following Preparedness Targets are suggested for MOA:

- In compliance with the National Incident Management System (NIMS), a continuous flow of critical information is maintained as needed among multi-jurisdictional and multidisciplinary emergency responders, command posts, agencies, and government officials for the duration of the emergency response operation.
- MOA has a continuity of operations plan for public safety communications, including the consideration of critical components, networks, support systems, personnel, and an appropriate level of redundant communications systems.

The broad Communications Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Communications Preparedness Targets*

Planning	MOA will develop communications plans, policies, procedures, and systems that support required communications with all response stakeholders.
Planning	Every two years, complete an assessment of standard communication capabilities for the Public Safety Answering Points (PSAPs) to ensure an appropriate Continuity of Operations (COOP) plan is in place.
Organization	Design reliable, redundant, and robust communications systems for daily operations capable of quickly reconstituting normal operations in the event of disruption or destruction.
Equipment	MOA maintains and tests appropriate equipment (and/or agreements and partnerships) necessary to communicate with response partners. Equipment may include radios, phones (cellphones, landline, satellite), internet-based platforms, and networks.
Training	In coordination with appropriate partners, MOA will develop and implement awareness training programs for response communications within the jurisdiction.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications and document findings in an After-Action Review / Improvement Plan (AAR/IP).

## 3. Concept of Operations

### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required for interoperable and redundant communications functions, assets, networks, and systems within the MOA.



An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, normal communications may be severely impacted. The MOA must work closely with private, state, and federal resources to prioritize communications systems and restore communications as quickly as possible.

Although the telecommunications infrastructure supporting Southcentral Alaska is fairly robust, some events or incidents may cause a temporary disruption in service. Cell phone networks are particularly vulnerable to system saturation during a crisis as multiple callers simultaneously compete for available access (except for FirstNet users, who receive priority and preemption to ensure uninterrupted communications). Due to this network overload, notifying and relaying information to response teams and other agency representatives may require both active and passive communication methods.

Response team members may be contacted and/or relayed information through both active and passive notification processes. Active notification and information sharing can occur primarily via text message, email, voice contact messages, or all the above. Passive notifications include social media, the MOA Office of Emergency Management (OEM) webpage, and broadcast media.

### **3.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **3.1.2 FUNCTIONAL OBJECTIVES**

The following objectives govern all interoperable communications by MOA:

- Establish and maintain communications between response authorities.
- Ensure information flow to support safety and decision-making efforts.

### **3.1.3 CRITICAL TASKS**

During a response, critical tasks may include the following:

- Develop the ICS Form 205 and 205A to include within the Incident Action Plan.
- Gather and consolidate data for Situation Reports (SitReps) during an event.
- Coordinate and deconflict incident radio frequencies in disaster areas of operation.
- Identify emergency communication requirements for incidents based on existing plans and information provided immediately prior to or during incidents.
- Identify available emergency communications frequencies, services, and equipment, based on existing plans and resource database(s).
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.

### **3.1.4 COMMUNICATION EQUIPMENT, TECHNOLOGIES, SYSTEMS, AND SERVICES**

There are a variety of communication equipment and service products that support information exchange important to response operations, including the following:

#### 3.1.4.1 Services and Systems

- **Email:** Short for electronic mail, e-mail is a message that may contain text, files, images, or other attachments sent through a network to a specified individual or group of individuals.
- **Internet:** With a service that can be either hardwire or satellite-based, the internet provides a large amount of data to be transmitted at one time, using a variety of methods.
- **Runners:** When all else fails, messages and documentation can be transmitted by individuals who physically move between spaces, such as the EOC and Incident Command Post (ICP), and other stakeholders as necessary. Special precautions should be taken to ensure the safety of these individuals.
- **Social Media:** Social media platforms (e.g., Facebook, Twitter, Instagram, NextDoor) are a specific type of website that promotes social networking. They are not only useful for distributing public information, but they can also be a great way to gain situational awareness from the public. It is worth noting that Twitter has proven to be more resilient than text messaging, apparently due to the simplified architecture and short messages.
- **Video Conferencing Applications:** Comprises the technologies for the reception and transmission of audio-video signals by users in different locations for communication between people in real-time. These platforms (e.g., Zoom, Teams, Adobe Connect, GoToMeeting, Skype, etc.) enable information and coordination meetings to take place between users at different locations and can host anywhere from two to several dozen participants at one time. Some applications have additional features that allow for document storage and collaborative workspaces.
- **Website:** A website is a collection of web pages and related content that is identified by a common domain name and published on at least one web server. A pre-developed website that hosts information that supports response, including forms, maps, or automated workflows, can be of enormous benefit to virtual or hybrid response operations.
- **First Responder Network Authority (FirstNet):** FirstNet is the result of a public/private partnership between the First Responder Network Authority and AT&T. Based on recommendations from the 9/11 Commission Report, legislation was passed in 2012 to combine private sector resources, infrastructure, expertise, and economies of scale with government resources to deploy and operate a first responder network. It is the only nationwide wireless broadband communications platform dedicated to America's first responders and public safety community. It encrypts network traffic within the core, creating the highly secure environment public safety requires. Today, 80% of the network has been built out, and AT&T is rapidly continuing to add to it every day.

FirstNet is exclusively for first responders and those that support their vital efforts. This includes law enforcement, fire protection services, emergency (911) call dispatching and government PSAPs, emergency planning and management offices, and emergency medical services. Other



essential personnel who support first responders before, during, and after an emergency can also subscribe to FirstNet. These organizations provide medical care, mitigation, remediation, overhaul, clean-up, restoration, and other such services during or after an incident.

- **Department of Homeland Security (DHS) priority services:** DHS provides three major priority services to support National Security / Emergency Preparedness (NS/EP) communication activities. They should be an important aspect of any emergency communications strategy, especially for those who rely on communications to respond to events and incidents on a daily basis and want to minimize their connectivity downtime.
  - **Telecommunications Service Priority (TSP):** TSP is a Federal Communications Commission (FCC) program that directs telecommunications service providers (e.g., wireline and wireless phone companies) to give preferential treatment to users enrolled in the program when they need to add new lines or have their lines restored following a disruption of service regardless of the cause. Enrollment in TSP ensures that wireline circuits are restored on a priority basis.
  - **Government Emergency Telecommunications Service (GETS):** GETS is a program that prioritizes calls over wireline networks when congested. Users receive an access card (GETS card) that has both the universal GETS access number and a Personal Identification Number (PIN).
  - **Wireless Priority Service (WPS):** WPS is a program that authorizes cellular communications service providers to prioritize calls over wireless networks when congested.
- **SHARed RESources (SHARES):** The SHARES High Frequency (HF) Radio Program, administered by DHS, provides an additional means for users with a national security or emergency preparedness mission to communicate when landline and cellular communications are unavailable. The High Frequency (HF) Radio program provides an additional means for users to communicate when landline and cellular communications are unavailable. SHARES members use existing HF radio resources to coordinate and transmit messages needed to perform critical functions, including those areas related to leadership, safety, maintenance of law and order, finance, and public health.
- **Federal National Radio System (FNARS):** FNARS is a HF radio system that provides communications transport between nationally distributed ground stations in times of degraded or destroyed communications. FNARS is intended to support Federal Emergency Management Agency's (FEMA's) command, control, and communications during continuity events and to enable communication between FEMA and response and recovery partners.

#### 3.1.4.2 Technologies

- **Alaska AWARN:** AWARN is the trunked radio system used by the MOA for day-to-day and emergency communications for first responders. The AWARN system consists of 15 channels simulcast at 700MHz over six (6) radio sites with 4-6 channels throughout the Anchorage Bowl. AWARN also allows for interoperable communications with other state agencies outside the MOA via the Alaskan Land Mobile Radio Repeater (ALMR) system. The AWARN repeater sites

run on 48-volt batteries, which will ensure the site is operational for hours if power is lost. Back-up power is provided by on-site generators designed to start automatically within moments of a loss of normal power. The backup generators undergo a weekly test to ensure they are capable of meeting demands.

- **Amateur Radio (HAM Radio):** This product is similar to a Citizens Band (CB) radio in that it requires the user to be a licensed American Amateur Radio operator, thus giving a bit more authenticity to the information that is being regulated across the airwaves.
- **Cell Phone:** Mobile networks quickly become overloaded due to the massive increase of users and unexpected surge that follows a disaster. Be sure not to discount text messaging and e-mails as a communications method, because they work on a platform that is parallel to cell phones. If you cannot reach a person by calling them, and the line is busy, a text or e-mail message may still be able to reach the specified destination.
- **Citizen Band Radio (CB Radio):** A CB radio is capable of short-distance communications on various frequencies. It is similar to, although more complex than, a regular two-way radio as it contains more functionality. Because it is open for both business and personal use, it is a good source of general information.
- **Landline Phone:** Though perhaps no longer the most popular option, a landline telephone can be a lifesaver when access to a cellphone or other electronic device is limited or non-existent. It is possible that a landline telephone will work even when internet access is down, depending on the type of technology supplied by the provider.
- **Police Scanner:** This device allows the user to hear all emergency communication between officials in the police, rescue, fire, respondent, military, and aircraft industries. Although the user cannot broadcast on it, it does allow access to important information during an emergency situation.
- **Virtual Workspaces:** A virtual workspace replicates a physical workspace to increase communication and collaboration between team members. Virtual office spaces (e.g., Teams, Google Drive, etc.) allow colleagues to interact through communication channels such as instant messaging, video calls, document sharing, and screen sharing tools.
- **Satellite Phone (Satphone):** Satphones are on the pricier side of the emergency devices spectrum but are beneficial, especially in remote territories where internet access is scarce at best. Some satellite phones have coverage in all parts of the world due to the Satphone's reliance on orbiting satellites for their functioning versus standard cell phone towers.
- **Two-way Radio:** A two-way radio (also known as walkie-talkies) is a pair of handheld devices that can connect with each other provided both are on the same frequency within a certain distance. One user can talk while the other listens, and vice-versa. These are beneficial to have among emergency responders in the field as a quick way to communicate with each other without clogging up cell phone lines. Current MOA 700mhz radios have Talk Around channels that perform as a two-way radio.

- **VoIP Phone:** A Voice over Internet Protocol (VoIP) phone is any phone that makes and receives calls using the internet. Instead of a traditional “hard-wired” phone that uses direct connect copper wires to provide telephone service, a VoIP phone gives you greater mobility, interoperability, and connectivity. It will work no matter where the user is as long as they have internet access and can use a laptop or computer.
- **Trunked Radio System.** A trunked system is a series of radio repeaters all tied to a control system. Traditionally, when you turn a two-way radio to a repeater, you are steering your radio to a particular repeater frequency. In a trunked system, your radio is always listening to what is known as a control channel. When you select a particular channel on your radio, the two-way radio sends a packet to the control channel requesting to talk to a group of radios. The control channel then creates a call using one of any number of available repeaters. This allows for large municipalities to pool their resources together and creates a very efficient communications platform.

## 3.2 Organization and Assignment of Responsibilities

### 3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT

- Provides EOC activation and oversight
- Collects, develops, and distributes SitReps vertically and horizontally to provide a common operating picture
- Provides recommendations about local emergency proclamations
- Requests emergency management mutual aid as necessary
- Ensures a system of emergency power generation at the EOC
- Provides timely and consistent updates on activities before, during, and post-disaster

### 3.2.2 EMERGENCY OPERATIONS CENTER

- Arranges emergency communications between the EOC, local contacts in impact areas, and satellite command centers of other agencies
- Coordinates the assistance of private-sector and community-based organization (CBO) resources
- Consolidates, verifies, and disseminates public information
- Provides timely and consistent updates on activities before, during, and post-disaster

### 3.2.3 ANCHORAGE POLICE DEPARTMENT

- Provides standard 911 emergency dispatch for MOA
- Supports Anchorage Fire Department (AFD) and EMS backup dispatch services
- When notified of an emergency, sends response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other location as appropriate

- Acts as the primary PSAP
- May be asked to send a liaison to staff the EOC
- Coordinates with appropriate partner agencies and stakeholders to obtain and disseminate needed information
- Provides timely and consistent updates on activities before, during, and post-disaster

#### **3.2.4 ANCHORAGE FIRE DEPARTMENT / EMERGENCY MEDICAL SERVICES**

- When notified of an emergency, sends response teams/personnel, equipment, and vehicles to the emergency site, staging areas, or other location as appropriate
- Provides 911 fire and EMS call center services
- Supports Anchorage Police Department backup dispatch services
- Acts as secondary PSAP
- May be asked to send a liaison to staff the EOC
- May be tasked to use a variety of platforms to alert and inform the public during emergencies
- Coordinates with appropriate partner agencies and stakeholders to obtain and disseminate needed information
- Provides timely and consistent updates on activities before, during, and post-disaster

#### **3.2.5 DEPARTMENT OF PUBLIC WORKS (MOA RADIO SHOP)**

- Acts as the lead agency in coordination with the OEM to ensure the availability of emergency communications and compliance with interoperability standards
- Assumes strategic long-term planning for emergency communications and interoperability standards
- When notified, may be asked to send a liaison to staff the EOC to coordinate with local communications utilities and other entities
- Provides timely and consistent updates on activities before, during, and post-disaster
- Maintains inventories of communications resources, including equipment, frequencies, and locations of repeaters and communications towers
- Maintains a cache of radios
- Maintain mobile command units and upgrades
- Maintains and services emergency communications systems and provides recommendations to the EOC for upgrades as needed
- Technical support of primary and secondary PSAP and fire/police dispatch services

- Ensures that all municipal agencies consider emergency communications requirements when upgrading communications systems
- Coordinates necessary backup power generation for all support facilities
- Provides damage assessment to the EOC regarding the status of communications systems during an emergency

### 3.2.6 INFORMATION TECHNOLOGY

- Ensures that all municipal agencies consider emergency communications requirements when upgrading telephone and computer systems
- Provides damage assessment to the EOC regarding the status of municipal telephone and computer systems
- Provides technical assistance to EOC staff and provides representatives to the EOC to support telephone and computer systems during an emergency
- Coordinates with local communications utilities and other entities to restore municipal telephone and computer systems as required according to incident priorities and community lifelines

### 3.2.7 ANCHORAGE SCHOOL DISTRICT

- Provides timely and consistent updates on activities before, during, and post-disaster
- Communicates updates to stakeholders pertaining to the emergency, risks, potential impacts, and response activities as needed
- May be requested to provide a liaison to the EOC

### 3.2.8 COMMUNITY-BASED ORGANIZATIONS

- When notified, may be asked to report to staff the EOC
- Provides timely and consistent updates on activities before, during, and post-disaster

## 3.3 Available Resources and Identified Resource Gaps

In addition to the technologies outlined above, the following information on available resources may be useful:

- **FirstNet for First Responders:** All first responders have FirstNet available on their phones.
- **Mobile Internet:** Most Anchorage Police have internet capability within all cars and the ability to be fully remote.
- **AFD Mobile Command Van:** Can be used as a backup dispatch center and remote command post if needed.

The following are known gaps that may require additional support during a large incident:

- Human Resources to fill Communication Unit Leaders (COML) and Communications Unit Technicians (COMT) positions (current staffing for these positions is low).
- FirstNet SATCOLT for mobile command buses. These will enable direct-link wide area communications in the event of catastrophic communications system failures.
- AFD has a mobile command van for managing major or prolonged incidents, but it lacks enhanced communication features.

### **3.4 Key Operational Activities**

#### **3.4.1 MOBILIZATION**

During an incident that requires multijurisdictional and/or multidisciplinary communications or when communications infrastructure and systems may be compromised, the EOC will conduct an initial assessment during mobilization. This assessment will:

- Survey the status of the communications infrastructure, determine residual capabilities, and preliminarily assess the extent of damage within the incident area.
- Determine the necessary local, state, federal, and private-sector organizations as well as other agencies involved in the incident to ascertain their communications assets, capabilities, and requirements.
- Activate and deploy COML and COMT as available.

#### **3.4.2 ACTIVATION AND OPERATION**

During an incident requiring activation of the Communications Annex, the MOA EOC will:

- Provide situational awareness, cross-sector coordination, and prioritized recommendations regarding critical infrastructures and key resources.
- Collect, compile, and analyze communications infrastructure and service outage and restoration information.
- Develop an Incident Communications Plan (ICS-205), distribute it to key response agencies, and update it as needed. Leverage all resources detailed in 3.1.4 Communication Equipment, Technologies, Systems, and Services.
- Assist with the provision of communications support to tribal and local governments, including public safety entities.
- Support the temporary re-establishment of the basic public safety communications infrastructure and assist in the initial restoration of the commercial telecommunications infrastructure.
- Deploy and track mobile communications vehicles, radio caches, and mobile assets as available.
- Coordinate requests for national-level programs: TSP, GETS, WPS, SHARES, and FNARS/National Emergency Coordination Net.

- Coordinate a request for amateur radio operators and their integration into the Incident Communications Plan.
- Coordinate the provisioning of priority and other telecommunications services at incident support facilities, provide capabilities and services to aid response and short-term recovery operations, and ensure a smooth transition to long-term recovery efforts.

### 3.4.3 DEMOBILIZATION

During the demobilization phase, the MOA EOC (and/or OEM as the incident transitions to recovery) will support the transition back to steady-state communications channels. This support includes the following key tasks:

- Assessing communications system and infrastructure failures, developing a root-cause analysis with the support of subject matter experts as necessary
- Leveraging this assessment to prioritize mitigation and resilience investments in the MOA communication system and infrastructure
- Building redundancy into communication networks and plans, incorporating the lessons learned from the incident
- Leading communications planning, training, exercising, and coordination
- Ensuring any communications equipment is returned

## 4. Related Training

The following courses are suggested for those involved in the Communications Interoperability function. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-0951 DHS Radio Interoperability

### FEMA Residential / Non-Residential / Indirect Courses

- G0251 WEM Amateur Radio Resources

### Additional Training

- AWR-329 Leveraging Tools for Coordinated Disaster Communications, University of Hawaii, National Disaster Preparedness Training Center
- Any additional training mandated by state or federal regulations

To support timely and accurate notification to disabled and access and functional need (DAFN) communities, training should incorporate the following:

- Integrate people with disabilities into emergency planning, exercises, and simulations.

- Educate emergency / public safety personnel and relevant community entities on how to provide communications to people with different disabilities in emergency situations.
- Train appropriate emergency personnel in use of accessible communications technologies for emergency alerting, person-to-person communications, and Next Generation 9-1-1.
- Provide emergency / public safety personnel and relevant community entities with sensitivity training on the diversity within the population of people with disabilities.
- Empower end-users by providing information and resources on accessible emergency alert and information options.
- Convene stakeholders for workshops on inclusive emergency preparedness/communications.



<b>PLAN NAME</b>	<b>Damage Assessment</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation B</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Building Services Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management</b> <b>Emergency Operations Center</b> <b>Anchorage Police Department</b> <b>Anchorage Fire Department</b> <b>Finance Department</b> <b>Information Technology</b> <b>Geographic Information Systems</b> <b>Anchorage School District</b> <b>Anchorage Water and Wastewater Utility</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Damage assessment is the capability of a jurisdiction to identify, assess, prioritize, and coordinate the documentation of damages to public and private property within a community. Damage assessment supports the state and federal disaster declaration request process, the prioritization of initial recovery actions and requests, and/or the initiation of any insurance claims necessary for community recovery.

The Municipality of Anchorage (MOA) Damage Assessment Annex (Annex) is intended to:

- Establish a shared understanding of damage assessment responsibilities, processes, and state or federal thresholds.
- Support the assessment of any damages to MOA's infrastructure, public property, or private property resulting from a disaster or emergency.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

In addition to supporting the state and federal disaster declaration process, conducting a local damage assessment enables MOA officials to:

- Determine the severity and magnitude of the event.
- Quantify homes and businesses impacted by the disaster.
- Determine whether local resources will be sufficient to effectively respond and recover from the event.

This information is useful even when an incident does not cause an impact of such severity to necessitate a federal disaster declaration. When a declaration is sought, the MOA conducts the initial damage assessment (IDA), shares damage information with the state, and participates in the joint preliminary damage assessment (PDA) with the state and federal partners.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- Life-saving activities take precedence over other emergency activities.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- The MOA Office of Emergency Management (OEM) or the EOC will utilize a situation analysis process.
- The use of Federal Emergency Management Agency (FEMA) Joint Preliminary Damage Assessment Teams (JPDA) may be requested and deployed if damage is widespread.
- Reporting is conducted through the damage survey and assessment process and documented utilizing damage assessment software.
- The Planning Section develops and maintains situational awareness for the EOC by monitoring Damage Surveys and Damage Assessment Reports and documenting emergency and disaster assessment information.
- Damages related to Hazardous Materials (HAZMAT) will be prioritized over non-HAZMAT damage, and the Anchorage Fire Department shall accept and provide the position of Incident Commander (IC) for all scenes involving HAZMAT in the MOA.
- An abundance of unconfirmed information may quickly become available following a large-scale event through social media.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to provide timely, inclusive, and effective damage assessments during a response, the following Preparedness Targets are suggested for MOA:

- Lead efforts to coordinate with public, private, and non-profit partners in MOA to develop and submit preliminary public assistance damage assessments after an incident, within the federal guidance and timelines.
- Facilitate individual assistance (IA) declaration requests with coordination of MOA community members and residents within the state and federal guidance and timelines.

The broad Damage Assessment Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Damage Assessment Targets*

Planning	MOA will include Disabilities and Access and Functional Needs (DAFN) population representatives in planning efforts related to IA programs.
Planning	MOA will develop a process to collect, aggregate, and prioritize damage reports from public, private, and nonprofit partners within the jurisdiction.
Organization	MOA will maintain contact information for key damage assessment partners in the jurisdiction (public works, critical infrastructure, public facilities, etc.) and update it bi-annually.
Organization	MOA will maintain memoranda of understanding (MOUs) for services, including mobile applications, remote sensing, or Geographic Information System (GIS) capabilities and can expedite data collection during the IDA.
Equipment	MOA will maintain and ensure there is appropriate hardware to conduct damage assessments and document findings.
Training	MOA will coordinate the delivery of damage assessment training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations responsible for conducting damage assessments and documenting findings in an After-Action Review / Improvement Plan (AAR/IP).

## 3. Concept of Operations

### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required for conducting damage assessments post-incident in the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, an initial damage assessment of public and private property conducted during the early stages of the recovery effort is essential to determine the allocation of government resources needed to

support the disaster area. Damage assessments may be prioritized to assess critical infrastructure and facilities supporting community lifelines first.

Damage assessments conducted by local officials or others should follow the five degrees of damage (destroyed, major, minor, affected, inaccessible) and have greater than or equal to 40% uninsured damages to meet the FEMA criteria for seeking a federal disaster declaration including individual assistance for damaged homes, businesses, and public infrastructure.

Damage assessments conducted by local officials enable them to:

- Determine the severity and magnitude of the event.
- Quantify homes, businesses, and public infrastructure impacted by the disaster.
- Determine whether local resources will be sufficient to effectively respond to and recover from the incident.

Local damage assessments should be rapid, detailed, and accurate and be conducted with the following in mind:

- Damage assessment data should be reported to community, state, and federal partners within 36 hours of the event.
- Information collected will be analyzed to determine if supplemental assistance will be needed from state and/or federal agencies.
- If necessary, the state may request a preliminary damage assessment with FEMA and/or the Small Business Administration (SBA).
- Delays in completing the assessment may delay supplemental disaster assistance to those most in need.

### **3.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **3.1.2 FUNCTIONAL OBJECTIVES**

- Establish an organizational structure to coordinate damage assessment activities.
- Provide critical information necessary in deciding the allocation of scarce resources and the need for mutual, state, or federal aid.
- Support financial reimbursement to the MOA to alleviate economic hardship on the jurisdiction and to provide for economic recovery.

### **3.1.3 CRITICAL TASKS**

During a response, critical tasks may include the following:

- Report the type of emergency or disaster through the EOC to the State Emergency Operations Center (SEOC).

- Designate a damage assessment coordinator for the MOA.
- Activate damage assessment groups and assign tasks.
- Identify the most useful available tools (paper reporting forms, mobile apps, social media, etc.) to describe, verify, and document the type, extent, and location of damages.
- Gather damage estimates.
- Report the amount of damage sustained.
- Determine anticipated needs for outside assistance as soon as possible after the occurrence of the event.
- Verify that local emergency funds are expended prior to requesting financial assistance from the state.

#### 3.1.4 KEY CONSIDERATIONS

The following should be considered for damage assessments:

- **Hazard/Incident type.** The type, scale, and severity of the incident may influence the required approach and timeline of the PDA. Safety concerns for responders and PDA personnel or access constraints are also possible depending on the disaster. For example, disasters such as earthquakes and avalanches may produce readily visible damage that may be assessed through windshield surveys while damages from floods may require more time and resource-intensive door-to-door assessments.
- **Program requirements.** The federal government's information requirements for presidential disaster declaration requests for IA, PA, and other types of assistance, will impact the damage assessment process.
- **MOA resources, disaster frequency, and experience.** The capabilities and capacity of the MOA to support the joint PDA may influence which damage assessment methods are used, such as fly-overs, windshield surveys, or door-to-door assessments. The MOA's experience (including that of current staff) with disasters and familiarity with the joint PDA process may also impact how damage is assessed.
- **Time constraints.** Based on the needs of the incident, senior leadership will establish a timeline for the joint PDA to be completed. This timeline will impact what methods are feasible for assessing damage.
- **Geography.** Geographic factors may impact the methods used for assessing damage. For instance, whether the damage is concentrated in a specific area or spread across multiple areas, jurisdictions, or states will influence the methods used for assessing damage.

#### 3.1.5 ASSESSMENT CRITERIA

The Alaska State IA Program is separate from federal disaster response and recovery efforts; should a federal declaration occur, individuals may need to apply for both state and federal IA support.

### 3.1.5.1 State Individual Assistance

The State IA program has three parts: Temporary Housing grants (THG), Housing Assistance grants (HA), and Other Needs Assistance grants (ONA). IA provides financial assistance to disaster survivors through grants to assist individuals and families in the declared disaster area with serious losses not covered or not fully covered by their insurance or other financial sources or means.

**Disaster grant eligibility.** To qualify for a grant under 6 AAC 94.200 - 6 AAC 94.280, an individual applicant or an applicant's family:

- Must incur a necessary expense or serious need in the declared disaster area as a result of the disaster and be unable to meet that expense or need.
- Must apply to all applicable governmental disaster assistance programs for assistance to meet a necessary expense or serious need and be determined ineligible for that assistance or demonstrate to the division that the assistance received does not satisfy the total necessary expense or serious need.
- May not have previously received or refused assistance from other means for all or part of the specific necessary expense, or serious need, for which application is made.
- Must agree to refund to the division any part of a grant made for which assistance from other means is received or that is not spent as identified in the grant award document.

THG assistance provides financial assistance when an eligible applicant's primary residence is rendered uninhabitable due to a declared disaster. Rental assistance can be authorized for renters for up to three months and for homeowners for up to eighteen months (from the disaster declaration date). Temporary housing payments will be based on Housing and Urban Development (HUD) fair market rates. Deposits (security and pet) are not included. Payments may be made directly to landlords/owners or applicants, whichever is most practical. Lease and/or rental agreements will include instructions that occupants are solely responsible for damages and any additional room costs besides the rent amount. Renters displaced by landlords whose primary residence has been damaged by a declared disaster and who then occupy the rental property will also be eligible for three months temporary housing.

HA assistance is available to homeowners to repair disaster-related damages not covered by insurance or by other governmental financial assistance resources. The goal is to provide assistance for costs that are reasonable and necessary to make the essential living areas of a primary residence safe, sanitary, and functional within the limits of the program. It is not to correct pre-event deficiencies of any kind. It generally will not include cosmetic features, landscaping, outbuildings, sidewalks, and driveways. Essential living areas of the home include occupied bedrooms, one bathroom, one kitchen, dining room, living room, entrance/exit, foundation/structure. Repair awards will be based on professional estimates, state-sponsored estimates, or insurance adjuster's estimates.

ONA expenses (not covered by insurance or by other financial assistance resources) may include the lesser of the costs to clean, repair, or replace essential personal property items identified on the program eligible property list. Eligible costs include medical and dental costs that were a direct result of the declared event and funeral expenses (cremations, burials, etc.) for family members living in the home at the time of the event. Other potentially eligible expenses include transportation, moving, storage, and other expenses that are authorized by DHS & EM.

Individuals must apply for state IA within 60 days of the disaster declaration date. If activated, federal disaster assistance must be pursued before a state IA award. More information can be found at <https://ready.alaska.gov/Recovery/IA>

### **3.1.5.2 Federal Individual Assistance**

FEMA IA programs provide financial and direct assistance to disaster survivors with disaster-caused unmet needs. Support may include assistance for temporary housing and housing repairs, critical disaster-related expenses, the replacement of essential personal property, and funding to the MOA for IA program services. Refer to the Individual Assistance Program and Policy Guide (IAPPG) for more information on IA programs. For presidential disaster declaration requests that include IA, state, tribal, and territorial governments must evaluate and document specific information regarding the extent of damage to local jurisdictions. When evaluating the need for IA, FEMA will consider the following six factors for states and territories:

- State or territory fiscal capacity and resource availability
- Uninsured home and personal property losses
- The disaster-impacted population profile
- Impact on community infrastructure
- Casualties
- Disaster-related unemployment

In order to consider those factors, FEMA requires an assessment of home and personal property losses and an impact statement that includes an analysis of the other variables. This will be “rolled up” from MOA and other local and tribal government assessments.

The principal factors FEMA will consider in the evaluation of a major disaster declaration request for IA include the estimated cost of assistance for uninsured homes and personal property losses and resource capability and capacity of the requesting state, tribe, or territory.

More information can be found at <https://www.fema.gov/assistance/individual>.

### **3.1.5.3 State Public Assistance**

The Alaska Statute Title 26: Alaska Disaster Act §26.23.010 - §26.23.220 is the authority for the state to provide emergency assistance to state, tribal, and local governments and certain types of private nonprofit organizations to recover from the damages incurred as a result of a disaster. The governor may provide state assistance to supplement state agencies’ and political subdivisions’ efforts and capabilities to save lives, protect property and public health and safety, or to lessen or avert the threat of a disaster in Alaska.

### **3.1.5.4 Federal Public Assistance (PA)**

FEMA’s PA program aids state, local, tribal, and territorial (SLTT) governments and certain types of public nonprofit (PNP) organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the president. Through the PA program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and

the restoration of disaster-damaged, publicly owned facilities and specific facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future incidents by providing assistance for hazard mitigation measures. For detailed information related to PA program policies, refer to the Public Assistance Policy and Procedure Guide (PAPPG).

More information can be found at <https://www.fema.gov/assistance/public>.

## **3.2 Organization and Assignment of Responsibilities**

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Provide EOC activation to support information management and resource coordination.
- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture (COP).
- Provide recommendations about local emergency proclamations.
- Coordinate recovery efforts.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Request emergency management mutual aid as necessary.
- Assign a damage assessment coordinator.
- Activate damage assessment groups and assign tasks.
- Ensure that procedures for relaying information on damages to the EOC are in place and tested regularly.
- Determine damage information collection priorities.
- Make certain that lines of communication are established with all participating agencies and that damage assessment information is being collected and reported to the EOC during an emergency or disaster.
- Evaluate damage reports to establish response and recovery priorities and allocation of available resources.
- Coordinate requests for additional qualified personnel to support Joint Damage Assessment activities.
- Ensure the proper equipment is in place to perform damage assessment operations.
- Ensure all damage assessment reports are completed and filed.
- Coordinate with the SEOC for submission of the PDA.
- Coordinate with federal agencies in areas of mutual interest.



- Provide local knowledge and team escorts.
- Consolidate, verify, and disseminate public information.
- Incorporate geographic data and information in reporting and analysis.

### **3.2.3 BUILDING SERVICES DEPARTMENT**

- Oversee the MOA Damage Survey and Assessment program.
- Develop and oversee pre-disaster training for Damage Survey Team (DST) and Damage Assessment Team (DAT) members.
- Develop operating guidelines or standard operating procedures for deployment of the MOA DSTs and DATs.
- Cooperate with the EOC damage assessment coordinator to share information about the extent of damage in the MOA to state and federal partners.
- Provide critical damage information as part of the state and federal preliminary damage assessment process.
- Coordinate with the EOC for the deployment of DSTs and DATs.
- Maintain a record database of trained and qualified MOA personnel for DST and DAT assignments.
- Identify personnel to complete the training and serve as DST members.
- Coordinate with the Department of Public Works (DPW) to identify communications requirements and resources for deploying DSTs and DATs.

### **3.2.4 ANCHORAGE FIRE DEPARTMENT**

- Send a liaison to staff the EOC upon request.
- Support the damage information collection process by providing windshield and aerial survey reports as feasible during the initial response phase of an emergency or disaster.
- Coordinate requests for structural building engineers to support Urban Search and Rescue operations with the EOC.

### **3.2.5 ANCHORAGE POLICE DEPARTMENT**

- Send a liaison to staff the EOC upon request.
- Support the damage information collection process by providing windshield and aerial survey reports as feasible during the initial response phase of an emergency or disaster.
- Coordinate requests for structural building engineers to support Urban Search and Rescue operations with the EOC.

### **3.2.6 FINANCE DEPARTMENT**

- Be prepared to support the damage information collection effort with designated DSTs when directed by the EOC.
- Assist with the administrative preparation and submission of the PDA.

### **3.2.7 INFORMATION TECHNOLOGY DEPARTMENT**

- Provide initial damage surveys on key information technology (IT) infrastructure and systems to EOC as required.
- Provide established regular status reports of IT functions across all MOA departments to the EOC when required.
- Develop and coordinate service restoration priorities with the EOC.
- Provide any required hardware and software to the staff to complete the damage assessment process.

### **3.2.8 GEOGRAPHIC INFORMATION SYSTEMS (GIS) DEPARTMENT**

- Provide GIS mapping and accompanying information for site visits.
- Develop maps to depict information that is gathered by field personnel.
- Establish procedures for quickly gathering and processing data into maps.
- Coordinate the use of data and mapping software and assist in troubleshooting issues.

### **3.2.9 ANCHORAGE SCHOOL DISTRICT**

- Provide organizational liaisons to the EOC during the response phase of emergencies and disasters.
- Identify personnel to conduct damage surveys on Anchorage School District (ASD) facilities.
- Coordinate with OEM for pre-disaster training to qualify designated ASD personnel to serve as Damage Surveyors.
- Deploy DSTs to collect critical damage information on ASD facilities when required.
- Provide facility status and capability reports to EOC.

### **3.2.10 ANCHORAGE WATER AND WASTEWATER UTILITY**

- Provide organizational liaisons to the EOC during the response phase of major emergencies and disasters to facilitate damage information collection and processing.
- Conduct damage assessments on critical infrastructure and provide status reports and service area outage reports to the EOC.
- Advise the EOC of plans and priorities for restoration of service and requests for resources beyond organizational capabilities.

### 3.3 Available Resources and Identified Resource Gaps

DSTs may be deployed throughout the impact area to survey the scope and scale of damage during the response phase. Initial DAT members do not require specialized or technical skills to perform their mission and are made up of trained MOA employees from the various departments

The MOA will also deploy DATs to the impacted areas or facilities during the response and recovery phases. The mission of the DATs is to determine whether or not a structure or facility is safe. They also provide technical expertise for urban search and rescue operations. DATs require special skills and/or training and are primarily staffed by the MOA Building Safety Section. The DAT is also responsible for placard placement following the building inspection process and deployed independently from DSTs. For large events with widespread damage that exceeds MOA capabilities, requests for additional qualified DATs would be coordinated by the EOC with the SEOC.

### 3.4 Key Operational Activities

#### 3.4.1 DAMAGE ASSESSMENT METHODS

Depending on the nature and severity of the incident, damage assessment can be hindered by impassable roads, resource constraints, and re-entry of populations to impacted areas. Several methods for conducting damage assessments are feasible and are listed below from least to most resource-intensive.

##### 3.4.1.1 Modeling

This approach can be used to rapidly *predict* the damage that is likely to be or likely to have been caused by a disaster and can be used to leverage resources during IA damage assessments. Common modeling products used include hurricane prediction maps (wind speed, rainfall, and storm surge), earthquake shake maps, tornado track maps, Hazards United States (HAZUS), and the Prioritizing Operations Support Tool (POST).

##### 3.4.1.2 Geospatial Analysis and Geographic Information Systems (GIS)

These datasets can be a great asset during IA damage assessments, giving emergency managers the ability to analyze damage to homes and neighborhoods and compare it with pre-disaster imagery.

##### 3.4.1.3 Remote Sensing

In this approach, surveyors obtain aerial imagery from flyovers as a way to rapidly collect information about structures that sustained major damage or were destroyed. Aerial imagery may be collected with helicopters or fixed-wing aircraft. High-resolution satellite imagery may also be available through the FEMA Headquarters (HQ) Remote Sensing Office or even local resources, such as the Civil Air Patrol. Regular full-color imagery can show whether a structure has been damaged. Other technologies, such as light detection and ranging (LiDAR – typically airborne), synthetic aperture radar (SAR – collected via satellite), or multispectral imagery (typically airborne) may provide additional details about the nature of the damage. This data may be loaded into a web viewer for easy access. Advanced analytics could be used to automatically identify and categorize damaged structures from imagery.

##### 3.4.1.4 Windshield Surveys

Assessment teams will record observed damage while driving through impacted areas, periodically stopping to conduct interviews to provide anecdotal evidence related to insurance coverage, occupancy

type (owner or renter), general basement construction, and other significant information to support census information collected to develop impact statements. Assessment teams conducting windshield surveys should take photographs of damage used to document a home as major or destroyed to reduce the time required to verify and/or validate the information. This process is repeated street-by-street for the team's assigned area. Representatives in windshield surveys may include FEMA, the SBA, and the SLTT government.

#### **3.4.1.5 Self-Reporting**

Individual assessment methods are often employed by emergency managers to quickly develop initial damage information. Assessment teams confirming damage should create annotated maps, if possible, tag damages with Global Positioning System (GPS) coordinates and take photographs of damage used to assess a home as major or destroyed to reduce the time required to verify and/or validate the information.

#### **3.4.1.6 Door-to-Door Assessments**

IA damage assessment teams will often use door-to-door assessments during smaller incidents when damage cannot be otherwise validated or for validating damage from PDA under appeal. Assessment teams conducting door-to-door assessments should take photographs of damage used to assess a home to reduce the time required to verify and/or validate the information. Teams should only enter damaged dwellings as a last resort and should do so only with the permission of the occupant and after safety considerations are evaluated by the team.

#### **3.4.1.7 Preliminary Damage Assessments**

The purpose of a PDA is to determine the economic impact to support a request for a disaster declaration by either the governor or the president of the U.S. to quantify the likely costs of repair and reconstruction and to determine the amounts and types of assistance that may be required of the state or the federal government. If a disaster is large enough to warrant a federal disaster declaration, FEMA organizes, leads, and deploys JPDA Teams consisting of representatives of FEMA, the state, and the MOA.

### **3.4.2 COLLECTING INFORMATION FOR INDIVIDUAL ASSISTANCE DAMAGE ASSESSMENTS**

#### **3.4.2.1 State Individual Assistance**

If the initial damages indicate the potential for state IA, the MOA EOC will support the SEOC in executing the overall IA process. In Alaska, the state IA process will develop as follows:

- Leveraging input from municipalities, the SEOC will support the governor of Alaska in declaring a disaster in a specific geographic area.
- The SEOC will establish an IA form on the State of Alaska's DHS & EM webpage at [www.ready.alaska.gov](http://www.ready.alaska.gov) for individuals to complete.
- The SEOC will activate an IA hotline to support application completions over the phone.
- The SEOC will coordinate with municipalities to develop a public information plan to distribute key information to the eligible public in areas impacted by the incident. The MOA EOC will make this information available to impacted individuals within the jurisdiction through press releases, media announcements, or local outreach campaigns.

- Individuals should be prepared to provide copies of identification, contact and mailing information, insurance declaration and exclusion, damages, vehicle and/or home details, the number of household occupants and living situation, proof of residence, and repair estimates.

#### **3.4.2.2 Federal Individual Assistance**

Following a federal disaster declaration and the State of Alaska's exceedance of IA thresholds, residents in impacted areas may also become eligible for federal IA support. Should this program become available, FEMA will manage the program in consultation with state and local officials. Affected individuals could apply through a just-in-time FEMA website (to be publicly announced once available), 1-800-621-FEMA, or at a FEMA Disaster Recovery Center (DRC).

#### **3.4.3 COLLECTING INFORMATION FOR PUBLIC ASSISTANCE DAMAGE ASSESSMENTS**

If the initial damages indicate the potential for a federal disaster declaration, the MOA EOC will coordinate the overall PA process. The MOA EOC will support the following critical tasks:

- Consolidating initial damage assessments, which may be received (or requested) from critical infrastructure facilities such as government buildings, healthcare organizations, large housing and/or service providers, etc. The MOA EOC is advised to submit this initial damage assessment to the SEOC within 24-48 hours, and request support at 1-800-478-2337 if needed.
- Preparing for (and requesting if necessary) PDA visits with state and federal officials. This may require the EOC to develop travel routes, coordinate logistics, develop public affairs talking points, and provide a liaison to provide field support during the assessments. PDAs typically occur days or weeks post-disaster.
- Preparing for (and requesting if necessary) technical or engineering assessments. These assessments occur weeks or months after a disaster to recommend remediation actions (repair or demolition) to structures and validate any reconstruction plans and cost estimates. While these assessments are conducted by engineers, local coordination and support will be critical to their success.

Additional information about the PA process in Alaska can be referenced in the Alaska Emergency Response Guide.

#### **3.4.4 POCKET GUIDE**

The FEMA PDA Pocket Guide serves as a quick reference tool for FEMA and SLTT government partners conducting PDAs to determine the magnitude of damage and impact of disasters. Everyone involved in a damage survey or damage assessment team should carry a PDA Pocket Guide to support them in documenting the correct information using aligned language and methodologies. The guide can be found at [https://www.fema.gov/sites/default/files/documents/fema\\_2021-pda-pocket-guide.pdf](https://www.fema.gov/sites/default/files/documents/fema_2021-pda-pocket-guide.pdf).

## **4. Related Training**

The following courses are suggested for those involved in conducting damage assessments. This list is not exhaustive. Contact MOA for more information about course registration.

#### FEMA Independent Study Courses

- IS-556 Damage Assessment for Public Works
- IS-559 Local Damage Assessment
- IS-772.a Individual Assistance Preliminary Damage Assessment Orientation
- IS-1006 Documenting Disaster Damage and Developing Project Files
- IS-1007 Detailed Damage Description and Dimensions
- IS-1011 Roads and Culverts
- IS-1021 Bridge Damage Considerations
- IS-1022 Substantiating Disaster-Related Damages to Buildings, Contents, Vehicles, and Equipment

FEMA Residential / Non-Residential / Indirect Courses

- G0556 Local Damage Assessment
- G0557 Rapid Needs Assessment

Additional Training

- AWR-319 Leveraging Tools for Conducting Damage Assessments, University of Hawaii, National Disaster Preparedness Training Center
- Any additional training mandated by state or federal regulations
- To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Debris Management</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation C</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Finance Department Purchasing Department Solid Waste Services</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Debris management is the capability of the jurisdiction to manage disaster debris in a coordinated, safe, historically responsible, environmentally responsible, and cost-effective manner. Debris management enables the provision of critical response functions and reduces threats to life, public health or safety, improved property, and the environment in emergency situations that demand immediate aid, action, or exigency needed to avoid, prevent, or alleviate serious harm or injury, financial or otherwise.

The Municipality of Anchorage (MOA) Debris Management Annex (Annex) is intended to:

- Ascertain need and capabilities for debris clearance, removal, reduction, and disposal.
- Establish an organizational framework to coordinate debris management after a disaster emergency in the MOA.
- Identify an effective approach to support safe operations and debris removal management from public and private property.
- Describe the types of resources including personnel, facilities, equipment, contracts, and contractors needed to assist in debris management.
- Identify and describe communication with instructions to the general public on how to safely reduce and dispose of debris.
- Ensure that all federal disaster assistance program eligibility requirements, local and state health and safety procedures, and other regulatory permits and licenses are followed during the debris removal process.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

#### 1.2.1 GENERAL

The MOA may conduct debris operations in any manner it deems appropriate. However, only necessary and reasonable costs that eliminate and lessen threats associated with applicants, facilities, and work deemed eligible according to state and Federal Emergency Management Agency (FEMA) grant eligibility

criteria and complying with special consideration requirements are reimbursed under the state and federal Public Assistance (PA) program. Therefore, these eligibility criteria are taken into consideration within the Annex.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.2.2 DEBRIS TYPES

Debris monitoring considerations and responsibilities may vary depending on the type of debris being removed. Debris monitoring considerations for each of the primary debris types showing in Figure 1.



Figure 1: Primary Debris Types

## 1.3 Planning Assumptions

The following assumptions were taken into consideration during the development of this Annex:



- The MOA may be affected by natural, technological, or human/societal hazards.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- The need for debris management operations may be triggered by either human-caused events or natural disasters.
- This Annex assumes a disaster/incident which overloads the MOA's waste management capacity so that the potentially massive volumes of debris and/or infectious or hazardous debris would require special debris management strategies.
- Initial emergency response will emphasize the importance of life-saving operations and the clearing of access for emergency personnel and equipment.
- Debris may congest roads, bridges, and railways, disrupting emergency evacuation routes and the ability of responders to provide quick responses in the MOA.
- Debris may obstruct rivers, streams, and dams, causing localized flooding in areas.
- Debris may pollute local water sources throughout the MOA.
- Depending on the size and scale of the incident, debris management operations may require support from the Department of Public Works (DPW), other MOA departments, and private contractors (equipment rental and operators).
- Large-scale disasters may require prolonged, sustained operations and support activities.
- Large-scale disasters may cause communication networks to become inoperable, and transportation infrastructure might be severely debilitated, causing strains on resources and equipment.
- The MOA has diverse populations that will have unique needs during debris operations.
- Debris management operations include the removal of various types of debris and materials including, but not limited to, concrete and asphalt, wood, furniture, metal, hazardous waste, snow, ice, sediments, trees, branches, etc.
- The Anchorage Fire Department shall accept and provide the position of Incident Commander (IC) for all sites involving Hazardous Materials (HAZMAT) in the MOA.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to manage timely and effective debris management during a response, the following Preparedness Targets are suggested for MOA:

- Prioritize response-related debris management tasks necessary to address critical needs, such as road access for first responders and access to critical facilities.
- Coordinate efforts to clear critical transportation routes post-disaster with the support of public safety, public works, and transportation stakeholders.
- Coordinate recovery-related debris management tasks, such as removing, reducing, and disposing of debris on public property.

The broad Debris Management Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed below in Table 1.

*Table 1: Debris Management Targets*

Planning	MOA will identify critical transportation routes to be prioritized for debris clearance.
Planning	MOA will determine the methods used to remove, reduce, and dispose of debris (curbside collection, community drop-off, private contractors) for specific debris types in advance of a disaster.
Organization	MOA will identify a standardized process to collect and organize data on debris management operations for EOC use and for PA reimbursement.
Equipment	MOA will identify debris management equipment that may be needed according to local hazards, standards, and best practices.
Training	MOA will coordinate the delivery of debris management training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to analyze risk and challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations responsible for executing debris management and document findings in an After-Action Review / Improvement Plan (AAR/IP).

## 3. Concept of Operations

### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required for debris management operations within the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, debris management will have overlapping and complex regulatory implications. Disaster debris can complicate and delay disaster response activities such as medical care, transportation of victims or relief teams, firefighting, and provision of shelter, food, and water to disaster survivors.

A good debris monitoring program should ensure accurate documentation of debris removal and disposal operations and associated costs. This documentation serves as the basis for PA Project Worksheets (PWs) and development of a Scope of Work for eligible projects for reimbursement from the state and/or FEMA. Debris monitoring documentation is critical to verify that debris operations are eligible for reimbursement and costs are reasonable and necessary to reduce or lessen the threat of the disaster. Debris quantity, type, and location must be accurate. Debris must be tracked to its final disposition, and all work and costs must comply with local procurement processes, state laws, and federal regulatory requirements.

### **3.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **3.1.2 FUNCTIONAL OBJECTIVES**

- Provide timely and safe access to areas impacted by or during a disaster.
- Remove hazardous materials in a timely and safe manner to protect public health and welfare.
- Use standardized and safe debris management methods that support historic, environmental, and economic values.

### **3.1.3 CRITICAL TASKS**

During a response, critical tasks may include:

- Immediate clearing of debris along critical transportation corridors and emergency/critical facilities to address debris-obstructing immediate life-saving activities.
- Establishing debris management sites (DMS) to receive and reduce debris removed.
- Moving debris to roadway shoulders or away from the entrances/exits to critical facilities, critical infrastructure, and essential government buildings.
- Securing specialized equipment required for cutting and/or clearing debris to ensure access.
- Removing debris from areas that are critical to long-term response and recovery operations.
- Moving debris to pre-identified DMS for reduction and disposal.
- Using approved debris-reduction methods to reduce footprint and transport costs.
- Implementing roadside separation and collections and/or community drop-off and/or specific debris-type roundups.
- Communicating to participating agencies and the public regarding debris management activities and actions.

### **3.1.4 ELIGIBILITY**

In order for debris removal activities to be eligible for state and FEMA PA funding, debris must be:

- Generated by a state and/or presidentially declared disaster.

- Located within the designated disaster area.
- The legal responsibility of an eligible applicant to remove.
- Representative of an immediate threat to life, improved property, or public health and safety.

Work on private property is the legal responsibility of the property owner and is generally ineligible for PA funding. In some cases, the State of Alaska and/or FEMA may provide PA funding for specific, limited activities on private property in order to ensure health and safety and/or building safety. In such cases, at a minimum, the MOA must have the legal authority based on local code to conduct the activity. The state and/or FEMA will review the MOA's legal basis and approve specific authority to conduct the activities for reimbursement.

Debris removal activities, such as clearance, removal, and disposal are eligible if the removal is in the public interest, based on whether the work:

- Eliminates immediate threats to lives, public health, and safety.
- Eliminates immediate threats of significant damage to improved public or private property.
- Ensures economic recovery of the affected community to the benefit of the community at large.
- Mitigates risk to life and property by removing Substantially Damaged structures and associated structures and appurtenances as needed to convert property acquired using Hazard Mitigation Grant Program (HMGP) funds in a federally declared disaster to uses compatible with open space, recreation, or wetlands management practices. Such removal must be completed within two years of the presidential disaster declaration date unless extended by the FEMA Assistant Administrator of the Recovery Directorate.

Debris includes, but is not limited to, vegetative debris, construction and demolition debris, sand, mud, silt, gravel, rocks, boulders, white goods, and vehicle and vessel wreckage.

Reimbursable debris removal is limited to that associated with an eligible facility, including debris on the property of the eligible facility.

Removal of debris from improved public property and public rights-of-way (ROWs), including federal-aid roads, is eligible. If the MOA authorizes residents to place incident-related debris on publicly dedicated rights-of-way (ROWs), FEMA provides PA funding to remove the debris from the ROWs for a limited timeframe. Removal of debris placed on the public ROWs from commercial properties is ineligible unless it is pre-approved by FEMA. Additionally, removal of materials related to the construction, repair, or renovation of either residential or commercial structures is ineligible.

Furthermore, debris removal from the following is ineligible:

- Federally maintained navigable channels and waterways
- Flood control works under specific authorities
- Agricultural land
- Natural, unimproved land, such as heavily wooded areas and unused areas

## **3.2 Organization and Assignment of Responsibilities**

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Provide EOC activation and oversight for support, information management, and resource coordination.
- Provide recommendations and technical assistance regarding issues with local emergency declarations.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Collect, develop, and distribute Situation Reports (SitReps) to provide a common operating picture to all stakeholders.
- Request emergency management mutual aid as necessary.
- Coordinate the implementation of the Debris Management Plan with responsible and participating Whole-Community stakeholders.
- Establish debris management operational priorities consistent with best practices.
- Define the debris impact estimating methodology to be used through building type, count, and vegetative cover analysis. Examples include:
  - Ground-based drive-through or windshield damage assessment and estimating the amount of debris visually through building type county.
  - Aerial/satellite-based photography for debris and/or damage assessment by flying over the damaged area using resources such as drones, publicly available imagery, locally contracted resources, state, National Guard, and Civil Air Patrol flights.
  - Coordinating legal advice through the MOA Legal Department on debris management issues.
  - Coordinating access and authorization for state and federal agencies to support debris clearing and disposal from MOA public and private property.
  - Coordinating additional resources for debris clearing, removal, reduction, and disposal support.
  - Coordinating public information activities, including routine updates to advise the population regarding instructions for reporting, separating, and sorting mixed debris, and collection schedule pickup/drop-off sites.

### **3.2.3 DEPARTMENT OF PUBLIC WORKS**

- Act as the lead agency to oversee the debris clearing and removal operations during disasters and emergencies, including the development of priorities and strategies.
- Lead pre-disaster planning with stakeholders to coordinate public, private, and nongovernmental resources to support debris clearing, removal, reduction, and disposal.

- Preposition contracts to support rapid implementation during incidents that require debris management.
- Provide organizational representation to the EOC.
- Remove debris from public property (this work may be contracted out).
- Coordinate with Solid Waste Services for a standardized process including a Debris Monitoring Plan for the collection, tracking, and status reporting of debris.

#### **3.2.4 FINANCE DEPARTMENT**

- Maintain records of financial transactions for reimbursement of debris removal activities.
- Manage and disseminate access to resources for funding debris removal activities.

#### **3.2.5 PURCHASING DEPARTMENT**

- Support expedited procurement of resources for emergency situations that demand immediate aid or action to alleviate the threat to life, public health or safety, or improved property or exigency needed to avoid, prevent, or alleviate serious harm or injury, financial or otherwise.
- Ensure application of appropriate procurement requirements for the incident according to local procurement policy, applicable state law, and federal procurement standards (CFR 2 Part 200 318-327). Set bidding requirements.
- Provide staffing to the EOC in order to advise and support the EOC and participating departments in understanding and completing appropriate methods of emergency procurements to obtain additional resources for the circumstances including, but not limited to, micro-purchases, small purchases, sealed bidding, proposals, and sole sourcing.
- Advertise for bids in fair and open competition to reach fair and reasonable pricing from the most qualified contractor taking steps to use target firms when possible, including small, minority, women, and labor surplus businesses.
- Instruct bidders on contract requirements and ensure complete and specific scope of work for current disaster work.
- Ensure appropriate independent estimates, cost/price analysis, and approvals on procured resources.
- Develop and negotiate contract agreements such as fixed fee, unit price, lump sum, or cost plus fixed fee as appropriate. Consider evaluating contracts for compliance detailed in FEMA's Contract and Provisions Guide.
- Ensure time and materials contracts are only used when no other contract type is suitable for the circumstances.
- Note that cost plus percentage of cost contracts (CPPC) are specifically prohibited for the purpose of federal reimbursement.

- Consult with local, state, and federal emergency management for technical assistance as needed.
- The state will determine eligibility for state reimbursement.
- FEMA will determine eligibility for federal reimbursement.
- FEMA will not certify, credential, or recommend debris management contractors; however, FEMA does maintain a debris removal contract registry.
- Share all costs, document justification, and retain records for debris removal activities through response and recovery.

### **3.2.6 SOLID WASTE SERVICES**

- Provide organizational representation to the EOC.
- Coordinate with the Department of Public Works on the selection of temporary debris reduction and disposal sites for various types of debris from affected areas.
- Manage and monitor operations at the temporary debris reduction and disposal sites. Consider tools for use in FEMA's PA Debris Monitoring Guide.
- Coordinate with the Department of Public Works on oversight and tracking of debris.
- Ensure all debris is transported to the appropriate temporary debris reduction and disposal sites or regulated waste facility.
- Provide support, available equipment, and staff to the Public Works Department.
- Provide debris volume status reports to the EOC.
- Provide long-term debris planning for disposal, management, or movement of debris.
- Coordinate permitting and regulatory management of debris.

## **3.3 Available Resources and Identified Resource Gaps**

The [FEMA Debris Estimation Field Guide](#) lists debris estimation considerations and debris estimation methods consistent with in adherence with established PDA guidance.

The [FEMA Public Assistance Monitoring Guide](#) provides PA Applicants and Recipients with guidance on monitoring debris removal operations and eligibility requirements associated with necessary work and reasonable costs to carry out a debris monitoring program.

## **3.4 Key Operational Activities**

### **3.4.1 SITE SELECTION**

If a temporary debris management site is needed, the following criteria will be used in evaluating potential locations:

- Be sufficient in size with appropriate topography and soil type

- Be located an appropriate distance from potable water wells and rivers, lakes, and streams
- Not be located in a floodplain or wetland
- Have controls in place to mitigate stormwater runoff, erosion, fires, and dust
- Be free from obstructions, such as power lines and pipelines
- Have limited access with only certain areas open to the public, such as areas to drop off debris
- Be located close to the impacted area, but far enough away from residences, infrastructure, and businesses that could be affected by site operations
- Preferably be on public lands because approval for this use is generally easier to obtain, but could also be located on private lands (private lands may be convenient and logistically necessary for temporary debris storage sites)

### **3.4.2 DEBRIS MANAGEMENT**

Debris management will be coordinated by the MOA EOC, executed by the Public Works Department, and supported by Solid Waste Services. The Public Works Department may require additional contracted, state, or federal assets and personnel; these resources will be requested or procured through the MOA EOC. During debris management, the MOA will prioritize reducing, reusing, recycling, reclamation, resource recovery, incineration, and landfilling in accordance with the FEMA Public Assistance Program and Policy Guide (PAPPG).

The MOA is legally responsible for debris management activities on its property, which includes any municipally owned infrastructure and roads. The MOA is not responsible for debris clearance and disposal on state or federal property, such as installations, facilities, roads, and highways that are normally the responsibility of a state or federal agency. However, if public access is limited because of state or federal delays in debris clearing, the MOA may cut and clear major blockages to allow the passage of emergency vehicles. The MOA is also not responsible for debris generated on private property except in specific circumstances to remove immediate threats. The MOA will support the proper disposal of debris as resources allow.

### **3.4.3 DEBRIS CLEARANCE**

Initial debris management focus will be on clearing debris along critical transportation corridors and access to critical facilities in order to ensure access for emergency vehicles and response operations. These initial clearing operations consist of moving debris to roadway shoulders or away from the entrances/exits to critical facilities, critical infrastructure, and essential government buildings. Specialized equipment may be required for cutting and/or clearing debris to ensure access.

The MOA EOC, with support from Solid Waste Services and Public Works, will coordinate the following key debris clearance activities:

- Initiate emergency operations at the Anchorage Regional Landfill, Central Transfer Station, and/or pre-selected temporary or long-term debris management sites, and/or pause regular collection operations if necessary.



- Establish temporary debris reduction and removal sites for any disaster debris that is immediately impacting road clearance and/or any first responder facilities.
- The Department of Public Works will clear debris as prioritized by the MOA EOC.
- The MOA EOC will provide planning support for debris clearance, such as vehicle routing (accounting for any road closures), operations, communications needs, etc.
- The MOA EOC will monitor and track resources in use.
- The MOA EOC will request any contract, state, and/or federal resources necessary to facilitate the clearance of critical roads and facilities. These resources may include staffing, food and water, temporary shelter, portable heating units, safety equipment, personal protective equipment (PPE), fuel and fuel delivery, handheld radios and satellite phones, and portable toilets.
- The MOA EOC will facilitate the tracking of necessary elements of information to request state and/or FEMA PA grant reimbursement as detailed in section 3.4.4 Cost Reimbursement.

#### **3.4.4 DEBRIS REMOVAL**

The MOA Solid Waste Service will coordinate the removal of debris from areas that are critical to long-term response and recovery operations. These include areas where debris is impeding the restoration and repair of critical infrastructure, such as electric, gas, telecommunications, and water and wastewater facilities.

Prior to beginning any debris removal, the MOA EOC should develop a scope of operations. Each eligible category of debris requires specialized documentation and disposal procedures that should be implemented prior to the work beginning. The MOA EOC, in consultation with senior officials, should determine the scope of operations to craft the operational plan and any public information accordingly.

The MOA EOC, with support from Solid Waste Services and Public Works, will coordinate the following key debris removal activities:

- Establish long-term disposal sites for any disaster debris to be collected during removal.
- The MOA EOC will provide planning support for debris removal, such as vehicle routing (accounting for any road closures), operations, communications needs, etc.
- The MOA EOC and the Joint Information Center (JIC) will develop and implement a public information plan to notify residents, businesses, and facilities of key debris removal information.
- The MOA will monitor and track resources in use.
- The MOA EOC will request any contract, state, and/or federal resources necessary to facilitate the debris removal. These resources may include staffing, food and water, temporary shelter, portable heating units, safety equipment, PPE, fuel and fuel delivery, handheld radios and satellite phones, and portable toilets.
- Establish an organizational structure with staffing to monitor all aspects of debris removal as outlined in the FEMA Debris Monitoring Guide. Required roles include Loading Site Monitors,

Tower/Site Monitors, and Field Supervisors. Clerical / data entry support staff are optional and may assist with generating load tickets for documentation purposes.

- Provide Loading Site Monitors, Tower/Site Monitors, and Field Supervisors with required forms for their roles. These forms include Load Tickets, Daily Logs, Truck Certification Forms, and a Debris Data Collection Summary Spreadsheet. Examples are available in the FEMA Debris Monitoring Guide.
- Provide Loading Site Monitors, Tower/Site Monitors, and Field Supervisors with job descriptions and/or just-in-time training to communicate safety protocols, local orientation, and expectations for any MOA, State, or FEMA-specific requirements.
- The MOA EOC will facilitate the tracking of necessary elements of information to request state and/or FEMA PA grant reimbursement as detailed in section 3.4.4 Cost Reimbursement.

### 3.4.5 DEBRIS REDUCTION METHODS

The MOA will prioritize diverting debris from disposal throughout the debris management cycle. The MOA has limited pre-existing disposal capacity to accommodate disaster debris. The following stages of debris management must emphasize debris separation and reduction to maximize benefits to the community:

- **Recycling.** Many bulky debris items (white goods such as discarded appliances or vehicles and boats) can be recycled for valuable bulky materials, such as metals. Certain regulated substances are removed (refrigerants, motor oil, batteries, etc.). With proper management, recycling can significantly reduce the volume of debris.
- **Composting.** Certain organic materials, such as food or animal debris, can be composted to reduce volume. However, composting requires rapid collecting and management to avoid attracting disease vectors and contamination of other waste streams.
- **Chipping or grinding.** Uncontaminated vegetation debris should be subdivided by type (trees, brush, etc.) prior to chipping or grinding. The size and use of mulch and chip piles should be pre-planned.
- **Burning.** While not always a preferred option, burning certain debris (such as vegetable or agricultural debris) may be necessary if all other options are exhausted. Burning is never an option for Hazardous or Chemical, Biological, Radiological, Nuclear, and Explosives (CBRNE) debris. Any burning of debris must be in accordance with specific written prior approval from the MOA after consultation and concurrence with the MOA Fire Department.

### 3.4.6 COST REIMBURSEMENT

Debris Removal is generally accepted as the highest cost related to community disaster recovery. Therefore, to expedite overall community recovery, generation of adequate documentation for the purpose of state and FEMA PA grant programs must be prioritized by the operation. To be considered for state and/or FEMA PA cost reimbursement of debris management activities, the MOA must provide (at a minimum):

- Documentation of the basis of estimated debris quantities by type (required for all uncompleted work).
- Photographs of debris impacts.
- Location of temporary reduction sites and permanent disposal sites (required).
- Copies of permits for reduction and disposal sites (required).
- Quantities of debris removed, reduced, disposed of, and recycled (by type) with load tickets to support quantities (required if contracted; the state and/or FEMA reviews a representative sample).
- Tower logs (required if contracted; the state and/or FEMA reviews a representative sample).
- Documentation to substantiate legal responsibility (required).
- The basis of the immediate threat determination (required).
- Location of debris (required).
- Documentation to substantiate the debris was deposited by the incident and was not preexisting (e.g., waterway soundings that show pre-and post-incident levels) (required).

Given the level of detail required, the MOA will coordinate closely with MOA Solid Waste Services to collect and collate this information during debris management activities rather than retrospectively. For additional detail on PA reimbursement requirements, refer to the FEMA PAPPG.

## 4. Related Training

The following courses are suggested for those involved in debris management. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study Courses

- IS-632.a Introduction to Debris Management
- IS-633 Debris Management Plan Development

### FEMA Residential / Non-Residential / Indirect Courses

- E0202 Debris Management Planning for State, Tribal, Territorial and Local Officials
- G/K202 Debris Management

### Additional Training

MGT-460 Planning for Disaster Debris Management, University of Hawaii, National Disaster Preparedness Training Center.

### Any other training mandated by state or federal regulations

To support the integration of disabilities and access and functional needs (DAFN) communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Mass Care</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation D</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Health Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management</b> <b>Emergency Operations Center</b> <b>Anchorage Animal Care and Control</b> <b>Anchorage Police Department</b> <b>Anchorage Fire Department</b> <b>Development Services</b> <b>Department of Public Works</b> <b>American Red Cross</b> <b>Salvation Army</b> <b>Anchorage School District</b> <b>Public Transportation</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Mass care is the capability of a jurisdiction to provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, shelteree support, reunification, and distribution of emergency supplies.

The Municipality of Anchorage (MOA) Mass Care Annex (Annex) is intended to:

- Define the structure for how the MOA will address the sheltering, feeding, and human service needs of the residents of Anchorage following a disaster emergency.
- Outline concepts and policies that will assist in providing support and coordination of Mass Care and Shelter Operations (MCSO) in response to a disaster emergency.
- Provide guidance regarding possible resources for meeting the needs of people with disabilities and access and functional needs (DAFN).
- Identify options for providing MCSO to those impacted during a disaster and outline partner agency roles and responsibilities.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

The Anchorage Health Department (AHD) has the primary responsibility to provide mass care services for residents and visitors in the event of an incident and, through the planning described in this section, is prepared to receive and care for people directly impacted by a disaster emergency. The requirements for mass care services vary depending upon the nature and phase of the disaster emergency and may include transportation, shelter, feeding, emergency relief items, animal services, low-level medical care, basic disaster mental health, reunification, and referral to recovery services.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- MCSO services may be required with little notice and require some immediacy in an emergency or disaster situation. Individuals may spontaneously evacuate before an official recommendation is made to do so.
- A detailed and credible common operating picture may not be achieved for at least 24 to 48 hours after the incident. As a result, response activities begin without the benefit of detailed and complete situational or critical needs assessments.
- First responders, providers of relief services, and other critical response personnel may be personally affected by the incident and may be unable to report to their posts for hours or days. First responders who are on duty may be held over for additional shift coverage.
- MCSO resources may be needed by tourists, visitors, and stranded travelers.
- MCSO resources in the MOA could be used by shelterees from other boroughs or communities.
- MCSO services may be needed to support responders and other workers who come to the MOA to support disaster response and recovery.
- MCSO services may need to be delivered in non-traditional settings and creative ways.
- In many cases, temporary reception centers (TRCs), as opposed to shelters, will be sufficient. TRCs may provide information and canteen services but do not provide overnight accommodation, thus requiring significantly less staffing and resources.
- During evacuations, a small portion of shelterees will seek government-provided shelter. Most individuals will stay with friends or family or will secure other housing on their own. The number

is likely to increase as the size of the evacuation increases as alternative options will become less available. It is also likely to increase as the duration of an evacuation grows.

- Some shelterees may choose to camp out, sleep in cars, or stay close to their property rather than go to an emergency shelter. These individuals may still have needs and expectations for disaster assistance from the government.
- Within the shelter population, there will be a disproportionately large number of low-income persons, persons who have DAFN, or who are pre-disaster homeless.
- A portion of those seeking shelter may need transportation from impacted areas to care and shelter facilities.
- Individuals will arrive at shelters with pets, whether they are allowed at the shelter or not.
- When shelters are located at schools, alternate arrangements will need to be made for shelterees on the sex offender registry.
- Medically fragile persons are best sheltered at medical facilities that can support them and their caregivers. Nevertheless, medically fragile persons may be present at a general population shelter and will need care until they can be safely transferred to an appropriate facility.
- A variety of agencies, organizations, and groups may spontaneously open shelters and assume full responsibility for them. Some of these agencies, organizations, and groups may subsequently request support and resources through the local EOC.
- Inquiries regarding the welfare of individuals believed to be within the impacted area could begin immediately after the public is made aware of the emergency or disaster.
- If an incident generates large-scale MCSO, day-to-day activities at schools, community centers, churches, and other facilities used for these operations may have to be curtailed.
- The response capabilities and resources of the local governments, the region, and the state may be quickly overwhelmed or exhausted.
- In the event of a federal disaster declaration, the state and federal governments will establish joint operations to aid local jurisdictions.
- Assistance in the form of response teams, equipment, materials, and volunteers will begin to flow toward the region, creating coordination and logistical support challenges.
- Due primarily to location, outside resources, including state and federal resources, may not begin to arrive for 72 hours or more.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to manage a mass care response, the following Preparedness Targets are suggested for MOA:

- Move and deliver resources and capabilities to meet the needs of disaster survivors, including individuals with DAFN.
- Establish, staff, and equip emergency shelters and other temporary housing options (including accessible housing) for the affected population.
- Move from congregate care to non-congregate care alternatives and provide relocation assistance or interim housing solutions for families unable to return to their homes.

The broad Mass Care Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Mass Care and Shelter Targets*

Planning	MOA will identify and inventory locations to be used as mass care sites (shelters, warming/cooling centers, points of distribution) within the jurisdiction and develop Memoranda of Understanding.
Planning	MOA will publish information for the public, outlining pre-identified mass care sites and expectations for use.
Organization	MOA will identify a process to track and manage shelter operations (daily census, bed count, etc.) in coordination with housing partners.
Equipment	MOA will host equipment (or agreements) for basic shelter supplies (cots, personal care kits, shelter signage, etc.) adequate for 10% of its population.
Training	MOA will coordinate the delivery of mass care training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and test the knowledge, skills, and abilities of individuals and organizations responsible for mass care and document findings in an After-Action Review / Improvement Plan (AAR/IP).

## 3. Concept of Operations

### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required to deploy or support mass care efforts in the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, MOA will strive to efficiently provide residents or visitors with a temporary provision of food, water, shelter, and other essential services while community lifelines are restored. The requirements for mass care services vary depending upon the nature and phase of the incident.

At the local level, government agencies, nongovernmental organizations (NGOs), and the private sector coordinate MCSO activities to meet the immediate needs of disaster survivors. When the impact of the



incident exceeds local resources, the state may provide additional support. Resources from the national-level NGOs and the private sector may augment local and state response capabilities. When these resources are insufficient, federal assistance may be requested through the Federal Emergency Management Agency (FEMA) Regional Office. Other federal departments and agencies may also respond under their own authorities to provide assistance to the affected community. Additionally, other federal Emergency Support Functions (ESFs), including Public Works and Engineering (ESF 3), Public Health and Medical Services (ESF 8), and Agriculture and Natural Resources (ESF 11), may supplement or support activities under Mass Care, Emergency Assistance, Housing, and Human Services (ESF 6).

Local, state, tribal, and territorial areas governments have obligations under civil rights laws to ensure equal opportunity for individuals with disabilities and others with access and functional needs when providing mass care services.

### **3.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **3.1.2 FUNCTIONAL OBJECTIVES**

- Prioritize safety and security of all mass care responders.
- Provide for the safe care and shelter of all MOA residents and visitors regardless of age, gender, economic status, or residency.
- Ensure accessibility of all shelter resources.
- Offer food, water, and emergency relief items to shelter occupants.
- Provide medical first aid and disaster mental health counseling to shelter occupants.
- Facilitate the sheltering of pets that typically live with shelter occupants.
- Support family notification and reunification at shelters.
- Facilitate referrals to recovery resources.
- Ensure that disaster survivors are provided equal access and equal care.

### **3.1.3 CRITICAL TASKS**

During a response, critical tasks may include the following:

- Take decisive action based on all available information; be prepared to adjust the response as more information becomes known and/or as necessary.
- Provide public alert and warning communications that are timely, actionable, and accessible to all populations served.
- Coordinate with applicable partners to ensure transport of people without other means of transportation to evacuation centers and emergency shelters.
- Determine the locations and an approximate number of displaced individuals to establish an appropriate level of response.

- Coordinate with the MOA Animal Care & Control to provide cohesiveness between sheltering of residents and visitors and animal sheltering.

### 3.1.4 TYPES OF SHELTERING

#### 3.1.4.1 Temporary Reception Centers (TRCs)

TRCs are defined as locations where shelterees can temporarily gather in a safe location while awaiting the opening of congregate or non-congregate sheltering. Furthermore, TRCs allow shelter staff to begin registering individuals for shelter services, which provide the Mass Care and Shelter staff with information about service needs (e.g., animal sheltering, medical support, feeding, etc.) as well as to obtain an approximate count of individuals needing shelter. Many times, evacuations are short-lived, and TRCs may be the only solution needed. TRCs may not be used in all evacuation circumstances.



If used, TRCs will ideally be situated in a location with a large parking lot, available accessible restrooms, and at least one indoor facility. The location should be structured in such a way that there is an identified entrance and exit. (Signage and traffic cones are useful.)

Two other types of TRCs include:

- Emergency respite site. A location along an evacuation route that can support transportation-assisted evacuees and self-evacuees. Respite sites may include fuel stations, restroom facilities, and access to water.
- Regional hub reception center (RHRC). A regional facility where evacuees can receive assistance in identifying the most appropriate shelter location for their needs. RHRCs are typically state-run and employed during significant multi-jurisdictional, multiregional events.

#### 3.1.4.2 Congregate Sheltering

Congregate sheltering is defined as temporary housing where individuals and households are sheltered together, usually in a large common area or areas. It is the most common type of disaster sheltering. Little privacy is available, but it is the most efficient method for providing support services to large numbers of people. This allows for a greater number of jurisdictional resources to be dedicated to other operational priorities and, in most cases, allows for a faster recovery.

#### 3.1.4.3 Non-Congregate Sheltering

Non-congregate sheltering is defined as temporary housing in which each individual or household has living space that offers some level of privacy (e.g., hotels, motels, casinos, dormitories, or retreat camps). During periods of high transmission of infectious diseases, such as a pandemic, this type of shelter is preferred and may even be required. Non-congregate sheltering is also ideal when there has been a significant impact on households due to a large-scale or catastrophic disaster, and the need for sheltering is anticipated to remain for an extended period. In such cases, sheltering may begin in

congregate facilities, but the transition to non-congregate or modified congregate comes later in the response period.

#### **3.1.4.4 Modified Congregate Sheltering**

Modified congregate sheltering is defined as temporary housing in a congregate environment but with modifications in place to limit the risk of exposure to infectious disease. This may include capping the number of individuals who can be housed in one space (such as 50% of capacity by fire code), protocols for spacing between individuals/families (such as 6' between cots), or other modifications. Modified congregate sheltering may be used when non-congregate sheltering is preferable but resources are unavailable to support it.

## **3.2 Organization and Assignment of Responsibilities**

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Provide EOC activation and oversight.
- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture.
- Provide recommendations about local emergency proclamations.
- Request emergency management mutual aid as necessary.
- Support pre-disaster planning and training for MCSO with partner agencies.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Coordinate public information support for MCSO. Ensure the requirements for DAFN populations are addressed to include the visual and hearing impaired and those requiring translation services.
- Coordinate with local hospitals for medical needs of individuals patients who cannot receive appropriate medical care at a public emergency shelter.
- Advise the appropriate coordinating agencies when sheltering requirements change or when disestablishment or relocation of MOA designated shelters receiving state and federal support is warranted.

### **3.2.3 ANCHORAGE HEALTH DEPARTMENT**

- Lead and coordinate MCSO activities.
- Oversee strategic long-term planning and coordination of MCSO within the MOA.
- Coordinate pre-disaster planning and training for MCSO with partner agencies.
- Coordinate with the American Red Cross (ARC) for shelter management and operations.

- Maintain a shelter database of MOA facilities designated as suitable for sheltering operations during an emergency or disaster.
- Coordinate an annual survey of MOA facilities to ensure their continued suitability for use as a shelter, compliance with Americans with Disabilities Act (ADA) Standards, and to verify current points of contact.
- Maintain the Disaster Registry database for disability and access and functional needs (DAFN) populations to facilitate the identification of DAFN residents that may become displaced and require sheltering.
- Coordinate contract services for sanitation, waste removal, and food service support, if required, at designated MOA shelters.

#### **3.2.4 ANCHORAGE ANIMAL CARE AND CONTROL**

- Participate in pre-disaster planning and training for MCSO with partner agencies.
- Coordinate sheltering and care of domestic household pets and service animals.
- Coordinate pre-disaster outreach and education for disaster pet preparedness.
- Conduct pre-disaster planning to identify local veterinary support and partner organizations to augment disaster pet sheltering capabilities.

#### **3.2.5 ANCHORAGE POLICE DEPARTMENT**

- Participate in pre-disaster planning and training for MCSO with partner agencies.
- Coordinate security and law enforcement functions at MOA designated shelters. This may include advising Logistics on contracting this service.
- Coordinate with the Alaska Office of Children's Services (OCS) for the disposition of unaccompanied minors during a disaster.

#### **3.2.6 ANCHORAGE FIRE DEPARTMENT**

- Ensure shelters do not exceed maximum occupancy limits.
- Obtain permitting shelter facilities as needed.

#### **3.2.7 DEVELOPMENT SERVICES**

- Coordinate with the EOC for inspection reports of MOA facilities to be designated as emergency shelters.
- Maintain a record of all inspection reports.
- Provide damage assessments of designated emergency shelters as needed following a disaster prior to shelter opening.

#### **3.2.8 PUBLIC TRANSPORTATION**

- Provide transportation support for displaced residents to MOA designated shelters.
- Provide buses for use as temporary or initial reception centers in support of MOA shelter operations.
- Transport shelterees to shelter locations, from shelter to other locations, and from shelter to home as needed and requested.

### **3.2.9 DEPARTMENT OF PUBLIC WORKS**

- Support AHD in identifying MOA facilities suitable as shelters.
- Establish contract sanitation support services at all MOA facilities designated as shelters if required.
- Coordinate with the appropriate agencies for emergency restoration of utility services and repairs at MOA facilities designated as shelters.

### **3.2.10 AMERICAN RED CROSS**

- Participate in pre-disaster planning and training for MCSO with partner agencies.
- Provide subject-matter expertise on general mass care planning, preparedness, and response activities as well as ARC-specific activities in these areas.
- Provide on-site shelter management at all MOA activated shelter locations in accordance with the current edition of the ARC Operations Guide.
- If activated, coordinate with the EOC for an initial assessment of sheltering requirements during an incident. Identify facilities that are available to provide shelter, with an emphasis on buildings that provide equal access to all residents of the community.
- Monitor designated MOA shelters to identify and meet the short-term basic requirements of DAFN populations.
- Provide food, emergency first aid, disaster mental health assistance, disaster health services, disaster spiritual care, disaster assessment for residences, disaster information dissemination, and bulk distribution of relief items.
- Monitor food safety and general health conditions at MOA designated shelters.
- Provide information about current ARC activities as requested before, during, and after response operations.
- Integrate community resources to enhance shelter and support services and fill gaps in resource availability.
- Facilitate and support reunification programs, such as the Safe and Well program, during major disasters.
- Coordinate with the Disaster Pet Care Volunteer Network, when activated, on animal sheltering operations collocated with ARC shelters.

### 3.2.11 SALVATION ARMY

- Participate in pre-disaster planning and training for MCSO with partner agencies.
- Establish feeding operations to offer quality food and hydration to both responders and those impacted by disaster.

### 3.2.12 ANCHORAGE SCHOOL DISTRICT

- Participate in pre-disaster planning and training for MCSO with partner agencies.
- Provide for sheltering and feeding and safety of students, staff, and their families at schools designated as shelter facilities in accordance with Anchorage School District (ASD) policies.
- Liaison with AHD and the EOC during shelter operations at schools.

## 3.3 Available Resources and Identified Resource Gaps

The [National Mass Care Strategy website](#) provides a unified approach to the delivery of mass care services by establishing common goals, fostering inclusive collaborative planning, and identifying resource needs to build the national mass care capacity engaging the whole community including underserved and vulnerable populations.

FEMA's [Mass Care/Emergency Assistance Pandemic Planning Considerations](#) guidance examines the unique considerations when developing mass care and emergency assistance plans associated with a pandemic scenario. The processes discussed can be implemented by the jurisdiction without federal assistance or when federal assistance is requested and available.

## 3.4 Key Operational Activities

### 3.4.1 MOBILIZATION

During an incident affecting the MOA and requiring community evacuations, the MOA Office of Emergency Management (OEM) or EOC will conduct an initial sheltering assessment in consultation with the ARC, affected communities, and relevant partner organizations/agencies that may own/operate the facilities, such as faith-based organizations.

- **Coordinate resources and supplies.** Initiate request protocols with the Logistics Section for supply and resupply as needed; activate documentation and record-keeping activities and maintain accounting and tracking of all operational and financial records for submission for reimbursement.
- **Activate site agreements.** The MOA EOC will verify site availability and active site agreements for TRC/shelter locations if not already in place.
- **Activate personnel.** Staff and volunteers should be notified of pending assignments; personnel will be managed by the Shelter Manager.
- **Establish communications.** Initiate processes to keep the MOA EOC apprised of the status of open shelters through the Shelter Manager; coordinate with the EOC Public Information Officer

(PIO) to ensure that any needed public information about anticipated TRC/shelter operations is released and to provide incident status updates for shelterees to TRC/shelter sites.

### 3.4.2 TRC ACTIVATION AND OPERATIONS

The EOC Operations Chief will make the decision to open a TRC or TRCs and will notify the EOC Director and of the decision. The Shelter Manager is responsible for implementing TRC Operations.

- **Deploy signage.** Display appropriate signage identifying the TRC and directing shelterees where to park as well as to remain in their vehicles.
- **Establish traffic flow.** Use directional signage and/or traffic cones to guide shelterees in the parking lot.
- **Coordinate resources and supplies.** Initiate request protocols with Logistics for supply and resupply as needed, activate documentation and record-keeping activities, maintain accounting and tracking of all operational and financial records for submission for reimbursement, contact transportation providers, and place on standby.
- **Maintain safety.** Always wear appropriate personal protective equipment (PPE), such as high visibility vests.
- **Initiate shelter registration.** Use of an intake form is recommended; establish arrival points and reception as appropriate.
- **Establish upward reporting.** The Shelter Manager will provide initial and ongoing status reports of TRC activities to the EOC Operations Chief within the designated reporting periods.
- **Conduct health screening.** If a shelteree answers any health-related question on the screening tool with a positive response, a Public Health Liaison should be contacted immediately to coordinate that shelteree's sheltering needs.
- **Evaluate companion animals sheltering.** Evaluate the potential need for animal sheltering and communicate the need to the MOA EOC who will coordinate with the supporting entities (state or federal resources, or disaster animal welfare organizations).
- **Provide information, snacks, and water.** Distribute information, snacks, and water to shelterees while they wait for re-entry release or sheltering assignments.

### 3.4.3 SHELTER ACTIVATION AND OPERATIONS

The EOC Operations Chief makes the decision to open a shelter or shelters and will notify the EOC Director of the decision.

#### 3.4.3.1 Prior to Opening

During an incident requiring MCSO, the MOA EOC will coordinate with the communities and relevant partner organizations/agencies that may own/operate the facilities, such as faith-based organizations.

- **Coordinate resources and supplies.** Initiate request protocols with Logistics for supply and resupply as needed, activate documentation and record-keeping activities, maintain accounting

and tracking of all operational and financial records for submission for reimbursement, contact transportation providers, and place on standby.

- **Activate vendor agreements.** The MOA EOC will activate the sheltering agreement established with the ARC to open shelters. Verify facility availability with the point of contact identified on the Shelter Agreement. Notify food vendors of pending operations.
- **Building and site inspection.** After a disaster that may have affected a shelter building's structural integrity, building and safety inspectors will inspect each shelter site before occupancy and implement additional inspection requirements as needed for nonconventional/non-traditional shelter sites. If the disaster involves an earthquake, inspections may be necessary after any aftershocks. If structures are unsound or have not yet been inspected, consideration for sheltering outside in tents may need to be considered. All sites should be reviewed against the Americans with Disabilities Act (ADA) Checklist for Emergency Shelters, including ADA showers, toilets, and handwashing stations; if unavailable, a resource request for these should be placed with the Logistics Section.
- **Activate personnel.** Staff and volunteers should be notified of pending assignments; personnel will be managed by the Shelter Manager.
- **Establish communications.** Initiate processes to keep the MOA EOC apprised of the status of open shelters through the Shelter Manager to maintain the status of shelters; coordinate with the MOA EOC PIO to ensure that any needed public information is released about anticipated shelter operations and to provide incident status updates for shelterees to shelter sites.

#### 3.4.3.2 Opening and Operating the Shelter

Once the shelter is established, the Shelter Manager ensures the following shelter operations.

- **Initiate shelter registration.** Use of an intake form is recommended. Establish arrival points and reception, as appropriate. If a TRC was used, transfer registrations from the TRC sites to the shelter.
- **Provide support services to shelterees.** Activate support services as indicated in Section 3.4.5
- **Support health and wellbeing of shelter staff.** Ensure that there is adequate staffing to provide breaks and schedule rotation; maintain proper PPE usage, check in on physical and mental health, and provide a process for risk/safety notification and resolution.
- **Maintain contact with the MOA EOC.** Maintain ongoing contact to report the following: operational updates, shelter capacity and occupancy, quantity of meals needed and provided, supply status and needs, and problems/issues including equal care and equal access needs.

#### 3.4.4 SHELTER DEACTIVATION

The EOC Operations Chief makes the decision to deactivate a shelter or shelters and will notify the EOC Director of the decision. Usually, this decision is made after consultation with the Shelter Manager.

- **Facilitate transition from shelters to home or interim and/or permanent housing.** Connect shelterees with recovery services appropriate to the need.



- **Return shelters to their normal and customary uses.** Remove signage. Clean and return all equipment and supplies, dispose of trash, and clean and sanitize facilities; replace used items, discontinue services that were conducted for shelter operation such as janitorial or internet, transfer or release shelter staff, complete walk-thru with facility point of contact; and arrange for repairs if needed.
- **Collect and report statistics and submit documentation.** All shelter data and backup documentation (number of individuals served, shelter and amenities provided, receipts, etc.) should be provided to the Shelter Manager and forwarded to the MOA EOC Planning Section to help with future operational planning, budgeting, and to support cost reimbursement for presidentially declared disasters. (Individual data, documents containing information covered under HIPAA, etc. should be secured with the relevant organization or department or destroyed, as appropriate.)

### 3.4.5 SUPPORT SERVICES

#### 3.4.5.1 Transportation

Transportation should be provided to overcome barriers to transportation experienced by some individuals and families. Consideration of ADA and mobility issues must also be addressed. This may include the need to transport pets / companion animals, durable medical equipment, and basic supplies such as clothing. Transportation will be needed by a portion of the population both to and from TRC and shelter sites, and potentially between human population and animal population shelters, depending on the duration of the incident and location of those facilities. The EOC coordinates public transportation resources, paratransit support, and additional commercial transportation assets if required.

#### 3.4.5.2 Shelter

Shelters not only provide physical protection from the elements, but they should also be places of comfort and safety and be readily accessible to those who need them. Shelters also serve as connections to additional services, including medical, disaster mental health, and recovery support.

#### 3.4.5.3 Feeding

Feeding services may include hot or shelf-stable meals, infant formula, baby food, snacks, beverages, and food packages as well as diverse dietary and culturally appropriate meals (e.g., low sodium, low fat, vegetarian/vegan, halal, kosher). Feeding may be provided through a variety of means, including pre-packaged, cafeteria, food truck, etc. Primary responsibility for mass feeding services may rely upon the ARC, and/or the EOC Operations section with additional support from the State Mass Care Task Force as needed.

#### 3.4.5.4 Emergency Relief Items

Regardless of shelter status, individuals and families may need assistance in obtaining key commodities following a disaster. Points of distribution of these commodities may be located at fixed locations or provided through mobile units. These activities should be coordinated through the EOC Operations Section and supported through the EOC Logistics Section.

Emergency relief items include blankets and comfort kits (hygiene items). ARC may also supply cleaning products, flashlights, tarps, shovels, rakes, water, gloves, and protective masks to those affected by

disaster to assist with cleanup efforts at their primary place of residence. Propane and camp stoves may be provided for feeding support for those not staying in shelters.

The ability of the supply chain to meet the needs of disaster survivors must be carefully monitored and planning for distribution made accordingly.

#### **3.4.5.5 Animal Services**

Animal services are an essential component of shelter planning. Experience has shown that many people will not seek shelter unless their domestic animals are attended to. Incident planning assumptions must account for people arriving at general shelters with companion and service animals. Service animals are not pets. In accordance with federal law, ensure individuals with DAFN are not separated from assistive devices, service animals, or personal care assistants during evacuation and transportation. Separation from these resources will jeopardize the health, safety, and independence of shelterees with an access or functional need. Service animals can accompany their owners while staying in human shelter facilities.

Other animals should be sheltered as close as possible to human shelters to facilitate interaction; co-location is ideal. If sheltering is taking place in an infectious disease environment, restrictions on the ability of owners to interact with their pets will need to be put in place to reduce the possible spread of communicable diseases.

#### **3.4.5.6 Medical Health Services**

Health care issues will arise in shelter facilities; therefore, support for access to adequate health care services is important. It is also necessary to maintain records of all health incidents and related actions taken. Some shelterees of general population shelters may have medical needs that can be met within the shelter environment.

AHD will act as the lead agency for medical and health services, including infection prevention and control at each shelter. During an incident necessitating multiple shelter sites, AHD-coordinated medical services may be provided at only one or a small number of specified shelter sites.

#### **3.4.5.7 Disaster Mental Health**

Disaster mental health services should be made available. Anchorage Community Mental Health will oversee these services, which may include crisis intervention, psychological first aid, and other services to shelterees and shelter staff. Such services may be supplemented by ARC disaster mental health staff and/or that of other community-based organizations (CBOs). Crisis response dogs may be considered for use to help alleviate stress.

#### **3.4.5.8 Quiet Room for Nursing Mothers, Children, and Others**

Quiet room space should be set aside for nursing mothers, overstimulated children, and those who suffer from anxiety or are otherwise in need of tranquility.

#### **3.4.5.9 Incident Status Information**

It is important to keep the public informed on the incident status. Shelterees are likely to be especially interested in information related to their impacted neighborhood and community areas. Therefore, message boards must be updated regularly. If radio listening or television viewing options are made available within shelters, these should be sequestered away from the common area so that shelterees

can listen or view news at times of their choosing. Some shelterees may find it difficult to listen to around-the-clock coverage of disaster information.

#### **3.4.5.10 Reunification**

The ARC is experienced in and has systems in place for collecting, receiving, and reporting information about the status of impacted individuals in disasters and emergencies. The Shelter Manager will coordinate with ARC to assist in providing Safe and Well inquiry services.

#### **3.4.5.11 Referral to Recovery Services**

Once an incident begins to stabilize, recovery resources will become available for individuals and families. These may be provided through federal or state partners, local government, ARC, or other community partners and CBOs. Shelter staff should serve as a conduit to provide information about and access to these services as they become available.

#### **3.4.5.12 Other Services**

Especially in long-term shelters, additional services may be needed. These include things such as laundry, internet, childcare, and social services. Many of these services will be filled by CBOs, faith-based organizations, and private sector organizations that send relief teams to the affected area. It is critical all organizations offering such services coordinate through the MOA EOC and do not self-deploy to shelters. Relief teams arriving on-site at shelters who have not been vetted and formally activated should not be allowed entry and should be redirected to the MOA EOC. This includes attempts to set up services in the parking lot or other facility grounds.

### **3.4.6 ADDITIONAL SHELTER OPERATIONS**

#### **3.4.6.1 Cleaning and Other Environmental Health Factors**

The quality of life in any shelter environment with large numbers of people living in close quarters will be affected. Shelter planning should consider the environmental factors that may affect the overall health of shelterees. This includes issues like the condition of the facility, food safety, sanitation, drinking water, and sleeping areas.

#### **3.4.6.2 Security**

Controlling access to the footprint of the shelter site will be of great importance. If fencing is not available, procuring fencing to control access will be needed around the perimeter. Request security personnel and equipment via a resource request through the MOA EOC Logistics Section.

If infectious disease protocols are in place, minimal security at the testing site will likely be adequate as all testing kits and medical supplies will be held with the medical health staff.

Security for the isolation space will be made available but will not be utilized unless there is a need.

#### **3.4.6.3 Disabilities and Access and Functional Needs**

DAFN populations may require special accommodations to receive and utilize emergency communications. The PIO will take steps to ensure that the use of interpreters, translators, and assistive technologies is available to make certain that messages can be received by all populations, including those who are site-impaired, hearing-impaired, and those with limited English proficiency or non-English speaking.

When providing shelter to the public, consideration for older adults and individuals with DAFN will be required. Ask individuals what they may need to accommodate their stay at a shelter. Individuals may come with their durable medical equipment but may require provisions to find replacements. Some individuals will be unable to bring their equipment and will need resources provided for them at the shelter.

Some methods of providing accommodation include (this list is not exhaustive):

- Availability of personal services assistants (PSA) specific to the activities of daily living (e.g., aiding in restrooms, assistance getting dressed, grooming, bathing, etc.). Examples of PSAs include In-Home Support Services (IHSS) workers and local home health agencies. This will be necessary if the nurses are understaffed.
- Allowance of caregivers or accompanying PSA and the provision of protective equipment for individuals who accompany shelterees.
- Providing access to certified American Sign Language (ASL) interpretation through an ASL or Disaster Response Interpreter (DRI) or via Video Remote Interpreting (VRI) services to assist individuals who are deaf or hard of hearing.
- An established process and place for shelterees to request DAFN-specific resources, such as Durable Medical Equipment, privacy screens, quiet room, etc.
- Handouts in multiple languages, large print, interpreting support (e.g., using pictograms, plain language, low literacy, clear signage).
- Ensuring a process of delivering/facilitating individual assistance (IA) programs and services for individuals with DAFN.
- Feeding plans that account for dietary needs (e.g., allergies, restricted diets, soft foods, etc.) and culturally appropriate foods.
- Provision of transportation/paratransit for shelterees to arrive and return home.

Additionally, pharmaceutical medications and consumable medical equipment may be necessary to maintain the health and safety of the shelterees. Some members of the community maintain their independence with an in-home caregiver; therefore, planning for the utilization of IHSS staff or a personal care attendant to assist with the activities of daily living will be necessary.

Partnering with Whole Community stakeholders results in more inclusive and integrated emergency planning. Coordinate with your local independent living centers, regional centers, Areas on Aging, agencies serving the deaf and hard of hearing, paratransit providers, and other CBOs that support individuals with access or functional needs.

#### **3.4.6.4 Religious and Cultural Considerations**

Religious and cultural considerations should be considered when providing MCSO services. Areas to pay attention to include language needs (shelter information should be provided in the languages spoken in the community), dietary needs (whenever possible, plan menus to incorporate ethnic preferences and religious restrictions), dormitory layout (shelterees may have preferences that require separation of

males and females or close quartering of families), requests related to religious observance (e.g., room to accommodate prayer), and other cultural, religious, or ethnic customs.

#### **3.4.6.5 Undocumented Shelter Shelterees**

Immigration enforcement threats have led immigrants to question whether it is safe to seek shelter, even at times of crisis when there are no good alternatives. Rumors of immigration enforcement at emergency evacuation centers, for example, reportedly kept people from emergency shelters after a recent wave of forest fires. Fears of immigration enforcement deter immigrants in need from using critical shelter services; shelter registration processes should accommodate individuals who may be reluctant to provide personal identifiable information.

#### **3.4.7 Long Term Operations**

In most emergencies, shelters will generally not operate for more than a week. However, in a catastrophic disaster, the MOA will likely need to work with state and federal partners to transition from emergency sheltering to long-term sheltering through programs such as rental assistance and direct housing.

##### **3.4.7.1 FEMA Transitional Sheltering Assistance (TSA) Program**

TSA allows survivors to utilize rooms at participating hotels and motels as a short-term sheltering solution until an intermediate or long-term housing solution is available. Eligible survivors are responsible for all other costs associated with lodging and amenities including, but not limited to, incidental room charges, such as telephone, room service, food, etc. To determine their eligibility for the TSA program, survivors must register with FEMA by visiting [www.DisasterAssistance.gov](http://www.DisasterAssistance.gov) or calling (800) 621-3362 (TTY 800-462-7585).

##### **3.4.7.2 FEMA Rental Assistance**

FEMA may provide grants to eligible applicants to help survivors pay for temporary housing, such as renting a place to live temporarily. Rental assistance can be used for renting an apartment, house, travel trailer, or staying at a hotel, bed and breakfast, or another short-term rental. Expedited rental assistance is available for survivors who are unable to return to their homes or have destroyed homes. Eligible survivors can receive up to one month's rental assistance based on the fair market rate.

##### **3.4.7.3 FEMA Direct Housing**

Direct housing may include placing manufactured housing units (MHUs) and recreational vehicles (RVs) in existing commercial parks, campgrounds, or pre-existing pads that have direct access to utilities; placing MHUs and RVs on private property where codes, conditions, and support infrastructure are available; and repairing or making improvements to existing multifamily housing units (ex. apartments) for use by disaster wildfire survivors.

## **4. Related Training**

The following courses are suggested for those involved in Mass Care. This list is not exhaustive. Contact MOA for more information about course registration.

#### American Red Cross Courses

- Introduction to Disaster Services

- Mass Care - An Overview
- Shelter Operations

#### FEMA Independent Study Courses

- ICS 100 Introduction to the Incident Command System
- ICS 200 Basic Incident Command System for Initial Response
- IS-368 Including People with Disabilities & Others with Access & Functional Needs in Disaster Operations
- IS-405 Mass Care / Emergency Assistance Overview
- IS-700 NIMS Awareness

#### FEMA Residential/Non-Residential/Indirect Courses

- EO418 Mass Care – Emergency Assistance Planning and Operations
- EO419 Mass Care – Emergency Assistance Field Guide Training for State and Local Communities
- G0108 – Community Mass Care and Emergency Assistance
- G0418 – Mass Care / Emergency Assistance Planning and Operations

#### Additional Training

- MGT-403 V Access and Functional Needs Preparedness Planning for Rural Communities, Rural Domestic Preparedness Consortium
- First Aid / Cardiopulmonary Resuscitation (CPR)
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Protective Actions</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation E</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Police Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Anchorage Fire Department Anchorage Health Department Department of Public Works Public Transportation Anchorage School District</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Protective actions are the capability of the jurisdiction to prepare for, execute, and communicate the safe and effective sheltering-in-place of a population at-risk (and pets and service animals), and/or the organized and managed evacuation of the population at-risk (and pets and service animals) to areas of safe refuge in response to a potential or dangerous environment. In addition, protective actions encompass the safe reentry of the population when feasible.

The Municipality of Anchorage (MOA) Protective Actions Annex (Annex) is intended to:

- Establish a shared understanding for coordinating an evacuation or sheltering-in-place of impacted populations within the MOA.
- Provide context for situations that may require the MOA to coordinate an evacuation or sheltering-in-place of impacted populations.
- Address considerations to safely and effectively evacuate or give population information on how to shelter-in-place while meeting the needs of people with disabilities and other access and functional needs (DAFN).
- Provide security for the evacuated area.
- Address considerations for facilitating re-entry into previously evacuated areas.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

Protective actions, as referred to in this Annex, are evacuation and/or shelter-in-place actions taken in response to an emergency or disaster taking place within the MOA or in response to a call for support from a neighboring jurisdiction.

- **Evacuation** is defined as the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.

- **Shelter-in-place** is defined as the use of a structure to temporarily separate individuals from a hazard or threat.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Planning Assumptions

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- Life-saving activities take precedence over other emergency activities.
- In a catastrophic incident, incident stabilization and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Prior to an incident, local governments will engage the Whole Community (including public/private sectors, community-based service and advocacy organizations, nongovernmental organizations, faith-based organizations, nonprofits, and individuals and families) to conduct awareness briefings, preparedness training, and public education campaigns so that stakeholders are familiar with what is expected of them during each type of protective action.
- Evacuation planning for known hazard areas can and should be done in advance.
- Jurisdictions should always consider shelter-in-place as the default option when feasible. The decision to evacuate or shelter-in-place will be made based on situational awareness, factoring in the type and severity of disaster risk, health and safety concerns, sheltering capacity, and the condition of roadways and other transportation resources.
- If shelter-in-place is chosen as a protective action, specific shelter-in-place procedures must be communicated to the public based on the type of threat (e.g., hazardous material spill vs. armed aggressor).
- While some emergencies are slow to develop, others occur without warning. Hence, there may be time for deliberate evacuation planning, or an evacuation may have to be conducted with minimal preparation time. In the case of short notice evacuations, there may be little time to obtain personnel and equipment from external sources to support evacuation operations.



- The need to evacuate may become evident during the day or at night, and there could be little control over the evacuation start time.
- If people must be evacuated or relocated, the primary mode of transportation for most people will be personal vehicles. However, transportation should be provided for people who do not have access to vehicles.
- Public safety authorities may need to evacuate more residents than necessary, rather than risk evacuating too few. However, they should strive to be precise due to the burden on mass care and shelter operations.
- Most people at risk will evacuate when local officials recommend that they do so. A general estimate is 80% of those at risk will comply when local officials direct an evacuation. The proportion of the population at-risk that will evacuate typically increases as a threat becomes more obvious to the public or increases in severity.
- Some individuals will refuse to evacuate regardless of the threat. The MOA typically does not force evacuation on unwilling residents.
- The evacuation of large numbers of people from vulnerable areas will stress the limited capabilities of roadways available for this purpose, potentially requiring substantial additional time to complete an evacuation. Consequently, an evacuation must be initiated as soon as feasible upon recognition of the threat.
- Evacuations will require a substantial level of personnel and equipment resources for traffic control, which could stress and/or exceed the capabilities of the MOA. Pre-planning and incident action planning should include the deployment of mutual aid personnel and equipment to facilitate this process.
- The capacity of available public evacuation shelter facilities in and adjacent to the impacted areas may be limited, potentially requiring the full use of all shelters within the evacuation region. A high level of coordination will be necessary to effectively communicate protective action and shelter information to evacuees.
- For certain hazards, large populations at-risk with limited evacuation road networks may necessitate termination of evacuations before full completion, and evacuees still at risk would need to be directed to refuges-of-last-resort as quickly as possible.
- Businesses or individuals may be willing to donate transportation services or loan transportation equipment during emergency situations.
- During large-scale emergencies and large-scale population relocation/evacuation requiring the movement of large numbers of people, local transportation resources will be stressed.
- Transportation infrastructure (e.g., roads, bridges, and railways) may sustain damage during an incident, making it difficult to use some of the transportation assets that are normally available.

- There will be varying types of evacuees (children and unaccompanied minors, self-evacuees, animal evacuees, spontaneous evacuees, and those of the DAFN population who will require different levels of support.
- Activation of Emergency Alert Systems (EAS) or other alerting methods may occur in response to common emergency situations or imminent threat which poses a danger to life or property.
- For evacuations, local government issues evacuation orders, manages traffic flow, identifies evacuation routes, identifies shelters for residents, and considers processes to reunify caregivers and family members separated from one another.
- For shelter-in-place, local government issues shelter-in-place orders, provides ongoing incident information, and may provide support services, such as food distribution, depending on the length of orders.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to facilitate evacuation, shelter-in-place, and re-entry, the following Preparedness Targets are suggested for MOA:

- Inform all affected segments of the public about critical lifesaving and life-sustaining information necessary, including accessible tools, to expedite the delivery of emergency services and aid the public to take protective actions.
- Affected populations and populations at-risk (and pets and service animals to the extent necessary to save human lives) are safely sheltered-in-place or evacuated to safe refuge areas.

The broad Protective Actions Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Protective Actions Preparedness Targets*

Planning	MOA will develop plans, procedures, and protocols to manage evacuations (including security for evacuated areas) and sheltering-in-place.
Planning	MOA will develop evacuation notification procedures for populations and locations at risk (including high-density areas, neighborhoods, high-rise buildings, airports, special events venues, etc.) and institutions that should begin evacuations early (e.g., hospitals, nursing homes, long-term care facilities, and correctional facilities).
Planning	Develop and distribute public education materials on evacuation/shelter-in-place preparation, plans, and procedures.
Organization	Design reliable, redundant, and robust communications systems to communicate protective actions to the public.
Equipment	Identify any equipment and signage needed to ensure safe and quick evacuations and any MOA facilities to be used as a shelter-in-place location.

Training	In coordination with appropriate partners, MOA will develop and implement awareness training for evacuation and reentry within the jurisdiction.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and test the knowledge, skills, and abilities of individuals and organizations for protective actions and document findings in an After-Action Review / Improvement Plan (AAR/IP).

### 3. Concept of Operations

#### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required to implement protective actions for the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. There are several factors that must be considered when planning for an evacuation or shelter-in-place scenario. Among these are the characteristics of the hazard or threat itself. The magnitude, intensity, speed of onset, duration, and impact on MOA are all significant elements to be considered. Incorporating these factors will aid decision-makers in understanding if the number of people needing to evacuate, the time available in which to complete the evacuation, and the time and distance of travel necessary to ensure safety is feasible or if a shelter-in-place plan should be initiated.

For each protective action, MOA should create clear and accessible messaging in alternative formats, including social media. This messaging should be pre-approved by leadership and advise the public on necessary actions, including anything specific to the threat or hazard that is impacting their community (e.g., anticipated flooding, hazardous materials exposure, expected loss of power). MOA should establish, publicize, and periodically test a community warning system. MOA should also monitor social media to identify and attempt to correct rumors or inaccurate accounts of the situation.

For evacuations, MOA issues evacuation orders, manages traffic flow, identifies evacuation routes, identifies shelters for residents, and considers processes to reunify caregivers and family members separated from one another. Additionally, MOA should plan for disruptions to government operations and ensure they have a continuity of operations (COOP) plan and a continuity of government (COG) plan. MOA activates these plans in the event of government disruption and/or government relocation from an impacted area.

##### 3.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

##### 3.1.2 FUNCTIONAL OBJECTIVES

- Protect the health and welfare of the public during or immediately following a disaster emergency by implementing protective actions.
- Allow first responders to engage in first response activities without the concern for interference by or threat to the public.

- Collaborate with operational partners to execute protective strategies.
- Mitigate the displacement of individuals and families to the greatest extent possible while providing for the protection of life and prevention of bodily harm.
- Ensure that disaster survivors are provided equitable access and care.
- Provide property protection to the greatest extent possible while persons are displaced from their residences and businesses.
- Remove shelter-in-place orders or provide for reentry as soon as it is safe to do so.

### 3.1.3 CRITICAL TASKS

During a response, critical tasks may include the following:

- Take decisive action based on all available information; be prepared to pivot as more information becomes known and/or as necessary.
- Provide public alert and warning messaging that is timely, actionable, and accessible to all populations served.
- Begin sheltering or evacuation procedures.
- Support sheltering-in-place with clear directions, including ongoing communication about the type of threat and risk status.
- Support traffic control measures with adequate personnel, supplies, and equipment to facilitate rapid, safe, and effective evacuation strategies.
- Provide medical treatment to affected populations.
- Communicate search and rescue needs to emergency responders.
- Coordinate with Mass Care and Shelter operations early to provide temporary evacuation points and shelters for displaced persons.
- Implement access control and security patrols in evacuated areas.

### 3.1.4 TYPES OF EVACUEES

Understanding the types of evacuees in the population affected by a potential threat or hazard and their associated needs is critical to evacuation and shelter-in-place planning efforts. These types include the following:

- **Children and unaccompanied minors.** These evacuees require specialized approaches and care. During a no-notice evacuation, children and unaccompanied minors can be gathered in facilities, such as schools, childcare facilities, hospitals, or other locations. These evacuees require assistance during evacuation or shelter-in-place operations and reunification.
- **Self-evacuees.** Individuals who possess the capability or can obtain the resources to evacuate from a potentially dangerous area before, during, or after an incident with minimal or no

assistance. This type of evacuee uses their transportation or utilized informal assistance, such as from a family member or neighbor to evacuate by a private or all-terrain vehicle, boat, aircraft, on foot, or other evacuee-directed and controlled transportation.

- **Critical transportation needs (CTN) evacuees.** Individuals who may not have access to transportation and require assistance to leave a potentially dangerous or disaster-affected area (also referred to as transportation-dependent or transportation-disadvantaged population). This category also may include individuals with DAFN who may require accessible transportation assistance to evacuate. To the greatest extent possible, the MOA Public Transportation Department and public transportation providers will coordinate accessible transportation resources during an evacuation or other disaster; the DAFN population is encouraged to self-evacuate if possible and rely on the MOA as a last resort.
- **Animal evacuees.** Animals, such as service animals and assistance animals, household pets, working dogs, agricultural animals/livestock, wildlife, exotic animals, zoo animals, research animals, and animals housed in shelters, rescue organizations, breeding facilities, and sanctuaries, may need evacuation support. Service animals evacuate with their owners and remain with their owners throughout the process. Shelter-in-place of animal evacuees depends on the incident, hazard, or threat and the safety of sheltering in place versus evacuating.
- **Spontaneous evacuees.** Under some circumstances, residents may self-evacuate based on an individual, family, or group decision in reaction to an incident or threat of an incident rather than being motivated to take protective action as a result of an evacuation order. These individuals and/or groups are considered spontaneous evacuees. Spontaneous evacuations can complicate operations and add confusion. Jurisdictions can lessen the likelihood and impact of spontaneous evacuations by conducting pre-event preparedness education campaigns; clearly defining zones, providing clear, unified, and unambiguous evacuation and shelter-in-place orders, and providing clear expected actions, and timely threat, hazard, and risk information. Jurisdictions should carefully shape all communications to use appropriate and accessible language and forms of media to provide evacuation and shelter-in-place information to the community.

### 3.1.5 TYPES OF EVACUATION FACILITIES

A large-scale incident may require moving people across large areas and multiple jurisdictions. Pass-through jurisdictions may be asked to establish and host additional shelters if needed. Based on the incident, possible evacuation facilities may include the following:

- **Temporary reception center (TRC).** TRCs are defined as locations where evacuees can temporarily gather in a safe location while awaiting the opening of congregate or non-congregate sheltering. Furthermore, TRCs allow shelter staff to begin registering individuals for shelter services which provide the Mass Care and Shelter Section with information about service needs (e.g., animal sheltering, medical support, feeding, etc.) as well as to obtain an approximate count of individuals needing shelter. Many times, evacuations are short-lived, and TRCs may be the only solution needed. TRCs may not be used in all evacuation circumstances.

- **Emergency respite site.** A location along an evacuation route that can support transportation-assisted evacuees and self-evacuees. Respite sites may include fuel stations, restroom facilities, and access to water.
- **Regional hub reception center (RHRC).** A regional facility where evacuees can receive assistance in identifying the most appropriate shelter location for their needs. RHRCs are typically state-run and employed during significant multi-jurisdictional, multiregional events.
- **Shelter (mass care).** A facility where evacuees without a destination are evaluated and receive disaster services from government agencies and/or pre-established volunteer organizations. Meals and water are available as well as basic first aid, pet and service animal sheltering (if applicable), and sleeping quarters. Hygienic support and basic disaster services (e.g., counseling, financial assistance, referral) should also be available.

### 3.1.6 TIMING OF PROTECTIVE ACTIONS

Evacuations may begin with the spontaneous movement of evacuees or an official evacuation order and may occur pre-incident, during the incident, or post-incident. Similarly, shelter-in-place action can be pre-or post-incident. Pre-incident shelter-in-place action may still require a post-incident evacuation if the threat or hazard occurs with little or no notice or presents an ongoing threat.

**Pre-incident protective actions** occur when a warning is available before an incident (such as a wildfire or sheltering on short notice for a severe storm) and fall into two categories:

- Pre-incident evacuation moves the most vulnerable population threatened away from a potential area of impact and shelters populations in place when and where conditions support. Pre-incident evacuation requires transportation resources and infrastructure other than or in conjunction with those utilized during normal conditions. Pre-incident evacuation decision-making requires officials to balance potentially costly, hazardous, or unnecessary evacuations against the possibility of loss of life from untimely evacuation.
- Pre-incident shelter-in-place allows people to remain in place in less impacted areas, which helps reduce the negative impacts of evacuation. For example, during a wildfire, people may have enough time to evacuate from the most dangerous zones and be able to shelter-in-place in zones that may be less impacted, minimizing negative impacts to the populations and keeping roads clear for those in most immediate danger.

**Post-incident protective actions** occur during and/or after an incident. This may be the result of a no-notice event or an unexpected impact of a noticed event.

- Post-incident shelter-in-place may be necessary in certain instances such as an ongoing active shooter or complex coordinated terrorist attack.
- Post-incident evacuation should only occur when it is unsafe for the affected population to remain in the incident area, such as after a hazardous material spill with shifting wind patterns that may endanger a new part of the community. In contrast to pre-incident evacuations, post-incident evacuations may occur simultaneously with life-saving response operations. Resource

constraints will arise as resources otherwise employed to support evacuation operations fulfill different emergency response tasks instead.

## **3.2 Organization and Assignment of Responsibilities**

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Provide EOC activation and oversight.
- Provide recommendations about local emergency proclamations.
- Request emergency management mutual aid as necessary.
- Assume strategic long-term planning for evacuations within MOA's boundaries.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture.
- Support and coordinate evacuation or shelter-in-place operations, including traffic management and transportation planning.
- Secure additional resources through state and federal agencies to support evacuation operations as needed.
- Establish an evacuee database in coordination with other engaged agencies and departments.
- Coordinate with Anchorage Police Department (APD) and Anchorage Fire Department (AFD) to establish reentry procedures when conditions warrant.
- Work with transportation agencies to support the movement of evacuees.
- Leverage Anchorage School District (ASD) for transportation support.
- Maintain communication with State of Alaska Department of Transportation to support evacuation routing and to determine the accessibility of state-maintained roadways.
- Coordinate with the MOA Traffic Department for the installation of traffic control signs, flashers, barricades, and management of existing traffic signals to facilitate orderly flow during an evacuation.
- Work closely with the on-scene Incident Command to identify and establish evacuation routes, equipment staging areas, detour routes, and road closures with updates from on-scene leadership.
- Coordinate with neighboring jurisdictions to identify and establish evacuation routes beyond MOA jurisdictional boundaries.
- Consolidate, verify, and disseminate public information.

### **3.2.3 ANCHORAGE POLICE DEPARTMENT**

- Lead protective action functions.
- Order evacuations whenever necessary to protect lives and property.
- Provide appropriate staff representation and liaison personnel to the EOC.
- Provide basic policing functions to ensure an orderly flow during an evacuation, including initial on-scene evacuations, maintaining public order, crowd control, and incident response functions.
- Provide the door-to-door notification process for evacuations.
- Coordinate with the EOC and the AFD during evacuation planning and for reentry procedures.
- Work with the AFD for the security, management, and oversight of all equipment staging areas and evacuee assembly areas.
- Coordinate with the EOC regarding DAFN populations that require evacuation assistance.
- Assist with the dissemination of public information and evacuation instructions.
- Develop or contract out a security patrol plan for evacuated neighborhoods with assistance from AFD.
- Provide or contract out security for evacuated neighborhoods, including the control of access points.
- Identify and coordinate the removal of stalled or abandoned vehicles that may inhibit traffic flow during evacuation.

#### **3.2.4 ANCHORAGE FIRE DEPARTMENT**

- Order evacuations whenever necessary to protect lives and property.
- Provide appropriate staff representation and liaison personnel to the EOC.
- Coordinate with the EOC to identify evacuation areas and oversee the establishment of ingress/egress routes, equipment staging areas, and evacuee assembly areas.
- Work with the APD for the security, management, and oversight of all equipment staging areas and evacuee assembly areas.
- Provide hazardous conditions reports and damage assessments of the affected areas to the EOC.
- Coordinate with the EOC regarding DAFN populations requiring evacuation assistance.
- Support public warnings and dissemination of evacuation instructions.
- Coordinate with adjacent jurisdictions and other support agencies to activate mutual aid agreements.
- Support APD's development of a security patrol plan for evacuated neighborhoods.

#### **3.2.5 ANCHORAGE HEALTH DEPARTMENT**



- Provide appropriate staff representation and liaison personnel to the EOC.
- Support the implementation of the mass care plans to include the establishment of shelters, pet shelters, and alternate care sites.
- Monitor air quality and issue public warnings as appropriate.
- Coordinate support for DAFN populations in evacuation areas.
- Act as overall coordinator of the Disaster Domestic Animal Care Annex and coordinate pet sheltering requirements for evacuees.
- Coordinate with volunteer organizations for the establishment and staffing of temporary pet shelters.

### **3.2.6 DEPARTMENT OF PUBLIC WORKS**

- Support efforts to designate transportation routes and provide traffic management.
- Support on-ground notification and evacuation efforts for vulnerable populations.

### **3.2.7 PUBLIC TRANSPORTATION**

- Transport evacuees to shelter locations, from shelter to other locations, and from shelters to home as needed and requested.
- Support the evacuation of DAFN populations.

### **3.2.8 ANCHORAGE SCHOOL DISTRICT**

- Coordinate the safe evacuation of students and staff and advise the EOC regarding evacuation assembly areas and/or sheltering locations of students and staff.
- Augment MOA evacuation efforts when school is not in session or after the needs of students and staff have been met.

## **3.3 Available Resources and Identified Resource Gaps**

The development of an evacuation study would enhance the ability of MOA to plan efficient, effective evacuations.

## **3.4 Key Operational Activities**

### **3.4.1 MOBILIZATION**

Mobilization begins with the identification of a threat or hazard that could lead to an evacuation or shelter-in-place order. The first activity is an initial notification of people, systems, and resources to establish incident command and management structures. Emergency management officials make coordinated decisions for protective actions and priorities, disseminating clear evacuation messaging to the public. Mobilization will likely happen concurrently with other phases for no-notice events and low-notice events.

The mobilization phase is characterized by:

- Notification and activation of EOC staff.
- Review of associated pre-developed plans, procedures, and protocols.
- Information gathering to create a common operating picture.
- Communication to identify any issues that may impact the implementation of an evacuation or sheltering operation (holidays, high tourism season, roadway construction, etc.).
- Coordination with potential risk and host area EOCs to identify populations at-risk, available evacuation routes, and possible host shelter destinations.
- Continual monitoring of the event for changes that may affect the movement of evacuees and any potential impacts on available resources.
- Development of incident-specific plans. These may include, as appropriate:
  - Decision points for shelter-in-place and/or evacuation (taking accessibility into account for evacuation timing).
  - Specific directions for shelter-in-place as decided and dependent upon the hazard.
  - Review of the Functional and Access Needs & Disaster Registry to determine the estimated number of registered persons within the impacted area.
  - Identification of specific shelter needs to support the evacuated population (e.g., TRCs, shelters, transportation of vulnerable populations, potential refuge options, phased shelter openings).
  - Identification of specific traffic management actions needed to maintain a smooth flow of traffic along evacuation routes to host shelters (e.g., traffic control points, barricade plans, contraflow operations).
  - Identification of specific public information actions needed to effectively communicate incident information to the public (e.g., essential elements of information, talking points, signage, map needs, creation of shelter information centers).
  - For all incident-specific planning, the availability and need for resources – personnel, equipment, supplies, and facilities – should be determined and mutual or state aid requests enacted, as needed.
- Creation of accessible public alerts and warning messages.
- Distribution of maps, fliers, and other protective action information to first responders and front-line workers.
- Exchange of critical information with key stakeholders (including local, tribal, and state governments, agency representatives, and community-based organizations (CBOs)) through conference calls.

- Pre-deployment of personnel, supplies, and equipment to support notification, traffic management, transportation, and mass care operations (such as programmable message boards, Amplitude Modulation / Frequency Modulation [AM/FM] transmitters, tow trucks, gasoline tankers, transport buses, ambulances and medical personnel, and shelter management personnel).
- Release of emergency public information through the EOC Public Information Officer (PIO).
- Activation of emergency information telephone lines, if necessary, to respond to inquiries from the affected population.
- Proclamation of a local emergency.

### **Host Areas**

An evacuation will generate impacts outside the areas immediately at risk and may necessitate the use of local resources in non-threatened areas to support the response. The MOA EOC will determine whether activation of response operations in designated host areas outside the immediate area of impact is necessary. If so, the MOA EOC will request adjacent jurisdictions and agencies to support the evacuation as follows:

- The MOA may request host areas to implement mass care and shelter and traffic management in support of evacuations from risk areas. All EOCs within designated host areas may be requested to activate and prepare to initiate host response plans.
- In support of host response operations, neighboring jurisdictions/EOCs will be kept informed on incident information, including planning and implementation of protective actions.
- All jurisdictions within designated host areas may be included in any governor's proclamation of a state of emergency and all requests by the governor for emergency disasters and major disaster declarations.

The MOA EOC will monitor hazardous situations as they develop. Regular conference calls will be held between the MOA EOC, other potentially affected area EOCs (risk and host), and appropriate state and federal agencies as to the degree of threat to the MOA and the potential for escalation. In addition, the MOA EOC will coordinate with local agencies as to whether the hazard will require coordination and implementation of protective actions, including evacuations across multiple jurisdictions. If so, the MOA EOC and potentially affected jurisdictions' emergency operations centers will begin implementation of the evacuation and shelter-in-place process.

### **3.4.2 EVACUATION AND SHELTER-IN-PLACE**

Protective actions begin when a threat requires evacuation or shelter-in-place operations, either following or concurrent with mobilization phase activities depending on incident notice. It is initiated when the mayor, MOA EOC, the unified command leadership, and threatened areas determine that the implementation of protective actions is necessary to preserve life and prevent bodily harm. For no-notice events, this is the first phase, and mobilization may happen both outside and within the impact area as part of the response. This phase includes implementing the protective actions of evacuation and shelter-in-place orders, which will vary depending on the size and scope of the incident. This phase may

be used in advance of the impact phase for notice events (e.g., wildfire) or after the impact phase for no-notice or low-notice events (e.g., earthquake, terrorist attack) to meet incident objectives and protect life and property.

The evacuation and shelter-in-place phase is characterized by the following activities:

- Finalization of designation of risk and host areas involved in the evacuation by affected agencies and local jurisdictions
- Creation of estimations regarding initiation time for the evacuation and notification of all affected agencies and local jurisdictions
- Use of alert and warning systems to disseminate evacuation and shelter-in-place directions to the public
- Use of first responders (as resources allow) to support the evacuation of persons on the Functional and Access Needs & Disaster Registry
- Continual monitoring of the event for changes that may affect the movement of evacuees and potential impacts on evacuation and sheltering resources
- Continual monitoring of the progress of the evacuation and exchange of information on the level of traffic on routes and use of public shelter space
- Ongoing public information provided utilizing all available communication methods to inform the evacuees of any change in evacuation routes, availability of hotel and public shelter space in host jurisdictions, etc.

### Evacuation Notification Categories

The following evacuation notification categories are recognized within the MOA:

- **Immediate Evacuation Order.** Requires the immediate movement of people out of an affected area due to an imminent threat to life. Choosing to stay could result in loss of life. Staying may also impede the work of emergency personnel. Due to the changing nature of the emergency, this Immediate Evacuation Order may be the only warning that people in the affected area(s) receive.
- **Evacuation Warning.** Alerts people in the affected area(s) of potential threat to life and property. People who need additional time should consider evacuating at this time. An Evacuation Warning considers the probability that an area will be affected and prepares people for a potential Immediate Evacuation Order.
- **Shelter-In-Place.** Advises people to stay secure at their current location by remaining in place as evacuation will cause a higher potential for loss of life.

### Traffic Closure Levels

The following traffic closure levels are recognized within the MOA:

- Level 4 – Closed to all traffic, potential life hazard

- Level 3 – Closed to all traffic except emergency responders
- Level 2 – Closed to all traffic except emergency responders and critical resources (e.g., public works, utilities, and animal rescue)
- Level 1 – Open to above resources and residents only

Note: Media has access to any natural disaster.

### **Evacuation Adjustments**

During an evacuation, for a wide variety of unanticipated reasons, it may become necessary to adjust or modify procedures stipulated in the Incident Action Plan. The most readily apparent reasons for such modifications could include, but are not necessarily limited to, the following:

- Changes in the direction or intensity of the hazard
- Blockage or excessive vehicle congestion on an evacuation route
- Filling of available capacity at public shelters and hotels/motels in host areas
- Anticipated failure to complete the evacuation before hazardous conditions impacting evacuees

If alternative routes, actions, or resource deployment can be pre-planned to address these possibilities, appropriate procedures will be included in the Incident Action Plan (IAP). For other situations that cannot be anticipated during the planning of an evacuation, the MOA EOC will work with responders at the time to make adjustments to the evacuation.

In the event of a physical blockage of an evacuation route, the MOA will respond as necessary to remove the blockage. If removal is not feasible, the MOA EOC will coordinate with responders to plan and implement alternative routing.

### **3.4.3 IMPACT**

This phase begins when the MOA starts to see adverse impacts on operations. During this phase, for notice events, the MOA will work to secure facilities, people, and equipment and clear and close public transit to minimize the impact of the hazard. Within the impact phase, the “zero hour” marks the time needed to ensure the safety of first responders as the hazard makes impact and it is the designated point in time when it is no longer safe for responders to continue operations.

The impact phase is characterized by the following activities:

- Final sweep of hazard areas by first responders and front-line workers to support notification and transport of threatened populations
- Evacuation of hazard areas by remaining first responders and front-line workers
- Alert and warning messages to direct individuals remaining in hazard areas to refuges-of-last-resort
- Closure and securing of travel into hazard areas

- Continual monitoring of the hazard, including any potential changes to impact areas
- Ongoing public information provided utilizing all available communication methods to inform the evacuees of any availability of hotel and public shelter space in host jurisdictions, etc.

#### **3.4.4 DISPLACEMENT / MASS CARE**

If evacuees must leave their home jurisdiction, they must remain in the host area until their community is safe. Mass Care is mobilized and conducts operations throughout an incident to establish shelters and provide other services, but greater emphasis is placed on these activities during the Mass Care phase. During this phase, the evacuating jurisdictions communicate with the host area to coordinate numbers and types of evacuees, shelters for them, and the potential length of evacuation. Not every evacuation necessitates a robust mass care operation; it is most commonly conducted during long-lasting events. During shelter-in-place operations, mass care may consist of mobile commodity distribution or the establishment of hubs for evacuees to obtain food, water, and information during evacuations that last hours instead of days.

The displacement / mass care phase is characterized by the following activities:

- Provision of safe, accessible shelter secure from the elements
- Availability of food, water, and emergency relief items to shelter occupants
- Provision of medical first aid and disaster mental health counseling to shelter occupants
- Facilitation of the sheltering of pets that typically live with shelter occupants
- Efforts to support family notification and reunification at shelters
- Facilitation of referrals to recovery resources
- Efforts to ensure that disaster survivors are provided equal access and equal care

Please refer to the *Mass Care Annex* for additional information.

#### **3.4.5 REENTRY**

Reentry incorporates the coordinated movement of evacuees back into a community once the threat or hazard dissipates and the event causing the evacuation ends. In instances where residents may not be able to return to their communities for a longer period, this population is relocated to host areas and returned when it is safe. Reentry typically marks the transition to recovery activities. This phase may follow the reentry of first responders if the threat or hazard was significant enough to require first responders to evacuate or will begin once first responders have stabilized the area to a point where residents can return.

The decision to allow reentry into impacted areas following an evacuation will be made jointly by the mayor, MOA EOC Director, law enforcement, and unified command. Reentry traffic control will be directed by law enforcement, with support and coordination provided through the MOA EOC. Reentry will not be allowed until the unified command agrees that conditions within evacuated areas are favorable for residents to return.

Reentry planning should begin before the reentry phase and should consider:

- Determination of any areas with ongoing hazards that must be mitigated before reentry, such as hazardous material spills, hazard trees, and utility lines.
- Coordination conference calls with all affected risk areas, host areas, and the unified command, and identify which, if any, evacuated areas are in a condition to permit reentry.
- Mapping of the regional routes available for reentry into evacuated areas, identifying traffic control resource needs, and preparing a reentry traffic management plan.
- Coordination with the risk and host areas to identify the impact in areas throughout the planning process and support agency and organization planning efforts for reentry traffic control within its jurisdiction.
- Determination of reentry times into each risk and host area and arrangement for publicly announced reentry.

The reentry phase is characterized by the following activities:

- Completion of any efforts as feasible to mitigate ongoing hazards in reentry areas
- Coordination of conference calls led by the APD (in coordination with the MOA EOC) to facilitate coordination efforts by law enforcement, public works, and transportation organizations on the timing of reentry into impacted areas and the resources necessary to support the efforts
- Coordination of conference calls led by the MOA EOC PIO to facilitate coordination efforts by stakeholder PIOs to disseminate re-entry information to the public
- Release of appropriate, consistent information by the MOA EOC PIO to the public regarding the time re-entry is to be allowed, the areas opened, and the routes to be used by returning residents
- Monitoring of reentry traffic on a municipality-wide basis, identification of any needed adjustments in the reentry plan, and corrective action implementation as needed

### **3.4.6 SPECIAL POPULATION CONSIDERATIONS**

#### **3.4.6.1 Children and Unaccompanied Minors**

The specific needs of children and unaccompanied minors must be considered during evacuation and shelter-in-place operations. Children and unaccompanied minors present a unique set of considerations, such as logistical requirements, medical needs, shelter placement, transport, and other services. In accordance with American Red Cross (ARC) policy, shelter staff will identify any unaccompanied minors. The APD and the Alaska Office of Children's Services (OCS) are responsible for the development of a process for reunification with a parent/guardian or for care when a parent or guardian cannot be located.

#### **3.4.6.2 Correctional Facilities**

The correctional system in the United State (U.S.) is comprised of incarceration within correctional facilities (e.g., jails, prisons) that detain individuals (inmates) involved in perpetrating crimes, community

supervision of individuals conditionally released from prison (parole), and individuals who are under conditional liberty or provisional freedom (probation).

The MOA contains several correctional facilities within the jurisdiction:

- The Anchorage Municipal Jail
- The McLaughlin Youth Center (Juvenile Males)
- The Anchorage Correctional Complex (Prison)
- The Cordova Center (Work Release Center)

The evacuation of secure correctional facilities requires a coordinated effort between local, state, and federal law enforcement, corrections officials, and privately owned facilities to develop a clear understanding of how evacuations would be conducted and should be planned for and exercised on an annual basis.

#### **3.4.6.3 Individuals with Disabilities and Access and Functional Needs**

Individuals with DAFN may include, but are not limited to, individuals with disabilities, older adults, individuals who are blind, deaf, hard of hearing, have speech and language disabilities; mental health conditions, learning, intellectual and developmental disabilities, and chemical sensitivities; unaccompanied minors, individuals with limited English proficiency (LEP), limited access to transportation; and/or limited access to financial resources to prepare for, respond to, and recover from an emergency. Through times of disaster, jurisdictions should still comply with regulations and laws regulating the care of individuals with access and functional needs, such as the Americans with Disabilities Act (ADA) as well as other federal, state, and local laws and statutes.

Populations evacuating an impact area and arriving in a host area may include some individuals with health or medical needs who normally require home- and community-based services. Conditions that may have been under control before evacuation may be exacerbated, and health conditions may degrade during the evacuation process. Evacuees with such needs may require ongoing health support in host areas, and jurisdictions should ensure evacuees obtain that support.

Most relevant medical support and assessment follow the same procedures, whether it takes place in the impact area before the transport of evacuees or when they arrive in host areas. Assistance may be required to connect/reestablish evacuees with home- and community-based service providers. During the evacuation process, monitoring these evacuees will help identify if conditions worsen and if additional medical assistance and supplies are necessary. Jurisdictions should plan for individuals with DAFN in all aspects that will impact them (e.g., transportation, evacuation, sheltering).

#### **3.4.6.4 Domestic/Sexual Violence Shelters**

Domestic and sexual violence leaves long-lasting impacts on survivors. The MOA contains domestic/sexual violence shelters and service organizations that could be impacted during an evacuation or shelter in-place situation. Shelter managers and management teams should strive to provide additional protections for those who have already survived domestic and sexual violence as well as prevent these acts from occurring during the operation of shelters with displaced evacuees. There is a potential for an increase in domestic/sexual violence following a disaster. Evacuation site managers should visibly post telephone numbers for local domestic violence shelters and national providers such



as the National Domestic Violence Hotline: 1-800-799-SAFE (1-800-799-7233) or (1-800-787-3224) TeleTYpe (TTY) and the National Human Traffic Hotline (1-888-373-7888) in emergency shelter areas.

In addition, individuals currently living in community domestic or sexual violence shelters may need to evacuate to emergency shelters due to the impacts of a threat or hazard. These survivors require additional precautions, particularly when handling their personally identifiable information (PII), such as securing shelter registrations, not leaving client information exposed, or ensuring ample room between registering shelter clients. When emergency shelter management teams cannot take on this additional task, they should make alternate arrangements to maintain confidentiality for these survivors.

#### **3.4.6.5 Hospitals and Residential Medical Facilities**

Hospitals and residential medical facilities, including hospice centers, mental health facilities, nursing homes, and other assisted living facilities, face unique resource requirements and challenges in performing protective actions. During times of disaster, these facilities should:

- Engage with jurisdictions and other partner facilities to streamline, coordinate, and reduce the burden of Health Insurance Portability and Accountability Act (HIPAA) restrictions.
- Coordinate evacuations with partner facilities that provide similar services and are located outside of the impact zone to transfer patients to open spaces within those partner facilities. Jurisdictions should engage hospitals and residential medical facilities in the planning process to better assess the needs and capabilities of the facilities within the jurisdictions and to coordinate the use and sharing of resources.
- Ensure that patients being evacuated have supplies of medical equipment and medicine that can last through transportation to a new facility and until the new facility can complete intake of the patient and properly integrate the patient's care plan into their system and operation.

In instances where these facilities must shelter-in-place, planning for unforeseen threats and hazards is crucial. Hospitals and residential medical facilities should continue to plan and coordinate transportation needs with jurisdictions after shelter-in-place operations end or if subsequent evacuations are needed. Facilities should establish internal plans to care for patients and staff throughout an incident requiring shelter-in-place. These plans should:

- Ensure that the facility has sufficient resources such as medical supplies, food, and potable water both for drinking and for procedures such as dialysis as well as sanitation procedures of personnel and equipment.
- Assess needs as if they will have no utilities for a minimum of 72 hours. These facilities should ensure that a steady power supply is available and the appropriate fuel can be obtained to keep the temporary power supply online. Facilities should coordinate with jurisdictions to ensure generators in place are accessible and meet the needs of the facility or that the hospital power infrastructure can be compatible with jurisdiction-provided generators if none are currently in place at the facility.

Major hospitals and health care facilities in the MOA include:

- Providence Alaska Medical Center

- Alaska Regional Hospital
- Alaska Native Medical Center
- Alaska Specialty Hospital
- Joint Base Elmendorf-Richardson, a military hospital

In addition, the MOA contains several behavioral health, outpatient, and treatment centers that will require additional coordination during an evacuation or shelter-in-place incident.

#### **3.4.6.6 Tourist Populations**

When an evacuation can be forecast in advance, the MOA may consider the evacuation of some tourist populations before the general population to free up hotel space in host jurisdictions. For tourist populations that are evacuated alongside self-evacuees, a portion will fall into critical transportation populations (those relying on air or rail travel). If unable to evacuate these populations before an incident, impacted jurisdictions should identify this population as non-resident, evacuate them, and advise host jurisdictions to help them coordinate their departure to their home destinations. The inclusion of industry associations or similar groups in their planning process can facilitate a smoother process to return tourists home after an incident if broader travel services are interrupted.

#### **3.4.6.7 Unhoused Populations**

People who are experiencing homelessness may have limited resources to evacuate, stockpile food, store medications, and shelter-in-place. Messages communicated through mainstream media sources may not reach them, because many of these individuals have no access to radio, television, or the internet. Some may be illiterate or have limited English proficiency, so written communication may also be ineffective with this population. The most common form of communication in this population is word-of-mouth, leading to the spread of inaccurate rumors and misunderstandings that may have serious consequences during an emergency. Some homeless people have access to cell phones. However, their use of this technology is based on limited minutes and access to charging.

To communicate regarding disasters to people without homes, jurisdictions should include homeless service providers in emergency notification systems to help create an effective communication plan that includes accessible messaging. Service providers can quickly and effectively communicate the emergency to homeless individuals concentrated near their facilities and deploy outreach teams to notify other homeless people dispersed throughout the community. Outreach teams making notifications can also transport people to shelters or designated pickup points for evacuation. Outreach teams employed by homeless service providers are familiar with homeless communities, have established trust and credibility, and are better able to negotiate with people who might resist evacuation efforts. Jurisdictions should coordinate outreach teams, drivers, and accessible vehicles in advance and assign them to specific designations as soon as possible to prevent delays during a potentially small window of time.

### **3.4.7 OPERATIONAL CONSIDERATIONS**

#### **3.4.7.1 Household Pets and Service Animals**

Sixty-five percent (65%) of American households have pets, which includes a variety of animal species, and populations who are evacuating should bring their animals with them. If they are not able to bring

their animals, a significant percentage of the population may not leave. During evacuation and reentry operations, animals require tracking, embarkation, transportation, debarkation, care, feeding, husbandry/waste removal, veterinary support, and sheltering support. When feasible, animals should remain with their owners during transport. By law, service animals—and, in some cases, assistance animals—must always remain with the owner.

During a disaster or emergency, APD and AFD are not responsible for the rescue, evacuation, sheltering, or welfare of animals. However, the MOA will support the movement of evacuees transporting domestic household pets or service animals on Municipal Public Transportation provided residents are able to evacuate their pets in a manner that does not threaten the safety or welfare of other evacuees. The care and safety of livestock remain the responsibility of the owner during an emergency or disaster.

The MOA may coordinate the use of municipal buildings or Anchorage Public Schools as shelters for impacted persons if conditions warrant it. In addition, the MOA may establish temporary pet shelters, to be co-located with shelters when feasible. If the event exceeds local capabilities to provide temporary pet shelters, the MOA may activate pre-existing agreements with national or state-level disaster animal welfare organizations.

#### **3.4.7.2 Contraflow Lane Reversal**

Contraflow lane reversal alters the normal flow of traffic (typically one or more lanes in the opposing direction on a controlled-access highway) to increase the flow of outbound vehicle traffic during an evacuation. Contraflow operations may cause issues at jurisdictional borders if the transition from contraflow lanes to normal lanes is uncoordinated, which can significantly slow the evacuation. Properly executed, contraflow requires significant resources and time, and it is most applicable when an expedited large-scale evacuation is necessary. Generally, coordinating contraflow takes place at the state level and requires considerable planning to avoid any interference with response operations.

In addition to contraflow, the shoulders of certain evacuation routes can be used to increase traffic flow out of the evacuation area. This alternative leaves the route into an evacuation area accessible for emergency services personnel to ingress the area. These shoulders must be paved and wide enough to accommodate vehicles.

#### **3.4.7.3 Evacuee Tracking / Accountability**

Using tracking or accountability tools ensures in several ways the safety of evacuees as they move through the evacuation and recovery process:

- Allows impacted and host jurisdictions to follow the movement of evacuees as well as their animals (including household pets and service and assistance animals), luggage, and durable medical equipment
- Helps to provide displaced individuals with access and functional needs with the support needed to return successfully to the community, preventing unnecessary placement of individuals in institutional settings such as hospitals or nursing home facilities
- Provides information for family reunification purposes
- Supports recordkeeping efforts for federal reimbursement policies

If used, tracking should begin as soon as possible and may occur in the impact area before the point at which evacuees board transport or at arrival points, such as transfer points and reception processing sites, welcome centers and information points, shelters, or any facility or point of entry into a host jurisdiction that assists evacuees. When planning to use a nonprofit or nongovernmental tracking/accountability system, jurisdictions may have to deconflict access issues or privacy issues so that they can quickly assist evacuated residents as needed.

#### **3.4.7.4 Traffic Management**

To minimize traffic congestion and decrease clearance times, mobile message boards and signage along evacuation routes can inform self-evacuees of traffic hazards, the location of welcome centers and information points, shelters, fueling exits, and hospitals. When planning for traffic management, jurisdictions should identify challenges of overlapping routes for different modes of transportation (e.g., do evacuation routes go over drawbridges or rail crossings for subway or commuter rail lines?) and consider whether additional or specific resources may help address these considerations. Effective traffic management allows a jurisdiction to evacuate more people from a community in an efficient manner, which reduces the burden on jurisdiction personnel and resources. Failure to organize efficient traffic management efforts increases resource burdens, causes longer evacuation times, could lead to increased accidents and higher congestion, and could leave evacuating residents in vulnerable conditions during an incident.

## **4. Related Training**

The following courses are suggested for those supporting the Protective Actions function. This list is not exhaustive. Contact MOA for more information about course registration.

#### FEMA Residential / Non-Residential / Indirect Courses

- G358 Evacuation and Re-Entry Planning
- G197 Integrating Access and Functional Needs into Emergency Management
- G557 Rapid Needs Assessment

#### Additional Training

- MGT-412 Sport Venue Evacuation and Protective Actions, Texas Engineering Extension Service
- MGT-461 Evacuation Planning Strategies and Solutions, Texas Engineering Extension Service
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Public Health and Medical Services</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation F</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Health Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Anchorage Fire Department Anchorage Police Department Development Services American Red Cross</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Public Health and Medical Services is the capability of a jurisdiction to provide lifesaving medical treatment via Emergency Medical Services (EMS) and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support to all affected populations.

The Municipality of Anchorage (MOA) Public Health and Medical Services Annex (Annex) is intended to:

- Describe public health and medical services operations (including planning, response, and operations), assign responsibilities, and provide actions and responses to public health incidents or secondary public health concerns stemming from a disaster emergency in the MOA.
- Identify the MOA's specific concerns, capabilities, training, agencies, and resources applicable to public health and medical emergencies.
- Address roles, responsibilities, and the concept of operations for public and private health care within the MOA.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

Public health and medical incidents can range widely, from mass casualty incidents to chemical, biological, radiological, nuclear, and explosives (CBRNE) to infectious disease. Incidents can also span more than one category. The MOA is responsible for providing support for and coordination of response to public health and medical incidents within Anchorage.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4:

Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Planning Assumptions

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- A public health and medical disaster and its impacts may develop slowly over days and weeks or may occur suddenly and without warning.
- Any large-scale emergency will likely overwhelm baseline public health and medical resources.
- Emergency measures to protect life and health during the first 12 to 24 hours after the disaster will likely be exclusively dependent upon local and regional resources.
- Public and private EMS, hospital, public health, environmental health, and mental health resources located in the MOA will be available for use during disaster situations. However, many of these resources, including human resources, will themselves be affected by the disaster.
- The medical examiner and associated government fatality management are a function of the State of Alaska and are not covered by this plan.
- State and federal support may be available but likely only after a delay of at least 24 to 48 hours.
- Volunteers will come forward to help perform essential tasks; their efforts must be anticipated and coordinated.
- Ongoing efforts will be essential to ensure that all equity considerations are included in public health policy decisions, resource allocation, and response priorities.
- Disasters and disaster threat situations (earthquakes, wildfires, floods, etc.) that affect large areas of the MOA, the region, or the state, may impact the use of mutual aid.
- It may be necessary to relocate hospital services under austere conditions to alternate care sites or to permanent or temporary buildings that will provide patients and medical staff adequate protection from the effects of the disaster.
- Biological agents and toxins may contaminate or infect staff, equipment, and facilities. This will affect the response of public health and medical providers.
- In most cases, the Anchorage Health Department (AHD) will be responding to a disaster that has already been assessed, an incident command established, and an incident action plan

developed. State, federal, or local officials may already be involved in the overall disaster response, and the AHD will be asked to perform specific duties related to public health disaster responsibilities.

- Maintenance of critical infrastructure such as utilities, police, and fire protection will be vital to maintain social order; the loss of which could add exponentially to the disaster.
- Local collaboration with other health organizations will be crucial in attempting to deliver adequate medical care.
- Hospitals and clinics will have to modify their operational structure to respond to high patient volumes and maintain the functionality of critical systems, including staffing adjustments and implementation of decompression plans.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.
- The MOA may have an abundance of prophylaxis but not everyone will want it.

## 2. Preparedness Targets

To achieve and sustain the ability to provide a timely, inclusive, and effective public health and medical response, the following Preparedness Targets are suggested for MOA:

- Provide ongoing surveillance and notification of potential or actual threats to public health.
- During a bioterrorism or pandemic response, deliver medical countermeasures (MCMs) to exposed populations.
- Return medical surge resources to pre-incident levels, complete health assessments, and identify recovery processes.

The broad Public Health and Medical Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Public Health and Medical Preparedness Targets*

Planning	MOA will develop medical countermeasure plans with applicable stakeholders on behalf of the jurisdiction.
Planning	MOA will participate in the development of medical surge plans with applicable stakeholders on behalf of the jurisdiction.
Organization	MOA maintains contact information for key public health partners in the jurisdiction (local health officers, health care partners, health and social services agencies, etc.) and updates it bi-annually.
Equipment	MOA maintains and tests appropriate equipment (and/or agreements and partnerships) necessary during public health and medical response. Examples may include equipment necessary to run a point of dispensing for medical countermeasures.

Training	MOA will coordinate the delivery of public health and medical training related to large-scale response and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for public health and medical and document findings in an After-Action Review / Improvement Plan (AAR/IP).

### 3. Concept of Operations

#### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required to respond to public health and medical incidents in the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Early recognition of public health and medical disasters can greatly increase the effectiveness of the response. Generally, public health and medical disasters will be supported by an integrated response from multiple partners within the MOA. Assistance from external sources will be requested as needed through the State Emergency Operations Center (SEOC).

In major public health or medical emergencies, demand for public health and medical resources may exceed local, state, and territorial area capability. These jurisdictions may request assistance through the Alaska Intrastate Mutual Aid System (AIMAS) or may request federal assistance, which may be executed under the Alaska Statute, Stafford Act or other authorities.

##### 3.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

##### 3.1.2 FUNCTIONAL OBJECTIVES

- Proactively identify, mitigate, and manage risks.
- Collaborate with stakeholders to execute mitigation strategies.
- Coordinate information distribution with the medical community.
- Support public information efforts, including disseminating guidance about protective measures.
- Support shelters for public health and medical issues.
- Conduct public health surveillance and monitoring.
- Coordinate and prioritize hospital and clinic needs.
- Prioritize continuity and essential service delivery whenever possible.
- Provide timely and accurate public health and medical information and guidance to affected populations and responding organizations.



### 3.1.3 CRITICAL TASKS

During a response, critical tasks may include the following:

- Coordinate culturally inclusive information gathering and distribution with the medical community.
- Support culturally competent public information and diverse community engagement efforts, such as dissemination of guidance about protective measures.
- Assess available medical equipment, personnel, and supplies.
- Request and deploy additional medical equipment, personnel, and supplies.
- Establish alternate care sites (ACS).
- Establish public surveillance and testing sites.
- Establish point of distribution (POD) sites for MCM distribution.
- Coordinate support at shelters for health and medical issues.
- Conduct public health surveillance and monitoring, ensuring equitable practices include disproportionately impacted individuals and high-risk populations.
- Coordinate and prioritize health care organization (HCO) needs.
- Provide timely, verified, and actionable information to the public, and manage rumors and misinformation.

### 3.1.4 COMMON TYPES OF PUBLIC HEALTH AND MEDICAL INCIDENTS

This section provides an overview of the most common types of health and medical incident, discusses characteristics, considerations, and initial actions, and may reference supportive planning and procedure documents that guide response. Some incidents will span categories, such as a bioterrorist attack that escalates to a mass casualty incident (MCI).

#### 3.1.4.1 Mass Casualty Incident

An MCI generates more patients at a time than locally available resources can manage when using routine procedures. It requires exceptional emergency arrangements and additional or extraordinary assistance. MCIs can occur because of a wide variety of circumstances such as natural or human-caused disasters, terrorist activity, or vehicular accidents. Whatever the cause, the characterizing feature of an MCI is a number of survivors large enough to disrupt the normal functioning of health care services.

The goal of health and medical response in an MCI is optimizing outcomes for the greatest number of patients. Accordingly, the healthcare system may require changes to the usual standards of care that are imperative to achieve this goal. Rather than doing everything possible to save every life, it will be necessary to allocate limited resources differently because of overwhelming demand. Those resources include, but are not limited to, operating rooms, interventional radiology suites, ventilation equipment, blood products, physical space in the emergency department, and imaging equipment.

MCI may also generate mass fatalities. A mass fatality incident is any situation where the number of fatalities exceeds the ability of local resources to manage the number of fatalities. The primary functions of a mass fatality response are body recovery, morgue operations, and assisting the decedents' family members and loved ones. The State Medical Examiner's Office (SMEO) is responsible for coordinating the collection, identification, storage, and transfer of human remains during a mass fatality incident. The MOA will contact the SMEO as soon as possible when a mass fatality incident occurs and will provide resource support for the SMEO's actions, as available.

### **Characteristics of Incident Onset**

The characteristics of onset will define the type of response needed. Defining characteristics of MCIs are provided below:

- **Sudden versus slow onset.** Mass casualty incidents may occur suddenly with extraordinary medical resource needs, or they may evolve slowly and with warning, allowing for more extensive evaluation before instituting response measures. In a slow onset incident (e.g., extended power outage), the MOA may facilitate inter-facility action planning and enable HCOs to anticipate mutual aid and other resource needs. In sudden onset incidents, rapid notification to all local and regional HCOs may be critical so organizations can respond effectively, support each other, and interact with MOA authorities. These efforts will be essential to individuals with disabilities and access and functional needs (DAFN) and culturally diverse populations who may be considered at high risk during a slow-onset disaster.

During sudden onset incidents, many survivors reach hospitals (or other health care providers) on their own or through the assistance of bystanders and not by way of Emergency Medical Services (EMS). Therefore, victims may arrive with little or no prior notification and without being matched with the most appropriate facility. The ability of HCOs to rapidly obtain additional resources, provide input to EMS for appropriate patient distribution, assist each other in matching resources to patient needs, and provide equitable, culturally inclusive services may best be coordinated through the MOA EOC.

- **Insidious versus obvious onset.** Incident onset may be obvious or insidious, requiring adequate surveillance systems for recognition and determination of the incident size and scope. In the case of the latter, the ability to rapidly gather and synthesize data from health care organizations may be important to determining that a dangerous incident is evolving.
- **Short duration versus prolonged incidents.** Preparedness planning and exercises often focus on short-duration, high-intensity incidents. However, health care emergencies can be prolonged with ongoing service needs and continuity of operations issues, such as in the case of a pandemic. Health care planners should recognize that a prolonged incident will almost always affect HCOs. Increased personnel commitment during a prolonged response can be difficult to sustain given the workforce constraints faced by many health care organizations. The financial impact of a prolonged response on an HCO, because of the disruption of normal health care service delivery, must also be addressed. The MOA can promote access to resources that may be critical to sustaining continuity of operations in addition to addressing surge needs.

- **Terrorism and other fear-generating hazards.** Some mass casualty incidents, particularly acts of terrorism, such as the anthrax mailings in 2001, resulted in a large population of concerned, potentially exposed persons. Substantial medical and public health resources must be devoted to evaluating these patients. Victims may require specialized public health and medical capabilities, ranging from population-based mental health interventions to treatment for such issues as chemical burns, inhalational respiratory failure, or radiation syndromes. The ability to share expert advice and establish uniform diagnostic and treatment protocols during response may be as important as acquiring adequate equipment and supplies.

#### **3.1.4.2 Chemical Biological Radiological, Nuclear, and Explosives**

CBRNE events represent emergencies that require an immediate medical response that may include zoning, triage, decontamination, and treatment. This includes hazardous materials accidents. These events can be intentional or unintentional, and in some cases, it may be unclear as to whether or not an incident is deliberate. However, the aspects related to the management of health issues remain the same.

**Chemical emergencies.** A chemical emergency occurs when a hazardous chemical has been released and the release has the potential for harming people's health. Chemical releases can be unintentional, as in the case of an industrial accident, or intentional, as in the case of a terrorist attack. An incident involving the accidental or intentional release of chemicals can lead to death or serious illness and injuries, hospital surge, and the need to protect responders, medical care providers, and residents and visitors.

**Biological emergencies or bioterrorism.** Bioterrorism is the intentional use of infectious agents, or germs, to cause illness. Bioterrorism preparedness has been made a national priority. The federal Centers for Disease Control and Prevention (CDC) has worked with state and local health departments to identify and respond to bioterrorism for several years. The federal response to bioterrorism includes medications, medical supplies and, if necessary, vaccines to protect an affected community. Bioterrorism and other high-consequence biological events can result in mass casualties, epidemic illness, health care worker illness, environmental contamination, and legal issues and cause disruption within the medical community and the community at large.

**Radiological emergencies.** A radiation emergency involves the release of radiation that can harm people's health. This can include an intentional event, like a terrorist event with a dirty bomb or a nuclear blast, or an unintentional event, such as a nuclear accident. A large-scale radiological release incident could result in a significant surge of patients, including those who may not have been exposed but seek medical attention anyway.

**Nuclear emergencies.** A nuclear emergency is the intentional or unintentional release of radiation that can harm people's health. A large-scale nuclear detonation incident could result in a significant surge of patients, including those who may not have been exposed but seek medical attention anyway.

#### **Characteristics of Incident Onset**

Fast recognition that a CBRNE incident has occurred or may occur is critical. Unless a perpetrator is caught in the act of releasing a CBRNE agent, a covert CBRNE event is not likely to be detected until suspicious infectious disease or toxin effects begin to appear. In that case, local physicians, hospital

staff, and EMS personnel may be the first to notice a pattern in patients reporting for treatment. These personnel are expected to report specific disease agents or suspected disease outbreaks to the MOA.

Information may be received and disseminated via several routes, including intelligence agencies, the public, emergency service control rooms, pre-determined risk information contained in operational response plans, labeling of hazardous substances and transportation containers, and first responder observations of signs and symptoms (survivors, animals, plants, or the environment). Besides first responders and health care personnel, public safety answering points (PSAPs), community-based organizations (CBOs), veterinarians, pharmacists, and schools all play an important role in early recognition and reporting.

The characteristics of onset will define the type of response needed. Defining characteristics of CBRNE incidents are provided below. At a minimum, any of these events will trigger increased surveillance and epidemiology activities pending the resolution of the event.

*Table 2. Chemical Agents*

Class	Signs and Symptoms	
Chemical Warfare Agents		
Nerve Agents (e.g., Tabun, Sarin, VX)	Mild	Dizziness, anxiety, headache, weakness, chest tightness, rhinorrhea, coughing, sweating, salivation, lacrimation, nausea, mild bradycardia, and hypotension
	Moderate	Restlessness, confusion, drowsiness, loss of consciousness, miosis/mydriasis,* eye pain, muscle twitching, fasciculation, abdominal pain, vomiting, diarrhea, bradycardia/tachycardia,* hypotension/hypertension,* pallor, dyspnea, bronchorrhea, bronchospasm, and respiratory depression
	Severe	Convulsions, flaccid paralysis, deep coma, involuntary micturition/defecation, respiratory failure, pulmonary edema, cyanosis
	Fatal	Coma, convulsions, hypersecretions, and apnea within a few minutes of exposure
Blister Agents (e.g., mustard gases, Lewisite)	Lachrymation, eye irritation, conjunctivitis, corneal damage, transient blindness, hoarse voice, sore throat	
	Delayed signs and symptoms (several hours): Redness and blisters of the skin with pain. Later, detachment of the upper skin layers with impaired wound healing. Blister formation is typically delayed following exposure to sulfur mustard but rapid following exposure to lewisite. Upper airway irritation. Respiratory distress - usually a late complication of immune deficiency.	
Cyanide	Gasping for air, asphyxiation, mydriasis, seizures, tachycardia, arrhythmias, confusion, nausea, cherry-pink skin (cyanosis also possible)	
Incapacitating Agents		
Agent 15, BZ	Mydriasis, altered consciousness, delusions, hallucinations, dry mouth and skin, tachycardia, hyperthermia, ataxia	
Opioids	Miosis, drowsiness, dizziness, ataxia, coma, respiratory depression, apnea	
Riot Control Agents (RCA)		
Tear Gas, RCA	Stinging and burning sensation to eyes and mucous membranes, lachrymation/salivation, runny nose, tight chest, headache, nausea	

Other	
Chlorine	Eye redness and lachrymation, upper airway irritation, cough (may be productive), suffocation or choking sensation, tight chest, shortness of breath/wheezing, hoarse voice, nausea, and vomiting Delayed signs and symptoms (a few hours) pulmonary edema
Phosgene	Eye redness and lachrymation, nausea and vomiting, tight chest, shortness of breath / wheezing, hypotension Delayed signs and symptoms (up to 72 hours) pulmonary edema

\* Depending on whether the muscarinic or nicotinic syndrome is dominant, miosis or mydriasis, bradycardia or tachycardia, hypotension, or hypertension may occur.

Table 3. Biological Agents

Class	Signs and Symptoms	
Highly Suggestive of Bioterrorism		
Smallpox*	Initial	High fever, head, and body aches, sometimes vomiting – too ill to carry on regular activities
	Early	Fever, rash on tongue and mouth, spreading to all parts of the body, then turning to blisters as fever resolves, then turning to fluid-filled sores and a return of fever
	Late	Sores turn to pustules then crust and scab before falling off
Inhalation Anthrax*	Fever and chills, chest discomfort, shortness of breath, confusion or dizziness, cough, nausea, vomiting, stomach pains, headache, sweats (often drenching), extreme tiredness, and body aches	
Cutaneous Anthrax*	A group of small blisters or bumps that may itch, swelling can occur around the sore. A painless skin sore (ulcer) with a black center that appears after the small blisters or bumps (most often the sore will be on the face, neck, arms, or hand.	
Viral Hemorrhagic Fever **	Early	Fever, fatigue, dizziness, muscle aches, loss of strength, and exhaustion
	Late	Bleeding under the skin, in internal organs, or from the mouth, eyes, or ears, nervous system malfunctions, coma, death, delirium, kidney failure, respiratory failure, and liver failure
Moderately Suggestive of Bioterrorism		
Brucellosis***	Initial	Fever, sweats, malaise, anorexia, headache, pain in muscles, joints, and/or back, fatigue
	Ongoing	Recurrent fevers, arthritis, swelling of the testicles and scrotum, endocarditis, neurological symptoms (in up to 5% of all cases), chronic fatigue, depression, swelling of the liver and/or spleen
Botulism ***	Typical	Difficulty swallowing, muscle weakness, double vision, drooping eyelids, blurry vision, slurred speech, difficulty breathing, difficulty moving the eyes
	Foodborne	Vomiting, nausea, stomach pain, diarrhea
	Infant	Constipation, poor feeding, drooping eyelids, pupils that are slow to react to light, face showing less expression than usual, a weak cry that sounds different than usual, difficulty breathing
Situation-Specific Threat of Bioterrorism		

Pneumonic Plague****	Fever, headache, weakness, and a rapidly developing pneumonia with shortness of breath, chest pain, cough, and sometimes bloody or watery mucous
Pneumonic Tularemia****	High fever, cough, chest pain, and difficulty breathing
<b>Other Indicators of Bioterrorism</b>	
A higher-than-expected number of unexplained deaths occurring in a brief period within a defined geographic region (highly suggestive)	
A higher-than-expected number of cases of unexplained severe respiratory illness requiring hospitalization, especially if occurring outside the usual flu transmission season (moderately suggestive)	
The occurrence of any unusual epidemiologic features in a seemingly natural outbreak (e.g., the absence of the usual risk factors for disease, or the presence of unusual risk factors, or greater than expected morbidity or mortality (moderately suggestive)	

\* A single definitively diagnosed or strongly suspected case

\*\* In a patient with no travel history

\*\*\* Cluster with no known risk factors, within a brief period

\*\*\*\* Cluster of definitively diagnosed or strongly suspected cases (high) or single with no known risk factors (moderate)

*Table 4. Radiological/Nuclear Agents*

Class	Signs and Symptoms	
Radiation Sickness		
Acute	Initial	Nausea, vomiting, headache, and diarrhea
	2 <sup>nd</sup> Onset	After a period of recuperation, the patient will become sick again with variable symptoms and severity, including loss of appetite, fatigue, fever, nausea, vomiting, diarrhea, and possibly even seizures and coma (may last hours to months). May also have skin damage (swelling, itching, redness [erythema], or blisters and ulcers). Can be recurrent. May have temporary hair loss.
Cutaneous	Itchiness, tingling, skin redness (erythema), edema; may have site-specific skin damage dependent on level and exposure.	

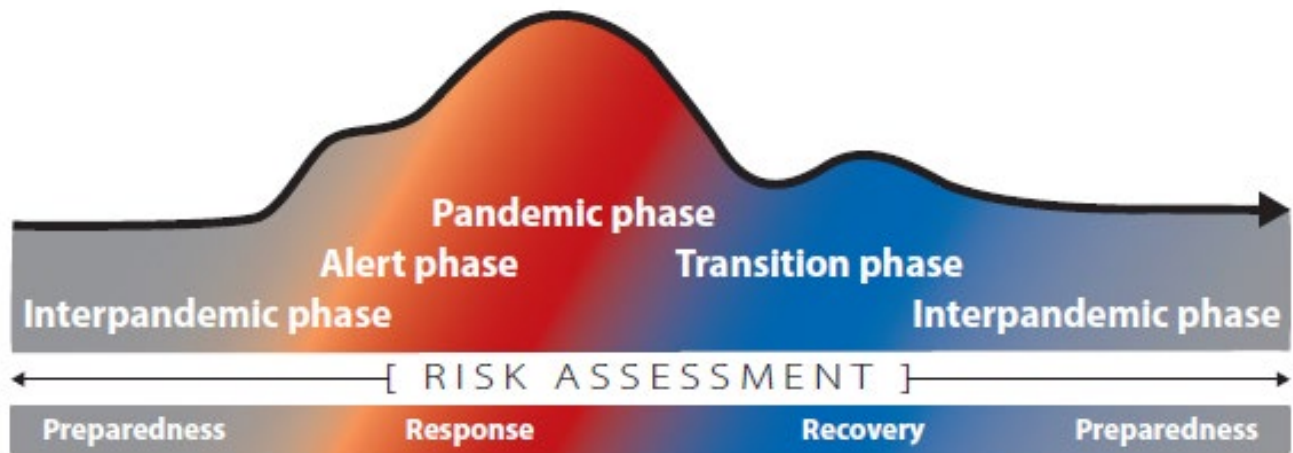
### 3.1.4.3 Infectious disease

Infectious diseases are caused by pathogenic microorganisms, such as bacteria, viruses, parasites, or fungi; the diseases can be spread, directly or indirectly, from one person to another. The World Health Organization (WHO) states that these diseases can be grouped into three categories: diseases that cause high levels of mortality, diseases that place on populations heavy burdens of disability, and diseases that, owing to the rapid and unexpected nature of their spread, can have serious global repercussions. Typically, infectious disease outbreaks will either be linked to a bioterrorist incident or a pandemic.

### Pandemic Response Levels

This plan rests on a conceptual framework of public health functions (surveillance, investigation, intervention) coupled with World Health Organization's (WHO) pandemic phases described below.

Figure 1. Pandemic Phases



### Interpandemic Phase

The Interpandemic Phase is a timeframe before or between outbreaks of a pandemic, such as influenza.

During the Interpandemic Phase, MOA agencies should proactively be planning, preparing, and potentially mitigating against a potential outbreak.

The interpandemic phase includes planning and preparedness, mitigation, and virtual environment considerations. MOA agencies should maintain an up-to-date list of employees that currently have or will need devices such as laptops, cellular phones, Virtual Private Network (VPN) access, and other technical support requirements should the need to shift to telework arise.

*WHO Phase 1:* No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection or disease may or may not be present in animals. If present in animals, the risk of human infection or disease is low.

*WHO Phase 2:* No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.

### Pandemic Alert Phase

During the Pandemic Alert Phase, the CDC and WHO conduct global risk assessments through International Health Regulations mechanisms. If the risk assessments determine that the United States is an affected area, the notification pathways to Alaska and partner agencies begin. The CDC and WHO will provide advice and support to the affected states, deploy antivirals, disseminate information on vaccine availability, and intensify regulatory preparedness.

*WHO Phase 3:* Human infection(s) with a new subtype but no human-to-human spread or rare instances of infectious spread to a close contact.

Some examples include:

- One or more unlinked human cases with a clear history of exposure to an animal or other non-human source (with laboratory confirmation in a WHO-designated reference laboratory).

- Rare instances of spread from a case to close household or unprotected health-care contacts without evidence of sustained human-to-human transmission.
- One or more small independent clusters of human cases (such as family members) who may have acquired infection from a common source or the environment but for whom human-to-human transmission cannot be excluded.
- Persons whose source of exposure cannot be determined but who are not associated with clusters or outbreaks of human cases.

*WHO Phase 4:* Small cluster(s) with limited human-to-human transmission but the spread is highly localized, suggesting that the virus is not well adapted to humans.

Some examples include:

- One or more clusters involving a small number of human cases (e.g., a cluster of fewer than 25 cases lasting less than two weeks).
- The appearance of a small number of human cases in one or several geographically linked areas without a clear history of a non-human source of exposure, for which the most likely explanation is human-to-human transmission.

*WHO Phase 5:* Larger cluster(s), but human-to-human spread is still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible (substantial pandemic risk).

Some examples include:

- Ongoing cluster-related transmission, but the total number of cases is not rapidly increasing (e.g., a cluster of 25–50 cases lasting from two to four weeks).
- Ongoing transmission, but cases appear to be localized (remote village, university, military base, island).
- In a community known to have a cluster, the appearance of a small number of cases whose source of exposure is not readily apparent (e.g., beginning of more extensive spread).
- The appearance of clusters caused by the same or closely related virus strains in one or more geographic areas without rapidly increasing case numbers.

### **Pandemic Phase**

The Pandemic Phase is when there is a confirmed period of global human-to-human spread caused by a new subtype or variant. Movement between the interpandemic, alert, and pandemic phases may occur quickly or gradually as indicated by the global risk assessment, principally based on virological, epidemiological, and clinical data. The speed at which movement occurs between phases may be influenced by both pharmaceutical and non-pharmaceutical intervention (NPI) mitigation measures and acceptance of those measures by political and social groups.

*WHO Phase 6:* Increased and sustained transmission in the general population.



## **Post Pandemic Phase**

Mitigation and recovery actions will be focused on continuing public health actions, including communication with the public on issues such as when public gatherings can resume and continued monitoring of possible outbreaks of infection.

### **Characteristics of Incident Onset**

Few infectious disease emergencies come with no warning. Those that do are generally from a bioterrorism incident (please refer to Section 1.2.2 on CBRNE Incident Onset for more information). Federal and state governments regularly monitor infectious disease activity as does the AHD. As signals are detected, the AHD will assess the threat and evaluate its preparedness to respond. The following are characteristics of potential infectious disease emergencies:

- Worldwide declaration of a Public Health Emergency of International Concern by the WHO
- CDC notification of infectious disease activity with the potential to affect the MOA
- State surveillance information of unusual infectious disease activity that could cause significant morbidity or mortality

## **3.2 Organization and Assignment of Responsibilities**

The primary and support agencies to this Annex will act as a team to address emergency notification considerations to ensure the flow of information to departments, agencies, and the public.

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Provide EOC activation and oversight.
- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture.
- Provide recommendations about local emergency proclamations.
- Request emergency management mutual aid as necessary.
- Coordinate pre-disaster planning and training with supporting agencies.
- Maintain the Hospital Emergency Alert Response Channel (HEARNet) radio communication system at the EOC.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Coordinate with field leadership to confirm the number of casualties and fatalities and determine the scope of the mass casualty incident.
- Coordinate with local hospitals to determine current and expected medical surge capacity.
- Designate ACS or federal medical station (FMS) locations as required.

- Coordinate with AHD for the movement of equipment and supplies to support the establishment of an ACS or to support an emergent health care facility evacuation.
- Ensure two-way communications between the EOC, Incident Commanders (ICs), ACS and/or FMS locations.
- Coordinate with local hospitals for the transport of patients to an MOA-designated ACS or other designated facility supporting an emergent health care facility evacuation.
- Coordinate with local area hospitals, local mortuaries, and State Medical Examiner's Office to establish staging areas and temporary morgue facilities for mass fatality incidents that exceed or are expected to exceed local capacity.
- Coordinate requests for state and federal aid to support the Mass Casualty Plan.
- Coordinate with MOA infrastructure maintenance divisions for delivery of essential services at MOA-designated ACS and/or FMS locations.
- Work with AHD to identify and support the requirements of functional and access needs persons at designated ACS and/or FMS locations.
- Coordinate public information support for ACS and/or FMS locations. Ensure the requirements for DAFN are addressed, including visual and hearing impaired and those requiring translation services.

### **3.2.3 ANCHORAGE HEALTH DEPARTMENT**

- Oversee strategic long-term planning and coordination of mass casualty needs within the MOA during an emergency or disaster.
- Maintain a contact list of agency partners that support the MOA Mass Casualty Plan.
- Maintain a list of municipal facilities designated as suitable for mass casualty operations during an incident.
- Conduct an annual survey of municipal facilities that may be designated as an ACS and/or FMS location.
- Pre-disaster, develop and maintain ACS Standard Operating Procedure guidelines.
- Coordinate overall management of MOA-designated ACSs.
- Coordinate with local agencies to develop staffing support and resource support for ACSs.
- Maintain a current contact list of agencies that support ACSs with staffing and other resources.
- Coordinate with local neighborhood clinics and private health care providers to monitor their capability to support the overall Medical and Health effort during a disaster or emergency.
- Assess the impact of mass casualty events on public health.

- Serve as municipal lead as part of the state DHHS team to address medical supply and resource shortfalls.
- Coordinate with the MOA EOC for dissemination of public health information related to ACS and/or FMS locations.
- Monitor MOA-designated ACS and/or FMS locations to identify and support the requirements of DAFN populations.
- Coordinate with Anchorage Fire Department (AFD) to establish decontamination sites at ACS and/or FMS locations as required.
- Participate in the MOA EOC Policy Group planning effort for public health threats that may require deployment of the Strategic National Stockpile, Disaster Medical Assistance Team, Disaster Mortuary Operational Response Teams, or other federal resources.

#### **3.2.4 ANCHORAGE FIRE DEPARTMENT**

- Notify the EOC when an incident has the potential to produce mass casualties.
- Coordinate with local area hospitals and the EOC for the tracking and transport of patients from the mass casualty incident to the appropriate care facility.
- Coordinate with MOA DHHS to establish decontamination sites at ACS and/or FMS locations as required.
- Oversee development and implementation of hazardous material response procedures, plans, and policies for the MOA.
- Coordinate and respond to chemical, biological, or radiological mass casualty events in accordance with the Hazardous Materials Emergency Response Plan.
- Coordinate with other first responder agencies for assistance in the recovery and transfer of human remains during a mass fatality incident.
- Support transport of patients during mass casualty events as required.

#### **3.2.5 ANCHORAGE POLICE DEPARTMENT**

- Coordinate security at MOA-designated ACS and/or FMS locations, temporary mortuary facilities, and local area hospitals during a mass casualty event.
- Coordinate with other first responder agencies for the recovery and transfer of human remains during a mass fatality incident.

#### **3.2.6 DEVELOPMENT SERVICES**

Coordinate with the MOA EOC for required building inspections and documentation for all MOA-designated ACS and/or FMS locations.

### **3.2.7 AMERICAN RED CROSS**

Mobilize response teams for mass casualty/fatality incidents within the jurisdiction.

## **3.3 Available Resources and Identified Resource Gaps**

Hospitals within the MOA include:

- Alaska Regional Hospital
- Providence Alaska Medical Center
- Alaska Native Medical Center
- St. Elias Specialty Hospital
- Providence Alaska Children's Hospital
- Joint Base Elmendorf-Richardson Hospital

Laboratories available within the MOA include:

- Alaska Medical Lab Services – Anchorage and Wasilla
- Providence Anchorage Medical Center Laboratory Services
- Providence Alaska Medical Center Laboratory – Southside Anchorage
- Alaska's Best Medical Labs
- Northway Medical Laboratories
- Quest Diagnostics
- LabCorp
- CannTest, LLC
- Dynacare Laboratories

Known resource gaps include, but are not limited to:

- Staffing shortages at medical facilities
- Limited bed space at hospitals
- Limited staff and medical services through AHD

## **3.4 Key Operational Activities**

Key operational activities for a public health incident are as follows.

### **3.4.1 TOOLS OF RESPONSE**

The tools of response generally fall into one or more of the following categories:

- **Health and medical guidance.** Threat-specific information and guidance for affected populations
- **Containment.** Strategies such as nonpharmaceutical interventions (social distancing, school closures, isolation, and/or quarantine), some MCMs (mass prophylaxis/vaccination), and decontamination, which reduce the opportunity for disease, toxins, and other health and medical threats to infect additional individuals/populations
- **Epidemiology and surveillance.** Establishing a case definition, identifying cases and contacts, determining the at-risk population, sources of infection, and magnitude of the outbreak. Continuously monitoring the emergency to determine changes in magnitude, identify pockets of transmission, etc. Analyze and disseminate data to inform other operational and planning activities.
- **Medical treatment.** Coordination with healthcare systems to ensure the needs of the acute care sites are met to effectively treat patients, including medical surge activities, therapeutics, and mass prophylaxis

Specific types of tools utilized in response are outlined in the following subsections.

#### **3.4.1.1 Medical Surge**

Medical Surge is the ability to rapidly expand the capability and capacity of the existing healthcare system (long-term care facilities, community health agencies, acute care facilities, alternate care facilities, and public health departments) to provide for an event that results in increased need of personnel (clinical and non-clinical), support functions (laboratories and radiological), physical space (beds, alternate care facilities) and logistical support (clinical and non-clinical equipment and supplies). This includes providing definitive care to individuals at the appropriate clinical level of care, in a culturally competent manner, within sufficient time to achieve recovery and minimize medical complications.

Medical surge is addressed in local area hospital plans. The Statewide Hospital Mutual Aid Agreement (MAA) is a voluntary agreement among hospitals in Alaska to provide mutual aid. Should the health care system become overwhelmed, the AHD is responsible for establishing, managing, and resourcing an ACS.

#### **3.4.1.2 MOA Issued Public Health Guidance and Orders**

The public health official (PHO) may issue guidance (non-mandatory) or orders (mandatory) to protect public health and welfare. Guidance and/or orders may leverage one or more of the other response tools listed below. They may contain direction for general or specific populations (e.g., schools, congregate living facilities, workplaces) and may contain NPI or MCMs. When creating orders, the PHO and other decision-makers should consider health, medical, and economic impacts (See “special considerations,” Section 3.4.3). Orders may be stricter than state or federal orders but cannot be less restrictive. Guidance and orders should be written in plain language whenever possible, and effort should be taken to communicate effectively to the Whole Community.

All public health orders require consultation from MOA Counsel prior to implementation.

### 3.4.1.3 Limiting the Movement of Individuals and Groups

Prevention and control of communicable diseases which threaten public health may require strategies that involve limiting the movement of individuals and groups and which utilize general and specific statutory authorities. These strategies may include isolation and quarantine, closure of public gatherings, evacuation, and (less likely) curfew. The strategies seek to maintain a balance between constitutional protections such as individual liberty and due process and the need to protect the public's health.

The PHO, with support from and in coordination with the MOA EOC, has the following objectives:

- Determine when communicable disease prevention and control strategies are required that involve limiting the movement of individuals and groups.
- Coordinate with local, state, and federal officials, and institute these measures in the MOA within the parameters of mayoral authorities.
- Maintain communication with other MOA agencies, hospitals, clinics, and the medical community to institute these measures.
- Ensure that culturally competent, accessible, and accurate information is provided to the whole community, including individuals with DAFN and culturally diverse populations.

Some types of movement limitations are commonly referred to as *social distancing*. Examples of social distancing include school or daycare closures, limitations on public meetings and gatherings, and encouraging workers to telecommute when possible. Congregate living facilities such as skilled nursing facilities and prisons may consider a temporary suspension on visitors. Social distancing also includes recommendations of minimal spacing between individuals to reduce aerosol transmission.

Limiting the movement of individuals or groups, including social distancing protocols, may be implemented by public health guidance or order or may be instituted apart from public health by private businesses, schools, and other CBOs.

### Isolation/Quarantine

Prevention and control of highly communicable diseases that threaten public health may require the use of isolation and/or quarantine measures which must be consistent with constitutional requirements.

### **The Distinction Between Isolation and Quarantine**

Isolation refers to the separation of persons who have been infected with an infectious agent from other persons. Quarantine refers to the separation and restriction of movement of persons who, while not yet ill, have been or may have been exposed to an infectious agent and therefore may become infectious.

Data from modeling studies suggest that community containment measures such as quarantine are effective for controlling an outbreak even if compliance is less than perfect. Optimally, quarantine applied voluntarily will afford sufficient compliance to attain the necessary effect. Isolation or quarantine orders will be utilized with the awareness that a strong justification is needed to intrude on a patient's freedom of movement, bodily integrity, or privacy, and efforts should be made to minimize the impact on personal liberty.

### **Places of Quarantine or Isolation**

There are several alternatives for the location of the isolation or quarantine of persons. People in isolation or quarantine may be cared for in their homes, in hospitals, or other locations, such as designated hotels or alternative housing locations.

### **Constitutional Considerations**

Enforcement of involuntary quarantine and isolation orders will trigger the application of constitutional safeguards, such as notice, a pre- or post-confinement hearing within a reasonable time, and other procedural protections.

Isolation and quarantine orders cannot be “arbitrary, oppressive, and unreasonable.” These orders must have documentation that factually supports the justification for the proposed isolation and/or quarantine.

### **Large-Scale Quarantine/Isolation**

The sequestration of large groups or geographic areas may be considered when there is a serious risk of widespread disease transmission with a concomitant risk of serious illness or death.

The PHO’s authority may be impacted by the scale and location of the outbreak. When a contagious event affects or has the potential to spread into or from the MOA into or from a neighboring jurisdiction, the PHO will need the state’s written consent to establish a quarantine. If large sections of the state are implicated, the state will direct the PHO’s actions. Where national or inter-state measures are needed, the CDC has the authority to implement quarantine upon presidential executive order.

### **Isolation and Quarantine Orders**

There is no express content or method of service statutorily mandated for isolation and quarantine orders. However, public health orders must be consistent with applicable constitutional requirements. As with any other public health order, the content and appropriate procedures for isolation and quarantine orders are fact dependent and must be determined by circumstances in consultation with MOA Counsel.

### **Temporary Closures of Public Gatherings**

When it cannot be quickly determined which specific persons are ill or exposed, and/or there is no need to control all their movements, temporary closures of public gatherings may be an appropriate disease control measure. If closures involve multiple venues and appear likely to exceed several days, the PHO will consider and consult with local officials as to whether a local emergency should be declared.

### **Constitutional Considerations**

Closures of public gatherings raise issues regarding freedom of assembly, freedom of speech, due process, and equal protection rights. Closure orders cannot be “arbitrary, oppressive, and unreasonable” and must be narrowly drawn to be free from vagueness and over-breadth.

These orders must have documentation that factually supports the justification for the proposed closure. The process for issuing and enforcing the orders should adhere to applicable procedural

protections. Care must be taken to ensure orders are culturally and linguistically understood by diverse populations and accessible to those with DAFN.

### **Evacuation**

The public health official may find it necessary for the protection of public health and safety to order the immediate movement of individuals away from a particular building or geographic area.

### **Constitutional Considerations**

Evacuations raise issues regarding freedom of assembly and speech, due process, and equal protection rights. Evacuation orders cannot be “arbitrary, oppressive, and unreasonable,” and must be narrowly drawn to be free from vagueness and overbreadth. These orders must have documentation that factually supports the justification for the proposed evacuation.

### **Curfews**

Prevention and control of highly communicable diseases that threaten public health may require the use of a curfew.

### **Constitutional Considerations**

Curfews raise issues regarding freedom of assembly, freedom of speech, due process, and equal protection rights. Curfew orders cannot be “arbitrary, oppressive, and unreasonable,” must be based on a clear showing of necessity, and must be narrowly drawn to be free from vagueness and overbreadth. The process for issuing and enforcing the orders will adhere to applicable procedural protections. The PHO will consult with MOA Counsel.

### **Curfew Orders Issued After the Proclamation of a Local Emergency**

Mayoral powers in the MOA during an emergency as described by Municipal Code (3.80.080) include but are not limited to:

- Impose orders and regulations necessary to prevent disorder and preserve public health, and/or protect life and property.
- Prohibit specific activities for the duration of the emergency.
- Close or restrict certain areas of the MOA.
- Impose a curfew on all or portions of the MOA.
- Order the closure of business establishments (including bars, alcoholic beverage dispensaries, and gas stations) and restrict certain activities (including large assemblies and sales of certain products).

#### **3.4.1.4 Case Investigation and Contact Tracing**

Case investigation and contact tracing are disease control measures that can stop or slow the spread of an infectious disease. In case investigation, case investigators will work with a patient to help them recall everyone with whom they have had close contact during the timeframe while they may have been infectious. Next, contact tracers begin contact tracing by warning these exposed individuals (contacts) of



their potential exposure as rapidly and sensitively as possible. To protect patient privacy, contacts are only informed that they may have been exposed to a patient with the infection. They are not told the identity of the patient who may have exposed them.

Contacts are provided with education, information, and support to understand their risk, what they should do to separate themselves from others who are not exposed, and how to monitor themselves for illness. Sometimes, contacts may be provided with supportive supplies to help them quarantine/isolate, such as monitoring equipment (like thermometers) or household support (such as food).

When conducting communications outreach or information, all communications materials and engagement should be culturally relevant. Contact tracers should be respectful of the beliefs and social practices of the patient. If possible, include contract tracers who are representative and knowledgeable of the exposed individual's cultural background.

Case investigation and contact tracing are the responsibility of the State Department of Health Division of Public Health and community partners but may require coordination with AHD for local implementation.

#### **3.4.1.5 Medical Countermeasures**

MCMs are medicines and medical supplies that can be used to diagnose, prevent, or treat diseases related to CBRNE threats, such as anthrax. They may also be used in response to infectious diseases, as in the case of a pandemic.

- Prophylactics are treatments used in health care to prevent illness. An example would be the use of ciprofloxacin for someone exposed to the plague.
- Therapeutics are treatments used in health care to treat an existing illness. An example is the use of monoclonal antibodies for someone ill with COVID-19.
- Vaccines may be either prophylactic or therapeutic. Examples of prophylactic vaccines include those used for smallpox polio, measles, and influenza. A therapeutic vaccine is one in which the vaccine is used after infection occurs, aiming to induce antiviral immunity to alter the course of the disease. Therapeutic vaccines exist for things like rabies, hepatitis, and allergies.

As a rule, MCMs are not considered until laboratory testing has confirmed the causative agent. Once a determination has been made that MCMs are a necessary component of a response to a public health emergency, the Medical and Health Branch will oversee their distribution to affected populations. Targeted groups could range from a few hundred to the entire population of Anchorage.

Depending on the emergency and public health need, during a public health emergency, MCMs may be provided by the Strategic National Stockpile (SNS), which is overseen by the United States Department of Health and Human Services Assistant Secretary for Preparedness and Response (ASPR), or local pharmaceutical caches. They may be distributed through existing avenues (such as pharmacies) or PODs.

Shortages of vaccine or antimicrobials may require prioritization of distribution to high-risk groups within the exposed or potentially exposed population. These high-risk populations would be determined at the time of the event and based on all available information regarding the causative agent, nature, and severity of the exposure.

Prioritization of first responders and front-line workers (i.e., law, fire, EMS, public works, public health, community clinics, emergency management, hospital staff, and their immediate household members) is intended to help safeguard critical public safety, medical, and emergency medical infrastructure for management of the event. Distribution to these groups would be rapidly administered in order of their respective risk of exposure to the disease.

MCMs are addressed in the AHD Disaster Operations Plan in greater detail.

#### **3.4.1.6 Personal Protective Equipment (PPE)**

PPE refers to protective clothing, helmets, gloves, face shields, goggles, facemasks, and/or respirators or other equipment designed to protect the wearer from injury or the spread of infection or illness.

PPE is commonly used in health care settings such as hospitals, doctor's offices, and clinical labs. When used properly, PPE acts as a barrier between infectious materials such as viral and bacterial contaminants and your skin, mouth, nose, or eyes (mucous membranes). The barrier has the potential to block the transmission of contaminants from blood, body fluids, or respiratory secretions. PPE may also protect patients who are at elevated risk for contracting infections through a surgical procedure or who have a medical condition, such as immunodeficiency, from being exposed to substances or potentially infectious material brought in by visitors and health care workers. When used properly and with other infection control practices, such as handwashing, using alcohol-based hand sanitizers, and covering coughs and sneezes, PPE minimizes the spread of infection from one person to another. Effective use of PPE includes safely removing and disposing of contaminated PPE to prevent exposing both the wearer and other people to infection.

When an infectious outbreak affects a broad population in the United States, the CDC is responsible for making specific recommendations for infection control measures in different circumstances and settings.

All PPE that is intended for use as a medical device must follow the Food and Drug Administration (FDA) regulations and should meet applicable voluntary consensus standards for protection. This includes surgical masks, N95 respirators, medical gloves, and gowns. The consensus standards and the FDA's requirements vary depending on the specific type of PPE. When these standards and regulations are followed, they provide reasonable assurance that the device is safe and effective.

The MOA should determine the appropriate level of PPE for its employees by conducting job hazard analyses to determine the level of exposure in a given role. The MOA should consult with counsel prior to requiring any employees or the general public to wear PPE.

#### **3.4.1.7 Decontamination**

Decontamination is the process of removing or neutralizing contaminants that have accumulated on personnel and equipment and is critical to health and safety at hazardous waste sites. Decontamination protects workers from hazardous substances that may contaminate and eventually permeate the protective clothing, respiratory equipment, tools, vehicles, and other equipment used on site; it protects all site personnel by minimizing the transfer of harmful materials into clean areas, it helps prevent mixing of incompatible chemicals, and it protects the community by preventing uncontrolled transportation of contaminants from the site.

Depending on the nature of the incident, the number of survivors, input from subject matter experts, and available resources, the IC will determine the appropriate level of decontamination in consultation with AHD and AFD as appropriate.

- **Emergency Decontamination (also known as Field Expedient or Gross Decontamination).** This is the minimum acceptable level of decontamination and involves rinsing ambulatory survivors down with water as quickly as possible. When expanded for many survivors, it is also known as Mass Decontamination.
- **Full Decontamination.** May follow Emergency Decontamination and involves a more thorough process that includes scrubbing and may include soap or other cleaning agents.
- **Primary Decontamination (also known as Technical Decontamination).** Similar to Full Decontamination but refers to the decontamination of a Hazardous Materials (HazMat) Entry Team.

Decontamination is broadly addressed in AFD's Hazardous Materials Response Plan.

#### **3.4.1.8 Mental Health Support**

Disasters have an impact on the psychological well-being of victims of the disaster, on the surrounding community, and on the disaster workers who respond to the emergency caused by the disaster. A comprehensive plan to address the psychological aspects of a health and medical response helps to ensure that hospitals, public health agencies, emergency responders, and providers of essential services in critical infrastructure are prepared to help their employees in strengthening personal resilience. Additionally, mental health resources should be made available to the public at large.

It is important to communicate the availability of mental health support throughout any significant health and medical incident and to continue the efforts throughout the recovery stages and beyond. Often, mental health support capacity may need to be augmented for some time through temporary hiring or contracted assistance.

The mental health service emergency response will be inclusive of community mental health resources in partnership with local, state, and federal mental health providers. In the MOA, mental health support is provided by Anchorage Community Mental Health and State Department of Health (DOH) Division of Behavioral Health.

Examples of actions that can be taken by the MOA to support mental health during and following a disaster include the following:

- Develop and carry out social media campaigns that highlight available programs, literature, and checklists for at-risk populations.
- Make mental health programs available to survivors, families that lost relatives, essential employees, and those who may have lost their jobs due to the disaster.
- Extend hours and services of the Employee Assistance Program (EAP) so that employees can call in or meet virtually for appointments with mental health professionals.
- Extend the hours and services for substance abuse programs.

- Ensure equity of program availability across all age groups, income levels, communities, genders, and races.
- Ensure fair and equitable access to technology.
- Connect with faith-based groups to highlight some of the programs they have available.

#### **3.4.1.9 Risk Communication and Public Information**

Risk communication and public information are important tools in public health and medical disaster response. Please refer to the Public Information / Alert and Warning Functional Annex.

### **3.4.2 ESSENTIAL ELEMENTS OF INFORMATION**

The types of Essential Elements of Information (EEI) needed are dependent on the type of incident. EEIs are critical to providing a common operating picture so that decision-makers can make sound determinations based on solid evidence. It is recommended that the following EEIs, at a minimum, be collected and distributed through SitReps throughout the response phase. This information can also help support decision-making and assist public information, promote inclusiveness and service equity, and assist in timely decision-making.

#### **3.4.2.1 Mass Casualty Incident EEIs**

- Triggering event and any ongoing threat
- Location(s)
- Number of fatalities
- Number of injured, including triage level
- Scene or area closure(s)
- Transportation needs
- Transportation assets
- Hospital bed availability
- Impacts on community lifelines (safety and security, food, water, shelter, public health and medical, energy, communications, transportation, hazardous material) and schools

#### **3.4.2.2 CBRN Incident EEIs**

- Triggering event and any ongoing threat
- Type(s) of CBRNE agent involved
- Location(s)
- Number of fatalities
- Number of injured, including triage level

- Populations threatened
- Current and predicted weather
- Scene or area closure(s)
- Transportation needs
- Transportation assets available
- Hospital bed availability (including Intensive Care Unit [ICU] bed specifics)
- Decontamination needs
- Decontamination assets available
- Type(s) of specialists needed for assessment and incident stabilization
- Type(s) of specialists needed for recovery
- Impacts on community lifelines (safety and security, food, water, shelter, public health and medical, energy, communications, transportation, hazardous material) and schools

#### **3.4.2.3 Infectious Disease EEIs**

- Current number of cases
- Total number of cases
- Breakdown of cases by demographics
- Effective reproduction number (R-rate or  $R_t$ )
- Fatalities (day)
- Fatalities (total)
- Breakdown of fatalities by demographics
- Impacts on disproportionately impacted populations
- Impacts on individuals with DAFN and culturally diverse populations
- Case fatality rate
- Tests administered (day)
- Tests administered (total)
- Test locations (including geographical site equity)
- Variants (if known)
- MCMs administered (day)

- MCMs administered (total)
- MCM locations
- Scarce resource availability
- Staff shortages in essential service delivery
- Hospital bed availability (including ICU bed specifics)
- Impacts on community lifelines (safety and security, food, water, shelter, public health and medical, energy, communications, transportation, hazardous material) and schools.
- New proclamations, declarations, guidance, or mandates

### **3.4.3 SPECIAL CONSIDERATIONS**

#### **3.4.3.1 Meeting the Needs of People with Disabilities and Access and Functional Needs**

Historically, disasters disproportionately affect populations with DAFN. Emergency plans must address the needs of people with disabilities, who are a legally protected class. The practices of emergency planning for people with disabilities have historically relied on the Americans with Disabilities Act of 1990 (ADA) and the Rehabilitation Act of 1973.

Under the ADA, a person with a disability has a physical or mental impairment, has a record of such an impairment, and is regarded as having such an impairment. Section 504 of the Rehabilitation Act prohibits discrimination against people with disabilities by recipients of federal funding. Public entities must go as far as economically and programmatically feasible to provide equal access to people with disabilities. The obligations for compliance apply to every federal dollar, including federal funds granted, subgranted, contracted, and subcontracted to other entities. Any recipient or sub-recipient of federal funds is required to make their programs accessible to individuals with disabilities. Its protections apply to ALL programs and businesses that receive any federal funds. The ADA broadened the scope of the Rehabilitation Act to non-federal agencies. Title 2 of the ADA prohibits a public entity from excluding any qualified person with a disability.

Accessibility of all services within the MOA complies with federal laws governing ADA directives and is considered a top priority for health and medical disaster services and communications about those services. Meeting these legal mandates requires transparently ensuring there is no discrimination in the planning for or provision of health and medical services during disaster response. Those working in or supporting the planning, treatment, and communications outreach must respond to the impacted population by providing all services, aids, and benefits with consideration for the specific functional and access needs of all individuals, making every reasonable effort to provide equitable access to services, care, and treatment for all.

#### **3.4.3.2 Cultural Considerations**

Different cultures may have distinct and specific views regarding health and sickness and may vary significantly as regards funeral and burial practices. These practices may be negatively affected in large or complex health and medical disasters. Moreover, infectious disease endemics and pandemics have historically been associated with the stigmatizations of specific ethnic groups, and care should be taken to mitigate these impacts as much as possible.

This Annex is integrated and inclusive to ensure equity for all community members. Equitably addressing the unique needs and cultural considerations of all individuals impacted by disaster is a medical and health assistance operational priority. Addressing the needs of not only those with DAFN but also addressing the unique cultural needs of those from diverse communities within a jurisdiction will require a Whole Community collaborative effort.

MOA commits to engaging and integrating people from the spectrum of representative demographics of local jurisdictions in ongoing health and medical disaster planning and response efforts to provide quality assurance that the unique individual health needs of all community members are addressed during response activities. Needs that must be considered and addressed may include, but are not limited to, cultural considerations informed by race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; gender, including women, age, including the elderly and youth, and sexual and gender minorities; people with disabilities, occupation and income level including low-income individuals and the unhoused, education level, people with no or limited English language proficiency; and geographic location.

Effort must be taken to ensure that the planning, service implementation process, and communications outreach considers the unique and culturally diverse needs of these populations such that they receive equitable care and treatment.

#### **3.4.3.3 Social and Economic Impacts**

Interventions are conducted with the intent to reduce mortality and morbidity; however, interventions and illnesses/injuries can cause negative social and economic impacts. Decision-makers need to use good information to strike a balance between intervention and illness/injury to minimize these impacts.

#### **3.4.3.4 Ethical Implications of Crisis Standards of Care**

Crisis standards of care (CSC) are implemented when it is no longer possible to administer care using standard guidelines. Their goal is to extend the availability of key resources while minimizing the impact of shortages on clinical care. CSC should be developed using the following principles:

- Fairness (e.g., ensure consideration of vulnerable groups)
- Duty to care (aided by distinguishing triage decision-makers from direct care providers)
- Duty to steward resources (balances duty to the community with a duty to individual patient)
- Transparency in decision-making (candor and clarity about available choices as well as acknowledgment of the painful consequences of resource limitation)
- Consistency (treating like groups alike through policies, with careful deliberation and documentation when local practices do not follow common guidance)
- Proportionality (burdens should be commensurate with need and appropriately limited in time and scale)
- Accountability (maximizing situational awareness and incorporating evidence into decision-making)

State or federal-level CSC may be provided. If developed locally, it is advised that an ethics board comprised of diverse stakeholders be convened to develop and/or approve CSC.

#### **3.4.3.5 Fair Allocation of Scarce Medical Resources**

Especially at the onset of a pandemic, it is likely that medical resources, such as PPE, will become scarce. The value of maximizing benefits should be considered. The goal should be to save lives and provide the highest quality of life post-treatment. Effective arguments have been made both for saving more lives or saving more life-years; whichever goal is chosen it should be applied consistently when developing procedures.

The following recommendations should be considered when developing an effective response:

- Critical interventions, such as testing, PPE, vaccinations, etc., should be provided first to health care workers and other frontline care personnel. Reasoning: If essential personnel are incapacitated, all people suffer, and mortality and morbidity will increase.
- Patients with a similar prognosis should receive scarce medical resources through randomized distribution, such as a lottery. Reasoning: First-come first-serve distribution, such as what is used for kidney transplants, is applicable when patients can live for a long time without the scarce resource. Due to the imminent nature of a pandemic disease or a CBRNE incident, this type of allocation may create congregations and even violence and is therefore not advisable. Furthermore, first-come-first-serve models may benefit those who get ill earlier than those who get ill later (perhaps because of adhering to NPI guidelines) and are therefore not considered fair in this circumstance.
- Prioritization guidelines should differ by intervention and should respond by changing scientific evidence. Reasoning: The decision between lives saved vs. life-years saved will dictate populations to prioritize (e.g., youth vs. elderly); science is based on adjusting to new evidence as more research is conducted specifically to each pathogen or toxin.
- Persons who participate in research for vaccines and other MCMs should receive some prioritization. Reasoning: They have assumed personal risk to benefit the whole population and should receive some compensation for doing so.
- There should be no difference in allocating scarce resources to patients of a pandemic and patients receiving care for other medical conditions. Reasoning: The value of maximizing benefits applies to all patients.
- There is likely to be a segment of the population who will refuse treatment.

**CAUTION:** Do not prioritize public figures, the wealthy, or people who are otherwise of influence. Reasoning: Doing so will destroy public trust, which in turn jeopardizes the effectiveness of risk communication.

#### **3.4.3.6 Cause of Death and Fatality Counts**

In mass fatality incidents, especially during a pandemic, determining whether a death is caused by or correlated with a specific health and medical incident may not always be feasible. Public health and the medical examiner should work together early on to determine and document the criteria that will be used to count the deceased as disaster fatalities. During surges, deaths may occur outside of the



hospital system. Tracking these deaths will require additional processes and communication, such as death certificates from Alaska Vital Records Offices. The MOA may decide to track estimates of excess death to determine disaster fatalities. Excess deaths are typically defined as the difference between the observed numbers of deaths in specific time periods and the expected numbers of deaths in the same periods.

## 4. Related Training

The following courses are suggested for those involved in Public Health and Medical functions. This list is not exhaustive. Contact MOA for more information about course registration.

### Center for Domestic Preparedness Training

- EMRA PER-271 Emergency Medical Response Awareness for CBRNE Incidents
- AWR-358 Hazardous Material Awareness
- HCL MGT-901 Healthcare Leadership for Mass Casualty Incidents
- AWR-915 Response Considerations During Outbreak or Pandemic
- EHTER AWR-922 Environmental Health Training in Emergency Response Awareness Course
- AWR-923 Radiological Emergency Management

### Additional Training

- AWR-111-W Basic Emergency Medical Services Concepts for Chemical, Biological, Radiological, Nuclear, and Explosive Events, Texas Engineering Extension Service
- AWR-118 Biological Incidents Awareness, Louisiana State University
- AWR-314-W Medical Countermeasures Awareness for Public Health Emergencies, Texas Engineering Extension Service
- MGT-433 Isolation and Quarantine for Rural Communities, Rural Domestic Preparedness Consortium
- MGT-447 Managing Food Emergencies: Strategies for a Community Response, Louisiana State University
- Center for Homeland Defense and Security self-study course on Public Health Preparedness and Emergency Response
- Center for Homeland Defense and Security self-study course on Pandemics: The Ultimate Public Health Test
- Center for Homeland Defense and Security self-study course on Quarantine Authority
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Public Information / Alert and Warning</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation G</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Joint Information Center</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Police Department Anchorage Fire Department Department of Public Works United Way Alaska 2-1-1 Anchorage School District</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Public Information and Warning is the capability of a jurisdiction to provide coordinated, prompt, reliable, and actionable information to the whole community using clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard and, as appropriate, the actions being taken and the assistance being made available.

The Municipality of Anchorage (MOA) Public Information / Alert & Warning Annex (Annex) is intended to:

- Establish policy and guidelines for the Public Information Officer (PIO) and staff to utilize when disseminating information to the media and public during times of emergency.
- Facilitate the coordination of timely emergency information across departments, agencies, partners, and the public.
- Describe the MOA's methods of disseminating emergency alerts and warnings to the public.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan and the Anchorage Emergency Alert System Plan.

### 1.2 Scope

The MOA's ability to communicate with the public is essential to the preservation of life and property. Consideration should be given to reach the public by both traditional means (landline and cellular telephone, Amplitude Modulation/Frequency Modulation (AM/FM) radio, cable TV, door-to-door) and non-traditional means (social media and other online news platforms).

Some incidents occur with enough warning that early notification can be issued to ensure the appropriate level of preparation (e.g., winter weather, flood). Other incidents occur with little or no advanced warning and do not provide enough time to adequately notify the public (e.g., earthquake, wildfire).

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex.

- The MOA may be affected by natural, technological, or human-caused hazards.
- Life-saving activities take precedence over other emergency activities.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- This Annex is intended to address emergency messaging and risk communication to the public and across departments.
- The Public Information Officer (PIO) from the lead response agency will be the Lead PIO until the EOC is activated.
- Activation of Emergency Alert System (EAS) is coordinated through the National Weather Service (NWS) or the State Emergency Operations Center (SEOC). The NWS will authenticate, authorize, and transmit messages; however, NWS does not have access to the Wireless Emergency Alert (WEA) portion of the Integrated Public Alert and Warning System (IPAWS).
- Various MOA officials may be involved in informing the public during a disaster emergency; however, the mayor's communications director or designee is the designated PIO during emergencies and holds the primary responsibility for coordinating public messaging until a Joint Information Center (JIC) is established.
- Local EAS activation may occur in response to emergency situations such as power outages, floods, civil unrest, earthquakes, wildfire, toxic chemical leaks, or any other occurrence or imminent threat which poses a danger to life or property.
- In the event an incident occurs suddenly and rapidly, some information may be incomplete or unconfirmed.
- Local government for the MOA is not considered an Alerting Authority able to directly access IPAWS.

- Many people in the affected population will have disabilities and access and functional needs (DAFN), requiring physical, programmatic, and/or communication access.
- PIOs are connected with the local media, including print, broadcast, and social media outlets, and are aware of specialized newspapers and radio stations in the community that are able to help reach specific audiences that may need to receive communications.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to provide timely, inclusive, and effective public information during a response, the following Preparedness Targets are suggested for MOA:

- Reach all populations within the community with effective actionable messaging and communications that are accessible to people with disabilities and people with limited English proficiency to protect the health and safety of the affected population.
- Help manage expectations and ensure stakeholders have a clear understanding of available assistance and their roles and responsibilities.
- Support affected populations and stakeholders with a system that provides appropriate, current information about any continued assistance, steady-state resources for long-term impacts, and monitoring programs in an effective and accessible manner.

The broad Public Information and Warning Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Public Information and Warning Targets*

Planning	MOA will include DAFN population representatives in planning efforts related to public information and warning.
Planning	MOA will develop warning messages that identify common protective actions to be used during response and pre-translate these messages.
Organization	MOA maintains contact information for key public information and warning partners in the jurisdiction (NWS, Public Safety Answering Points [PSAP], news stations, etc.) and updates it bi-annually.
Equipment	MOA maintains and tests public information and alerting systems on a recurring basis and solicits feedback from partners and the public.
Training	MOA will coordinate the delivery of public information and warning training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for public information and warning and document findings in an After-Action Review / Improvement Plan (AAR/IP).

### 3. Concept of Operations

#### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required for comprehensive public information sharing within the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, the MOA will use a variety of methods to collect and disseminate timely and easy-to-understand emergency information to keep the public safe and informed.

To alert the largest possible audience in an at-risk community during an emergency requires the use of multiple systems and methods that can:

- Gain the public's attention and compel them to take quick action to stay safe.
- Ensure important safety actions are communicated to all in the potentially impacted community regardless of language, disability, or other factors that could reduce a clear understanding of the message.

As a hazard becomes known, and based on the circumstances and conditions that evolve, choices will be made to select:

- The best communications tool(s) to use given the situation.
- The optimal format for each message.
- The most effective times for releasing each message.

Effective emergency messaging requires communication of the nature, extent, and expected impact(s) of a hazardous incident as well as clear, concise, and decisive information concerning appropriate protective measures as well as what department sent the message. The timely and coordinated use of public warnings can reduce the impact of hazardous incidents.

Each communication mode has its limitations. For example, messages sent through some social media platforms like Twitter have a character limitation. Additionally, most wireless carriers do not guarantee the timely delivery of text messages, nor do they guarantee text messages will be received at all. The public's ability to receive voicemails and emails may be disrupted if the networks are compromised by outages or high traffic volumes in a specific area.

Information Method	Website or Phone Number
Emergency Conditions Hotline	907-343-4701
OEM Web Page	<a href="http://www.muni.org/oem">www.muni.org/oem</a>
Facebook	<a href="https://www.facebook.com/AnchorageOEM">https://www.facebook.com/AnchorageOEM</a>
Instagram	<a href="https://www.instagram.com/anchorage_oem/?hl=en">https://www.instagram.com/anchorage_oem/?hl=en</a>
Twitter	<a href="https://twitter.com/Anchorage_OEM">https://twitter.com/Anchorage_OEM</a>
NIXLE	Registered Subscriber Account
Commercial Broadcast Station	750 AM or 103.7 FM

A variety of factors may influence the public's response to an emergency message:

- **Prior experiences.** People's previous experiences with a particular hazard may influence their decisions on actions they may or may not take.
- **Perception of risk / Proximity to the incident.** People tend to assess their safety based on their proximity to the incident. If their perception of personal risk is high, people tend to act quickly. If their perception is low, people may delay their actions.
- **Understanding.** When different people listen to the same message, there may be a variation in what they hear and/or how they understand the message, leading to different interpretations and responses.
- **Observations.** Individual responses to warnings may vary; most people will seek other forms of confirmation.
- **Familiarity with area/hazards.** Tourists and newcomers to the area tend to lack knowledge of local hazards and the history of local disasters; this may cause them to react differently.

### 3.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### 3.1.2 FUNCTIONAL OBJECTIVES

- Acknowledge events and incidents with empathy.
- Establish spokesperson credibility.
- Disseminate accurate information promptly to key target audiences that are appropriate to the level of the disaster.
- Facilitate coordination of public information activities among all involved parties, including neighboring jurisdictions and representatives of diverse populations, to ensure consistency of key messages.
- Inform the public in simple and clear terms and always use an American Sign Language (ASL) interpreter when using video.
- Correct false or misleading information.
- Promote informed decision-making about the acceptability of known risks.
- Persuade and direct the behavior of individuals or communities.

### 3.1.3 CRITICAL TASKS

During a response, critical tasks may include the following:

- Facilitate the issuance of effective warning information using available communications networks.

- Provide timely and accurate dissemination of official information to the public during periods of emergency.
- Coordinate the release of official news and information through recognized broadcast and print media services and organizations.
- Respond to specific media inquiries and calls from the public requesting information assistance.
- Disseminate the appropriate quantity of information required for the response.
- Establish and operate a Joint Information System (JIS) as necessary.
- Control rumors and misinformation.
- Activate the public call center.

#### 3.1.4 KEY CONCEPTS

- **Public information.** Public information entails the processes and systems that enable effective communications with various target audiences.
- **Public information officer.** The PIO interfaces with the public, media, various agencies, and the private sector to meet incident-related information needs. The PIO gathers, verifies, coordinates, and disseminates accessible, meaningful, and timely information about the incident for internal and external audiences. The PIO also monitors the media and other sources of public information to collect incident-related information and transmits this information to the appropriate representatives in the incident management organization. Additionally, the PIO coordinates with municipal leaders to understand laws and policies that govern the dissemination of information to those with DAFN.
- **Joint Information System.** The JIS consists of the processes, procedures, and tools that facilitate communication to the public, incident personnel, the media, and other stakeholders (people or groups that have an interest in or could benefit from a PIO's work). The JIS integrates incident information and public affairs into a cohesive organization to provide complete, coordinated information before, during, and after an incident. The JIS mission is to provide a structure and system to help PIOs complete the following tasks:
  - Develop and deliver coordinated interagency messages.
  - Develop, recommend, and execute public information plans and strategies on behalf of the incident commander (IC), unified command, policy group, and EOC director.
  - Advise the IC, unified command, policy group, and EOC director concerning public affairs issues that could affect the incident management effort.
  - Address and manage rumors and inaccurate information that could undermine public confidence and interfere with emergency response or incident operations.

A JIS cuts across the three levels of incident management — on-scene/tactical, EOC/coordination, and policy/strategic — and helps ensure coordinated messaging among all incident personnel. PIOs should agree on how to divide their responsibilities to avoid gaps or

duplication of efforts. Ideally, PIOs will coordinate before an incident occurs and document their decisions in the emergency operations plan or other planning document. Responsibilities may also be captured during an incident on an ICS 214/214a Form within the Incident Action Plan.

- **Joint Information Center.** The JIC is a physical location that houses JIS operations. This is where personnel with public information responsibilities perform essential public information and public affairs functions. Leaders can establish a JIC as a standalone coordination entity, as a component of an EOC, or virtually. Depending on incident needs, an incident-specific JIC can arise either on-scene (through local, state, and federal agency coordination) or at the national level. A national JIC may be necessary when an incident includes federal coordination and is expected to last for weeks or months or when the incident affects a large geographic area.

## **3.2 Organization and Assignment of Responsibilities**

### **3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT**

- Identify and conduct pre-disaster planning and outreach with DAFN advocacy groups and community leaders of non-English speaking segments of the population to establish emergency public information networks.
- Monitor information-sharing networks for alerts, warnings, and other notifications of hazards affecting the MOA.
- Maintain a website, social media, and emergency conditions telephone hotline to help keep the public informed regarding emerging hazardous conditions.

### **3.2.2 EMERGENCY OPERATIONS CENTER / JOINT INFORMATION CENTER**

- Coordinate the collection and verification of information from multiple sources.
- Maintain and provide situational awareness of events so the public can be accurately informed.
- Coordinate information-sharing activities with partner agencies' PIOs (American Red Cross, Salvation Army, local hospitals, volunteer groups, etc.).
- Lead procurement of additional resources through the Alaska State Emergency Operations Center as needed.
- Develop talking points for the 2-1-1 call center and provide ongoing situation reports and situation updates to the call center (call center is typically staffed by 2-1-1).

### **3.2.3 ANCHORAGE POLICE DEPARTMENT**

- Coordinate with appropriate partner agencies and stakeholders to obtain and disseminate needed information.
- Maintain decision-making authority over the release of specific types of embargoed information.

### **3.2.4 ANCHORAGE FIRE DEPARTMENT**



Coordinate with appropriate partner agencies and stakeholders to obtain and disseminate needed information.

### **3.2.5 DEPARTMENT OF PUBLIC WORKS**

Coordinate with appropriate partner agencies and stakeholders to obtain and disseminate needed information.

### **3.2.6 UNITED WAY ALASKA 2-1-1 (CALL CENTER)**

- Provide a scaled response to support EOC operational requirements.
- Assist the JIC in providing critical information to the public by serving as an information center.
- Forward caller information on emergency conditions to the JIC and the EOC.
- Inform the JIC of changes in call nature or a high number of questions being asked.
- Create an ongoing report for the JIC on call volume and call nature as requested by the JIC.

### **3.2.7 ANCHORAGE SCHOOL DISTRICT**

Communicate updates to school districts pertaining to the emergency, risks, potential impacts, and response activities as needed.

## **3.3 Available Resources and Identified Resource Gaps**

### **3.3.1 FEDERAL ALERT AND WARNING SYSTEMS**

#### **3.3.1.1 Integrated Public Alert and Warning System (IPAWS)**

IPAWS is an internet-based capability, run by the Federal Emergency Management Agency (FEMA), that federal, state, local, tribal, and territorial authorities can use to issue critical public alerts and warnings. The three core components of Integrated Public Alert and Warning System (IPAWS) are the Emergency Alert System (EAS), Wireless Emergency Alert (WEA), and the National Oceanographic and Atmospheric Administration (NOAA) Weather Radio. IPAWS also includes capabilities for unique alert systems that include the dissemination of alerts through third-party applications and future system development.

#### **3.3.1.2 Wireless Emergency Alert**

WEA are emergency messages sent by authorized government alerting authorities through mobile/wireless carriers. WEA alerts are targeted to a defined geographical area and are presented differently than typical text alerts to differentiate them from regular notifications. They offer a unique alert tone and vibration accompanied by a brief push notification displayed uniquely on the end user's mobile device. WEA is an opt-out system. Mobile device users will receive the WEA notification unless they choose to deactivate the service on their mobile device. WEA has the capability of notifying WEA-enabled cell phones within a selected geographic area, whether they have previously opted-in or not. This capability allows for both the residents of a given jurisdiction and persons visiting the jurisdiction the ability to be notified. Messages may be received by phones outside of the intended alert area.

#### **3.3.1.3 Emergency Alert System**

The federal EAS is used by alerting authorities to send warnings by broadcast, cable, satellite, and wireline communications pathways. EAS enables the president or authorized alerting agencies to

interrupt all broadcasts in one or more counties with an emergency announcement. Satellite and cable TV carriers also participate in EAS, but their capacity to geographically target dissemination is more limited. EAS can distribute warning messages over large areas very quickly but cannot reach people who are not watching or listening to broadcast media.

#### **3.3.1.4 National Weather Service and Wireless Emergency Alerts**

For continuity of operations and effective response, the NWS coordinates with its local partners prior to issuing WEA messages. The NWS, in conjunction with the Federal Communications Commission (FCC), has an established list of weather warnings that will trigger WEA for the affected area, generally defined as a polygon. WEA messages are disseminated by IPAWS. The approved NWS warnings, pertaining to the MOA, for which the NWS may initiate a WEA are:

- Floods
- Drought
- Levee failures
- Landslides
- Wildfires
- Unexpected severe weather
- Tsunami

#### **3.3.1.5 NOAA Weather Radio**

Using technology similar to older portable radio pagers, desktop radio receivers can be activated when they receive particular tone or data signals. The alerting signal is typically followed by audio information. The nationwide National Weather Radio network operated by the NOAA is the best known and most widely deployed example of this technology. Tone-alert radios can provide both alerting and warning detail quickly over a wide area but require an investment in the receiving equipment that many members of the public decline to make. Some NOAA Radios have Specific Area Message Encoding (SAME) capability, allowing public or jurisdictions to limit warnings only to an area of concern.

### **3.3.2 STATE SYSTEMS**

The State of Alaska utilizes the capabilities of IPAWS.

### **3.3.3 LOCAL SYSTEMS**

The MOA utilizes a third-party vendor to reach residents in the MOA, utilizing an opt-in approach. The system also has the ability to send messages through IPAWS.

## **3.4 Key Operational Activities**

### **3.4.1 RISK COMMUNICATION CAMPAIGNS**

Prior to an incident, the MOA's development and sustainment of relationships with community liaisons are paramount. They can provide two-way communication and coordination with key stakeholders,

partners, and segments of the community. Close coordination is necessary to achieve an effective response and create consistent messages.

In an effort to reduce risk prior to an incident, the Office of Emergency Management (OEM) engages in year-round campaigns to educate the public about local hazards and steps to individual preparedness and resilience. The OEM promotes and supports programs to educate seniors and DAFN community members.

### 3.4.2 MOBILIZATION

During an incident affecting the MOA, the EOC will assess the need and appropriate channels for public notification in coordination with community response partners.

- **Activate personnel.** Staff and key partners should be notified of pending assignments by the EOC and/or the PIO depending on the incident timing and degree of notice.
- **Establish situational awareness.** Initiate processes to keep the MOA EOC apprised of incident information through situation reports (SitReps), requests for information (RFIs), news coverage, social media, and other sources as resources allow.
- **Activate the JIS.** To integrate incident information and public affairs into a cohesive organization providing consistent, timely, and coordinated information during an incident, the MOA may activate the JIS. The JIS organizes a structure and system to develop and deliver interagency messages, develop and execute public information plans, advise the IC and EOC concerning public affairs, and control rumors and misinformation that could undermine public confidence in the response. Once a response requires unified command, a JIC will be established virtually or in proximity to the Incident Command Post or EOC depending on the nature of the incident.
- **Information monitoring.** This is critical not only to maintain situational awareness but also to receive feedback on messages and how they are received and interpreted. Media monitoring and analysis, including social media, is a central function because the media remains a source of timely information during any crisis. Close coordination with other response agencies, partners, and their PIOs to gather the most current information is also critical.
- **Information verification and clearance.** One core function of crisis communication is information clearance. The OEM and EOC will review initial information, prior to release, to ensure it has been verified and cleared by higher authorities. Crisis communication involves a fundamental tension between two elements: the need to ensure that information is confirmed to be accurate through a clearance process and the need to ensure that information is communicated quickly.

### 3.4.3 DAFN CONSIDERATIONS

There are special considerations for informing the segment of the population that have functional hearing and vision disabilities. JIC outreach to advocacy organizations that support and provide accommodation to those who have functional vision or hearing disabilities will help ensure the critical information is received.

Under Title II of the Americans with Disabilities Act (ADA), all state and local governments are required to take steps to ensure that their communications with people with disabilities are as effective as communications with those without disabilities. This requirement ensures universal access and effective communication for the Whole Community, including those who have access needs such as language barriers as well as those with functional needs such as disabilities. Universal access to effective communication is especially critical when communicating emergency messages.

Effective and universally accessible communication implies that whatever is written or spoken must be as clear and understandable to people with DAFN as it is for the general population. People with disabilities or functional needs that affect hearing, seeing, speaking, reading, writing, or understanding may use different methods to communicate than those who do not.

Communication may occur in different ways. Speaking, listening, reading, and writing are all common forms of communication. When these communications involve a person with an access or functional need, an auxiliary aid or service may be required for communication to be effective.

Auxiliary aids and services are devices or services that enable effective communication for people with access or functional needs. Generally, the requirement to provide an auxiliary aid or service is triggered when a person with an access or functional need requests it. The type of aid or service necessary depends on the length and complexity of the communication as well as the format.

Auxiliary Aids / Potential Resources to Support Alert and Warning:

- Qualified sign language interpreters
- Communications and Warning messaging for hearing and sight impaired (Telecommunication Devices for the Deaf [TTD] and TeleTYpe [TTY])
- Translation and interpreter services for different languages
- Special Needs Awareness Program (SNAP)
- Materials in plain text or word processor format

Additional Auxiliary Aid Recommendations

- Cell phones that have translation capabilities
- Guidelines in Braille, prior to an emergency, on how to receive emergency notification
- Amplified phones
- Captioned phones and caption apps
- Hearing aid compatible phones
- TV hearing aid and listening devices
- FM loop systems
- Visual - a flashing light

- Vibrotactile - a vibrating component
- Auditory - increased amplification

### 3.4.4 ACTIVATION AND OPERATION

Information dissemination includes using a variety of channels to reach multiple audiences. These activities include general media relations, working with designated spokespersons, organizing news conferences, and providing briefings and updates. Inquiries and questions from the general public must also be addressed and should be documented through contact logs. In addition, officials and other key leaders must be briefed. These information dissemination activities should extend to web support and social media.

Public notification may include one or more channels of message distribution by the MOA. The JIC will ensure that appropriate DAFN considerations are incorporated into the public information plan. Channels include, but are not limited to:

- **EAS Activation.** An authorized MOA Official (mayor, municipal manager, fire chief, deputy fire chief, police chief, deputy police chief, OEM director, Anchorage Fire Department [AFD] or Anchorage Police Department [APD] dispatch supervisor) will contact Key Emergency Alert Sources and request an EAS Activation. Once approved, the message will be distributed over participating broadcast and cable stations. Additional details regarding EAS Activation can be referenced in the MOA Emergency Alert System Plan (Anchorage Area EAS Plan).
- **211 Call Center.** The United Way's 2-1-1 acts as a statewide social service referral agency during normal operating hours. During an emergency, the MOA may request 2-1-1 service as an information dissemination center for the EOC. The JIC provides the Call Center critical information in the form of talking points for release to the public. Likewise, the Call Center provides critical information to the JIC regarding the condition of the population.
- **Emergency Conditions Station.** Since normal broadcast media programming and social media networking sites may be disrupted during an emergency or disaster, tuning to KFQD 750 AM will provide the listener with continuous critical public information updates. When applicable, the JIC will develop and provide critical updates to be relayed over this radio station.
- **Website and social media.** The JIC may utilize social media platforms and or MOA websites to post critical information in advance of or during an incident. The JIC may leverage community partners and community figures to share these messages on their respective social media accounts and websites.
- **Door-to-Door notification.** In areas that require evacuation, residents are warned through door-to-door notification by APD or AFD personnel. Mobile public address systems may also be employed by emergency personnel to help warn the population of impending hazardous conditions and/or the need to evacuate. Requests for translated materials, translators, and/or interpreters to execute this task should be routed to the JIC.

- **Deploy signage.** Area signage may also be used to warn the population of hazardous or restricted areas, evacuation routes, shelter locations, and other important instructions. Where feasible, area signage would include important posted information in multiple languages.
- **Press release.** For incidents with advance notice or prolonged incidents, the JIC may develop and distribute press releases to distribute to area partners and/or the general news media.
- **Community briefings and updates.** To the extent possible, the JIC may arrange community update briefings and subsequent updates for the public, in coordination with the EOC and senior officials. The JIC should arrange or request translators as necessary.
- **IPAWS:** The IPAWS is an architecture that unifies the United States' EAS, National Warning System, WEA, and NOAA Weather Radio, under a single platform. The following authorized officials or their designee can request an IPAWS message be sent:
  - Mayor
  - Municipal manager
  - Fire chief
  - Deputy Fire Chief
  - Police Chief
  - Deputy Police Chief
  - Director of the Office of Emergency Management
  - Anchorage Fire Department Dispatch Supervisor
  - Anchorage Police Department Dispatch Supervisor

### 3.4.5 DEMOBILIZATION

Once the incident no longer poses a threat to public health and safety, the JIC (in coordination with the OEM and EOC) will demobilize, and messaging will transition to steady-state distribution methods and channels. During demobilization, the JIC will be responsible to ensure that all partners, the news media, and the general public are provided with contact information to request subsequent information or updates (recovery resources, financial support, etc.).

## 4. Related Training

The following courses are suggested for those involved in Public Information Alert and Warning. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-29 Public Information Officer Awareness
- IS-42.a Social Media in Emergency Management
- IS-242 Effective Communication

- IS-247 Integrated Public Alert and Warning (IPAWS) for Alert Originators
- IS-251.a Integrated Public Alert and Warning (IPAWS) for Alerting Administrators

FEMA Residential / Non-Residential / Indirect Courses

- E/L0105 Public Information Basics
- G0272 Warning Coordination
- G0290 Basic Public Information Officers Course
- G0291 Joint Information System/Center Planning for Tribal, State, and Local Public Information Officers

Additional Training

- AWR-209 Working with the Media: A Course for Rural First Responders, Rural Domestic Preparedness Consortium
- AWR-329 Leveraging Tools for Coordinated Community Disaster Communications, University of Hawaii, National Disaster Preparedness Training Center
- PER-304 Social Media Platforms for Disaster Management, University of Hawaii, National Disaster Preparedness Training Center
- MGT-902 Managing Public Information for All Hazards Incidents, Center for Domestic Preparedness
- Any additional training mandated by state or federal regulations

To support timely and accurate notification to DAFN communities, training should incorporate the following:

- Integrate people with disabilities into emergency planning, exercises, and simulations.
- Educate emergency / public safety personnel and relevant community entities on how to provide communications to people with different disabilities in emergency situations.
- Train appropriate emergency personnel in the use of accessible communications technologies for emergency alerting, person-to-person communications, and Next Generation 9-1-1.
- Provide emergency / public safety personnel and relevant community entities with sensitivity training on the diversity within the population of people with disabilities.
- Empower end-users by providing information and resources on accessible emergency alert and information options.
- Convene stakeholders for workshops on inclusive emergency preparedness/communications.

<b>PLAN NAME</b>	<b>Recovery</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation H</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Office of Emergency Management</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Emergency Operations Center MOA Departments Community-Based Organizations</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Recovery is the capability of the jurisdiction to implement short and long-term recovery and mitigation processes after a disaster emergency. This includes identifying the extent of damage caused by an incident, conducting thorough post-event assessments, and determining and providing the support needed for recovery and restoration activities to minimize future loss from a similar event.

The Municipality of Anchorage (MOA) Recovery Annex (Annex) is intended to:

- Define how the MOA will effectively organize and operate to promote effective recovery.
- Leverage a Whole Community approach by attempting to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public in conjunction with the participation of local, tribal, state, territorial, and federal governmental partners in recovery efforts.
- Clarify the roles and responsibilities of stakeholders in pre-and post-disaster recovery.
- Identify sources of recovery funding and provide technical assistance (such as impact analysis) necessary for community recovery.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

As the response phase of a disaster ends, the MOA operations will transition to recovery. First responders and the MOA Emergency Operations Center will return to a state of readiness as recovery operations move to different facilities. Recovery objectives are different than response objectives. As soon as possible, the Office of Emergency Management will bring together private, local, state, and federal agencies to coordinate state and federal assistance programs and establish support priorities. Disaster assistance will be coordinated through assistance centers that may be staffed by representatives of federal, state, and local governmental agencies, private service organizations, and private companies. If major damage has occurred, a local government recovery group will be formed to coordinate planning and decision-making for recovery and reconstruction.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.



As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex.

- The MOA may be affected by natural, technological, or human/societal hazards.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- A disaster may occur at any time with little or no warning, and response and/or recovery needs will exceed the capabilities of local and state government, the private sector, and nonprofit organizations in the affected areas.
- Many residential, commercial, and institutional structures may be damaged, requiring a large Urban Search & Rescue / Heavy Rescue mobilization.
- Residents may be displaced, requiring shelter and social service support. Sheltering activities may be short-term or long-term depending on the severity of the incident.
- Vital infrastructure, such as potable water supplies, electrical power, natural gas, and sewer services may be compromised.
- Transportation infrastructure may be damaged and in limited operation. Vital roadways and rail corridors may be damaged and impassible.
- Communications infrastructure may be damaged, causing disruption in land-line telephone, cellular telephone, radio, microwave, computer, and other communication services.
- Catastrophic disaster scenarios will change nearly all facets of everyday life. These scenarios are very different from the changes that occur in large emergency situations and have the potential to produce far greater impacts on residents, businesses, and the government.
- Response activities and short-term and long-term recovery activities will occur concurrently at different rates, which may create tension and competitive demand for resources. This dynamic will be exacerbated when there are secondary hazards (e.g., aftershocks to an earthquake) and/or inadequate processes for prioritizing needs.
- Many resources critical to the disaster recovery process may be scarce, and competition to obtain such resources may be significant. Participation from many outside agencies and organizations will be needed through the recovery phases.

- Private-sector entities will play a significant role in the repair of critical infrastructure. These entities will provide the primary workforce for much of the infrastructure recovery.
- Voluntary organizations within and from beyond the region will play a major role throughout the affected areas by providing supplies and services.
- The MOA may need to request assistance through mutual aid and/or from neighboring communities, the State of Alaska, and the federal government in accordance with the National Response Framework (NRF).
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to recover in a timely, inclusive, and effective manner post-incident, the following Preparedness Target is suggested for MOA:

- Economic impact is estimated.
- Priorities are set for recovery activities, business disruption is minimized, and individuals and families are provided with appropriate levels and types of relief with minimal delay.

The broad Recovery Preparedness Target outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise targets specific to MOA as displayed in Table 1.

*Table 1: Recovery Preparedness Targets*

Planning	MOA will develop restoration and recovery plans with applicable stakeholders on behalf of the jurisdiction.
Planning	MOA will develop mitigation plans with applicable stakeholders on behalf of the jurisdiction.
Organization	MOA maintains contact information for key recovery partners in the jurisdiction (community planning officers, voluntary organizations, housing, crisis counseling, etc.) and updates it bi-annually.
Equipment	MOA maintains and tests appropriate equipment (and/or agreements and partnerships) necessary during recovery operations. Examples may include Memoranda of Agreement for debris removal contractors or temporary housing providers.
Training	MOA will coordinate the delivery of pre-disaster recovery training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for recovery and document findings in an After-Action Report / Improvement Plan (AAR-IP).

### 3. Concept of Operations

#### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions required to restore critical operations and recover from a disaster that affects the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Depending on the nature, scope, and scale of the event, the jurisdiction may activate some or all of the recovery guidelines. It is possible that recovery activities may be initiated concurrently with or shortly after the commencement of response operations, even while immediate life-saving activities are in progress.

The National Disaster Recovery Framework (NDRF) should be utilized by MOA to advance the concepts of recovery that extend beyond simply repairing damaged structures. It should include the continuation or restoration of services critical to supporting the physical, emotional, and financial well-being of impacted community members. Recovery includes the restoration and strengthening of key systems and resource assets that are critical to the economic stability, vitality, and long-term sustainability of the communities themselves. These include health (including behavioral health) and human services capabilities and networks, public and private disability support and service systems, educational systems, community social networks, natural and cultural resources, affordable and accessible housing, infrastructure systems, and local and regional economic drivers. Together, these elements of recovery contribute to rebuilding resilient communities equipped with physical, social, cultural, economic, and natural infrastructure required to meet potential future needs.

The NDRF establishes a scalable, flexible, and adaptive coordinating platform that aligns key roles and responsibilities across the whole community and depicts a process in which MOA fully engages and considers the needs of all its members. A key element of the process is that the community assumes leadership in developing recovery priorities and activities that are realistic, well planned, and clearly communicated.

##### 3.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

##### 3.1.2 FUNCTIONAL OBJECTIVES

- Provide operational guidance for responders and decision-makers.
- A timely restoration, strengthening, and revitalization of critical infrastructure and housing.
- The resumption of a sustainable economy.
- The long-term recovery of key health, social, cultural, historic, and environmental components of MOA.

##### 3.1.3 CRITICAL TASKS

- Establishment of a comprehensive framework for managing recovery efforts within the jurisdiction
- Reinstatement of individual autonomy
- Restoration of resident and/or visitor unity
- Provision of essential public services
- Permanent restoration of private and public property
- Restoration of normal government operations
- Restoration of critical and public services
- Identification of residual hazards and improvement of future emergency operations
- Reimbursement of costs associated with disaster as allowed under state and federal regulation

#### 3.1.4 RECOVERY CONSIDERATIONS

Local government will lead the disaster recovery effort, beginning by taking an active role in pre-disaster recovery planning and utilizing the following basic recovery planning concepts:

- **Different than response.** As in response, recovery will require executive leadership and support; however, it has different participants, different goals, different priorities, different time frames and different funding requirements and opportunities.
- **Long-term leadership.** The National Disaster Recovery Framework suggests that a jurisdiction should be prepared to identify a “Disaster Recovery Coordinator” or equivalent to provide leadership in recovery planning and prioritization of goals. This leadership is required to manage overall recovery coordination and management at the local level. In the MOA, this position has been designated as the Disaster Recovery Manager (DRM).
- **People.** Both public and private sector jurisdictions and organizations should be prepared to expand their administrative capacity. Recovery from a disaster will create a large number of “new” tasks to be completed while the day-to-day operations of government continue as well. Disaster recovery operations traditionally require a combination of adding new people to carry out the additional tasks and prioritizing day-to-day government operations to ensure regular and additional tasks are completed. For example – “Only disaster-related building permits will be considered until . . .”
- **Community involvement.** The public will be informed of the recovery process through media releases, public forums, town hall meetings, etc. Jurisdictions must continue to implement, coordinate, and manage awareness and outreach efforts to individuals with disabilities, seniors, children, and other members of vulnerable populations; this task cannot end as the focus shifts from response to recovery, and the same public alert and warning communications should be used.

- **Planning.** Jurisdictions must incorporate principles of planning into the recovery process. Recovery that is allowed to just “happen on its own” leads to a variety of future problems for a community. Basic questions such as “Do we put it back the way it was?” or “Do we take this opportunity to mitigate?” need to be considered by the Recovery Coordination Group in discussion with the mayor and the assembly. A jurisdiction also needs to communicate post-disaster planning and operational needs to the state and lead an inclusive planning process, facilitating practices that comply with applicable laws, including civil rights mandates.
- **Partnerships.** A community must coordinate with relevant regional planning organizations that provide resources and/or planning expertise. A community should work in pre-disaster planning to promote partnerships between nonprofit organizations, faith-based organizations, the private sector or other relevant organizations, and nontraditional and/or underserved communities
- **Priority setting.** There are an unlimited number of ways things can go wrong, so there are an unlimited number of ways a community could recover from them. Subsequently, everything cannot be planned ahead of time or repaired at once. Priorities will have to be set; a pre-planned process to do this can speed the recovery process. This will also involve the review of pre-existing plans and cross-checking the pre-planning priorities against the post-disaster planning priorities that are set.
- **Transparency.** As part of the community involvement in recovery, a jurisdiction needs to implement a transparent, accountable system to manage recovery resources. The more transparent the process, the more cooperative the community will be during the recovery process.
- **Compliance recovery.** A major disaster allows few exemptions from environmental, historic preservation, endangered species, or other rules and regulations. The MOA must actively enforce all federal worker protection laws for workers who are employed to rebuild the impacted community. These federal laws include the Fair Labor Standards Act, Occupational Safety and Health Regulations (OSHA), National Labor Relations Act, and the laws administered by the Equal Employment Opportunity Commission (EEOC).

## 3.2 Organization and Assignment of Responsibilities

### 3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT

- Provide EOC activation and oversight.
- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture.
- Request emergency management mutual aid as necessary.

### 3.2.2 EMERGENCY OPERATIONS CENTER

- Identify and engage subject matter expertise on programs and initiatives that can support recovery.
- Provide information to the community about available recovery programs.

### 3.2.3 MOA DEPARTMENTS

- Assess and identify recovery needs.
- Coordinate with representative(s) in the EOC on recovery priorities.
- Provide information to the community about available recovery programs.

### 3.2.4 COMMUNITY-BASED ORGANIZATIONS

- Support the unmet needs of the community through partnerships with other nongovernmental organizations and private sector partners.
- Ensure all programs, services, and communications are accessible to individuals limited English proficiency with others with disabilities and access and functional needs (DAFN).

## 3.3 Available Resources and Identified Resource Gaps

FEMA developed the [Recovery and Resilience Resource Library](#) in collaboration with federal interagency partners to navigate the numerous programs available to the United States and its territories to help recover from a disaster.

## 3.4 Key Operational Activities

### 3.4.1.1 Transition from Response to Recovery

The transition from response operations to recovery is a gradual process, the pace and timing of which depend upon the circumstances of the disaster. As response activities diminish, disaster recovery activities naturally begin. During this time period, direction and control of the MOA's response operations are transferred from the MOA EOC to an appointed DRM. The DRM has the ability to activate the recovery support partners and begin recovery operations by any one of the triggers listed above. The transition from response to recovery can be unclear at times. The following steps indicate the appropriate time to transition to recovery efforts:

- Life safety operations have been completed.
- Property conservation needs have been identified and met.
- Preliminary Damage Assessments (PDAs) begin locally and federal PDAs are requested.

During the transition from response to recovery, the MOA EOC's key tasks will include:

- Supporting the appointment of the DRM.
- Supporting the orientation of the DRM (if they were not involved in the response efforts) to provide context and background information.
- Supporting the DRM by identifying existing community general plans and programs that are pertinent to recovery efforts.
- Coordinating with local jurisdictions and the SEOC on their recovery efforts.

### 3.4.1.2 Short-Term Recovery

Short-term disaster recovery operations may overlap with the response and generally span the first days or weeks after a disaster; however, there is no pre-determined timeline for short-term disaster recovery. Short-term recovery operations continue to address the health and safety needs of disaster survivors that persist through the end of response operations. Additionally, operations in this phase are characterized by but are not limited to activities such as restoring basic infrastructure and essential community services. Other focus areas of the short-term recovery phase include:

- Assessing the scope of the damage and conducting damage assessments and economic impact analyses.
- Submitting Public Assistance / Individual Assistance (PA/IA) and Small Business Administration (SBA) requests if applicable.
- Cleaning up and clearing debris from affected areas.
- Restoring critical infrastructure including transportation networks.
- Restoring essential community services such as basic medical services and emergency/temporary medical care.
- Supporting sheltering and feeding of displaced residents.
- Beginning the transition of shelter occupants out of shelters and into more stable housing.

During short-term recovery, the DRM should:

- Facilitate inclusive and participatory methods of community recovery, bringing in partner organizations and public input when feasible.
- Develop initial short-term recovery objectives.
- Support the MOA OEM with any damage assessments already underway (refer to DA Annex).
- In coordination with the MOA OEM, conduct impact assessments (utility providers, social, medical and health services, transportation routes and services, debris issues, private sector retail and wholesale providers, and schools).
- Educate the public about the recovery process and progress; provide timely, ongoing updates.

### 3.4.1.3 Long-Term Recovery

Long-term disaster recovery operations involve ongoing recovery projects moving towards self-sufficiency, sustainability, and resilience. These operations generally span months and potentially years after a disaster, and operations in this phase may involve the completion of a redevelopment and revitalization strategy and scope of work for the impacted communities. It is likely that in this phase, the DRM will take control of the recovery effort and MOA OEM will return to normal operations, serving as a partner and liaison in long-term recovery.

Additionally, long-term disaster recovery operations may involve activities such as rebuilding or relocating damaged or destroyed resources and helping ensure future community resilience (e.g., through mitigation projects, community development strategies, etc.). Other focus areas of the long-term recovery phase include but are not limited to:

- Developing permanent housing solutions for displaced residents.
- Reestablishing and creating resilient health care facilities.
- Implementing mitigation projects, strategies, and funding.
- Coordinating with Voluntary Organizations Active in Disaster (VOAD) and other nonprofit organizations to support community needs.
- Implementing economic revitalization strategies and rebuilding resilient businesses.

During long-term recovery, the DRM should:

- Facilitate inclusive and participatory methods of community recovery, bringing in partner organizations and public input when feasible.
- Develop long-term recovery objectives.
- Establish a long-term Recovery Coordination Group.
- Identify public/private partnerships to strengthen recovery efforts.
- Educate the public about the recovery process and progress; provide timely, ongoing updates.

#### **3.4.1.4 Cost Recovery**

Cost recovery supports a sustainable economy, individual autonomy, and a resumption of essential services.

#### **Individual Assistance**

##### **State Individual Assistance**

The State IA program has three parts: Temporary Housing grants (THG), Housing Assistance grants (HA), and Other Needs Assistance grants (ONA). IA provides financial assistance to disaster survivors through grants to assist individuals and families in the declared disaster area with serious losses not covered or not fully covered by their insurance or other financial sources or means.

Disaster grant eligibility. To qualify for a grant under 6 AAC 94.200 - 6 AAC 94.280, an individual applicant or an applicant's family:

- Must incur a necessary expense or serious need in the declared disaster area as a result of the disaster and be unable to meet that expense or need.
- Must apply to all applicable governmental disaster assistance programs for assistance to meet a necessary expense or serious need and be determined ineligible for that assistance or



demonstrate to the division that the assistance received does not satisfy the total necessary expense or serious need.

- May not have previously received or refused assistance from other means for all or part of the specific necessary expense, or serious need, for which application is made.
- Must agree to refund to the division any part of a grant made for which assistance from other means is received or that is not spent as identified in the grant award document.

THG assistance provides financial assistance when an eligible applicant's primary residence is rendered uninhabitable due to a declared disaster. Rental assistance can be authorized for renters for up to three months and for homeowners for up to eighteen months (from the disaster declaration date). Temporary housing payments will be based on Housing and Urban Development (HUD) fair market rates. Deposits (security and pet) are not included. Payments may be made directly to landlords/owners or applicants, whichever is most practical. Lease and/or rental agreements will include instructions that occupants are solely responsible for damages and any additional room costs besides the rent amount. Renters displaced by landlords whose primary residence has been damaged by a declared disaster and who then occupy the rental property will also be eligible for three months temporary housing.

HA assistance is available to homeowners to repair disaster-related damages not covered by insurance or by other governmental financial assistance resources. The goal is to provide assistance for costs that are reasonable and necessary to make the essential living areas of a primary residence safe, sanitary, and functional within the limits of the program. It is not to correct pre-event deficiencies of any kind. It generally will not include cosmetic features, landscaping, outbuildings, sidewalks, and driveways. Essential living areas of the home include occupied bedrooms, one bathroom, one kitchen, dining room, living room, entrance/exit, foundation/structure. Repair awards will be based on professional estimates, state-sponsored estimates, or insurance adjuster's estimates.

ONA expenses (not covered by insurance or by other financial assistance resources) may include the lesser of the costs to clean, repair, or replace essential personal property items identified on the program eligible property list. Eligible costs include medical and dental costs that were a direct result of the declared event and funeral expenses (cremations, burials, etc.) for family members living in the home at the time of the event. Other potentially eligible expenses include transportation, moving, storage, and other expenses that are authorized by DHS & EM.

Individuals must apply for state IA within 60 days of the disaster declaration date. If activated, federal disaster assistance must be pursued before a state IA award. More information can be found at <https://ready.alaska.gov/Recovery/IA>.

### **Federal Individual Assistance**

FEMA IA programs provide financial and direct assistance to disaster survivors with disaster-caused unmet needs. Support may include assistance for temporary housing and housing repairs, critical disaster-related expenses, the replacement of essential personal property, and funding to the MOA for IA program services. Refer to the Individual Assistance Program and Policy Guide (IAPPG) for more information on IA programs. For presidential disaster declaration requests that include IA, state, tribal, and territorial governments must evaluate and document specific information regarding the extent of

damage to local jurisdictions. When evaluating the need for IA, FEMA will consider the following six factors for states and territories:

- State or territory fiscal capacity and resource availability
- Uninsured home and personal property losses
- The disaster-impacted population profile
- Impact on community infrastructure
- Casualties
- Disaster-related unemployment

In order to consider those factors, FEMA requires an assessment of home and personal property losses and an impact statement that includes an analysis of the other variables. This will be “rolled up” from MOA and other local and tribal government assessments.

The principal factors FEMA will consider in the evaluation of a major disaster declaration request for IA include the estimated cost of assistance for uninsured homes and personal property losses and resource capability and capacity of the requesting state, tribe, or territory.

More information can be found at <https://www.fema.gov/assistance/individual>.

## **Public Assistance**

### **State Public Assistance**

The Alaska Statute Title 26: Alaska Disaster Act §26.23.010 - §26.23.220 is the authority for the state to provide emergency assistance to state, tribal, and local governments and certain types of private nonprofit organizations to recover from the damages incurred as a result of a disaster. The governor may provide state assistance to supplement state agencies’ and political subdivisions’ efforts and capabilities to save lives, protect property and public health and safety, or to lessen or avert the threat of a disaster in Alaska.

### **Federal Public Assistance**

FEMA’s PA program aids state, local, tribal, and territorial (SLTT) governments and certain types of public nonprofit (PNP) organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the president. Through the PA program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the restoration of disaster-damaged, publicly owned facilities and specific facilities of certain PNP organizations. The PA program also encourages protection of these damaged facilities from future incidents by providing assistance for hazard mitigation measures. For detailed information related to PA program policies, refer to the Public Assistance Policy and Procedure Guide (PAPPG).

More information can be found at <https://www.fema.gov/assistance/public>.

### 3.4.1.5 Recovery Capacity Building

To support the MOA's recovery from any disaster, there are several activities that could be completed pre- or post-disaster to increase capacity:

- Develop a group to develop a community recovery plan.
- Establish workgroups to examine anticipated recovery challenges and develop solutions.
- Refer to the Hazard Mitigation Plan for ways to build resiliency and implement mitigation projects, strategies, and funding.
- Build capacities of key partners, such as housing, health care service providers, and nonprofits through emergency planning, training, and exercise initiatives.

## 4. Related Training

The following courses are suggested for those involved in Recovery. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study Courses

- IS-2900.a National Disaster Recovery Framework (NDRF) Overview

### FEMA Residential / Non-Residential / Indirect Courses

- E210 Recovery from Disaster: The Local Community Role
- L1000 Just-In-Time (Short-Term) Recovery Management Training for Local Governments
- L1001 Just-In-Time (Immediate-Term) Recovery Management Training for Local Governments
- L1002 Just-In-Time (Long-Term) Recovery Management Training for Local Governments

### Additional Training

- AWR-356 Community Planning for Disaster Recovery, University of Hawaii, National Disaster Preparedness Training Center
- MGT-405 Mobilizing Faith-Based Community Organizations in Preparing for Disasters, Rural Domestic Preparedness Consortium
- AWR-408 Disaster Recovery Awareness, Texas Engineering Extension Service
- MGT-415 Disaster Recovery in Rural Communities, Rural Domestic Preparedness Consortium
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in recovery, training should incorporate DAFN planning considerations and representation

<b>PLAN NAME</b>	<b>Transportation Coordination</b>
<b>PLAN TYPE</b>	<b>Functional Annex</b>
<b>CEOP SECTION</b>	<b>Section 2, Plan Designation I</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Anchorage Police Department Public Transportation Critical Transportation Hubs</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Transportation coordination is the capability of a jurisdiction to provide infrastructure access and transportation services to support the evacuation of people and animals as well as the delivery of response personnel, equipment, and services during an incident. Transportation coordination is an interagency effort that requires partnership with municipal, regional, state, federal, and private sector transportation providers.

The Municipality of Anchorage (MOA) Transportation Coordination Annex (Annex) is intended to:

- Identify the critical infrastructure nodes through which relief aid and supplies will arrive.
- Describe types of transportation assets and protocols for their use, how such assets are utilized in the scope of response (e.g., evacuation, volunteer deployment, resource distribution), and how these assets are requested and tracked.
- Describe how damage to transportation infrastructure is recorded and prioritized.
- Provide a framework to coordinate transportation assets necessary to support incident response.
- Detail sources from whom to request supplemental transportation resources when local capabilities are exceeded.

This Annex supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

Transportation system integrity will be a significant logistics concern for the MOA during a major disaster. The critical transportation hubs and corridors within Anchorage consist of port facilities, airports/airfields, railroads, and highway systems. Some of these are owned, operated, and maintained by state and federal agencies while others are owned, maintained, and operated by either the MOA or the private sector. Commercial operators and private contractors also play a role in maintaining portions of the local road network and the assets that transport supplies and personnel. Close coordination is required by all agencies involved to ensure the critical transportation hubs and corridors continue to operate so relief can be received and transported to those locations within the MOA where it is needed.

The Annex addresses protective actions within the MOA in response to all hazards, regardless of whether they are natural, human-caused, or technological in nature. It has been developed for use when coordination of resources and emergency operations is necessary.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Annex:

- The MOA may be affected by natural, technological, or human/societal hazards.
- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Transportation modes are defined as aviation, roads, pipelines, marine vessels, rail-belt, pedestrian conduits, and support systems by which people and goods are moved from a point of origin to a destination to support and complete matters of commerce, government operations, and personal affairs.
- Transportation infrastructure could be damaged or in limited operation in a way that could impact response time.
- Transportation infrastructure (e.g., roads, bridges, and railways) may sustain damage during an incident, making it difficult to use some of the transportation assets that are normally available.
- Signs, signals, and other types of markers that facilitate traffic movement and control may be damaged or destroyed.
- Disruption of transportation systems may disproportionately impact people with disabilities and access and functional needs (DAFN).
- If people must be evacuated or relocated, the primary mode of transportation for most people will be personal vehicles. However, transportation should be provided for people who do not have access to vehicles or if road conditions prevent vehicle use.
- During peak transportation hours and during the tourist season, transportation coordination may be more difficult due to the number of transportation users impacting the system.
- During emergency situations, rapid evacuation from areas at risk may be necessary.
- Specialized transportation may be needed to transport some DAFN groups.

- Transportation equipment may sustain damage during emergency situations, and trained equipment operators may become disaster victims, limiting the means available to transport people and relief equipment and supplies.
- Businesses or individuals may be willing to donate transportation services or loan transportation equipment during emergency situations.
- During large-scale emergencies and large-scale population relocation/evacuation requiring the movement of large numbers of people, local transportation resources will be stressed. Roads may be impassable due to relocating and evacuating citizens.
- Response activities guided by this Annex will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Preparedness Targets

To achieve and sustain the ability to provide accessible transportation corridors, means of population evacuation, and delivery of essential resources, the following Preparedness Targets are suggested for MOA:

- Establish physical access through appropriate transportation corridors and deliver required resources to save lives and meet the needs of disaster survivors.
- Provide and coordinate transportation networks to facilitate population evacuation when necessary.
- Clear debris from any route type (e.g., road, rail, airfield, port facility, waterway) to facilitate response operations.

The broad Transportation Preparedness Targets outlined above can be mapped to the following Planning, Organization, Equipment, Training, and Exercise (POETE) targets specific to MOA as displayed in Table 1.

*Table 1: Transportation Preparedness Targets*

Planning	MOA will incorporate transportation considerations into evacuation and debris management planning with applicable stakeholders on behalf of the jurisdiction.
Organization	MOA maintains contact information for key transportation partners in the jurisdiction (air, rail, maritime, bus, specialized transportation assets, etc.) and updates it bi-annually.
Equipment	MOA maintains and tests appropriate equipment (and/or agreements and partnerships) necessary to support transportation. Examples may include Memoranda of Agreement for school buses and handicap-accessible vans.
Training	MOA will coordinate the delivery of pre-disaster transportation training and conduct broad outreach to engage relevant stakeholders in the community.
Exercise	MOA will develop exercises/drills of sufficient intensity to challenge management and operations and test the knowledge, skills, and abilities of individuals and organizations for transportation and document findings in an After-Action Review / Improvement Plan (AAR/IP).

## 3. Concept of Operations

### 3.1 General

The concept of operations describes specific organizational approaches, processes, responsibilities, coordination, and incident-related actions related to transportation services during an emergency or disaster in the MOA.

An effective response requires coordination at all levels of government and among organizations and agencies from the local level to national response managers, the public, and industry. Following an incident, the ability to move throughout the jurisdiction uninhibited may be limited or impossible. The MOA must work closely with private, state, and federal resources to prioritize transportation restoration services as quickly as possible.

A true partnership among transportation, emergency management, and other stakeholders (including public, private, and nonprofit entities) is essential to improve communities' resilience and speed of recovery from disasters.

#### 3.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 3.1.2 FUNCTIONAL OBJECTIVES

- Sustain transportation services.
- Mitigate against adverse economic impacts.
- Meet societal needs (e.g., public evacuation, support commodity distribution).
- Facilitate emergency response (e.g., movement of emergency responders and relief personnel).

#### 3.1.3 CRITICAL TASKS

- Provide rapid situational assessment to determine damage to transportation infrastructure and transportation assets needed to facilitate emergency response and meet societal needs.
- Enact Memoranda of Understandings (MOUs), mutual aid requests, and/or state assistance requests to fill asset gaps.
- Establish or activate relevant agency or function-specific transportation plans, such as evacuation, contraflow, medical movement, reroute, or transportation incident.
- Ensure transportation resources are available to meet the needs of the Whole Community, including those with DAFN, such as individuals who utilize wheelchairs.

#### 3.1.4 TRANSPORTATION REQUIREMENTS

When carrying out emergency transportation activities, immediate needs must be considered first, followed by continuing requirements. Immediate transportation needs normally involve the evacuation of people from risk areas. Continuing transportation needs typically involve the movement of relief supplies, equipment, and emergency workers during response and recovery operations.

**Passenger transportation.** When possible, emergency passenger transportation requirements may be satisfied with the following resources:

- Voluntary use of personal vehicles
- School/University buses
- Leased or rented buses
- State-owned or contracted vehicles
- Passenger vehicles provided by other jurisdictions pursuant to inter-local agreements
- Donated transportation equipment or services

**Cargo transportation.** Where possible, emergency cargo transportation requirements may be satisfied with the following resources:

- University cargo vehicles
- Commercial freight carriers
- Leased or contract equipment
- Cargo vehicles provided by other jurisdictions pursuant to inter-local agreements
- Donated transportation equipment or services

**Individuals with DAFN.** May require special transportation assistance, including boarding assistance and help with their belongings. They may be unable to walk to transportation pick-up points.

### 3.1.5 CRITICAL TRANSPORTATION HUBS

- **Port of Alaska (POA).** The POA is owned by the MOA and is the primary port for goods and materials for the entire state. Ninety percent of all the freight that comes into Alaska comes in on the water by marine vessel (container/cargo ships and barges). Half of that volume enters through the POA. And half of that volume continues on to population centers outside of Anchorage by road, rail, and air. A degradation or loss of the port would be catastrophic; not only for the MOA, but it would also have major statewide implications. The primary action for the POA is restoration of operations as expediently as possible. The POA will also be a primary resource for maritime-based assets flowing into the MOA for response and recovery operations. A disaster that affects the POA will undoubtedly rise to the level of a state or federally declared disaster.
- **Ted Stevens Anchorage International Airport (TSAIA).** TSAIA is a major state-owned air hub for cargo transiting the globe. It is currently the third busiest cargo airport (measured by landed tons) in the world. An event that degrades or closes the airport will have national and international implications. The loss of runway capability and capacity will also directly affect the response efforts into and out of the MOA during a disaster. Some events may temporarily degrade or halt air operations but otherwise not damage critical infrastructure. In such instances, passengers may become stranded, requiring MOA support for mass care services.



Likewise, public health risks may also halt or temporarily suspend air operations and impact local medical capabilities.

- **Birchwood Airport.** Birchwood Airport is a Municipality-owned public-use airport located two nautical miles (4 km) northwest of the central business district of Birchwood (also known as Chugiak). Birchwood is a general aviation airport and uncontrolled airspace.
- **Joint Base Elmendorf-Richardson (JBER).** As a federal installation, JBER is under the direct control of the Department of Defense (DOD). The runways on JBER are capable of handling large cargo airframes that may be used to move large volumes of resources into the MOA. The MOA will be dependent on JBER internal operations for logistics movements from within JBER. The military is authorized to provide direct support to civil authorities when processing through the State SEOC may otherwise not be timely. Direct military aid for civil authorities is for immediate response actions to save lives and property during a crisis or catastrophic event.
- **Merrill Field.** Merrill Field is a small aircraft airport owned by the MOA that is capable of handling single and twin-engine propeller aircraft. It is not capable or adequate for large-scale cargo movements; however, it may be suitable for small-scale transfers of materials and relief supplies flowing into the MOA. In addition, its proximity to Alaska Regional Medical Center makes it suitable for small-scale aero-medical patient transport operations.

### 3.1.6 CRITICAL TRANSPORTATION CORRIDORS

- **Rail-belt Transportation Corridor.** The Alaska Railroad is a privately owned corporation providing cargo and passenger rail transport services that connect a network of communities throughout the state via the “Rail-belt.” A critical function of the Rail-belt is that it connects the POA with other major port facilities within the state, including Whittier and Seward. While susceptible to damage from disaster events, rail is often easier and quicker to repair than road surfaces, making the rail-belt transportation corridor a vital link for relief aid during a disaster. The Alaska Railroad Corporation maintains the Rail-belt system.
- **Anchorage Bowl Roadway Network.** The highway and road system within the Anchorage Bowl is a complex connected web of major thoroughfares, side streets, and rural roadways that includes multiple bridges and overpasses. The Anchorage Bowl highway network is also owned and/or maintained by both public and private entities. The responsible entity for maintaining a particular roadway within the Anchorage Bowl may also vary by season. Because of a single highway corridor in and out of the city, it is relatively easy for the MOA to become effectively cut off from any ground access.

### 3.1.7 REQUESTING TRANSPORTATION SUPPORT:

Requests for transportation support may be generated by an Incident Commander (IC) or by departments and agencies that require additional transportation support to carry out the emergency responsibilities assigned in this plan.

## 3.2 Organization and Assignment of Responsibilities

### 3.2.1 ANCHORAGE OFFICE OF EMERGENCY MANAGEMENT

- Provide EOC activation and oversight.
- Collect, develop, and distribute Situation Reports (SitReps) vertically and horizontally to provide a common operating picture.
- Provide recommendations about local emergency proclamations.
- Request emergency management mutual aid as necessary.

### **3.2.2 EMERGENCY OPERATIONS CENTER**

- Secure additional resources through state and federal agencies to support transportation operations as needed.
- Coordinate with Department of Public Works for strategic long-term planning for critical roadway transportation corridors within the MOA.
- Coordinate with Purchasing for service contracts to support the movement of personnel and disaster relief supplies by local trucking and commercial transportation companies.
- Coordinate with Maintenance & Operations for the status of MOA-maintained and contractor-maintained roadways.
- Coordinate with neighboring jurisdictions, private bus companies, private tour companies, and military authorities to augment MOA-owned mass transportation resources.
- Coordinate with the Anchorage School District (ASD) for resources to augment personnel transportation support.
- Coordinate with the State of Alaska Department of Transportation & Public Facilities (DOT&PF) to determine the accessibility of state-maintained roadways.

### **3.2.3 DEPARTMENT OF PUBLIC WORKS**

- Act as the lead agency for transportation coordination.
- Act as the lead agency for long-term strategic roadway planning.
- Provide organizational representation to the EOC.
- Coordinate with Maintenance & Operations and the State DOT to monitor the status of critical roadway corridors within the MOA.
- Coordinate with state DOT to develop alternate routing plans for vehicle movement along critical transportation corridors within the MOA.

### **3.2.4 ANCHORAGE POLICE DEPARTMENT**

- Provide organizational representation to the EOC.
- Provide basic policing functions to ensure an orderly traffic flow during an event.

- Coordinate with the EOC and the Anchorage Fire Department (AFD) during transportation planning.
- Oversee control access points along critical transportation corridors within the MOA.
- Identify and coordinate the removal of stalled or abandoned vehicles that may inhibit traffic flow.
- Coordinate with state and neighboring law enforcement agencies to activate mutual aid agreements and monitor conditions along critical transportation corridors.

### 3.2.5 PUBLIC TRANSPORTATION

- Provide organizational representation to the EOC.
- Provide transportation support for area-to-area movements within the MOA.
- Coordinate with the EOC for transportation support priorities.

### 3.2.6 CRITICAL TRANSPORTATION HUBS

- Liaison with the EOC.
- Provide information, as requested, regarding transportation impacts, delays, infrastructure damage, etc.
- Provide subject matter expertise to support the development of incident action plans (IAPs) involving transportation coordination.

## 3.3 Available Resources and Identified Resource Gaps

### 3.3.1 TRANSPORTATION ASSETS

- **MOA Public Transportation System.** The MOA Public Transportation System (People Mover) maintains and operates a fleet of a fleet of 60 buses that provide about 3.4 million rides annually. In addition, para-transit services for seniors and people with disabilities are provided by AnchorRIDES. During a disaster or emergency, support for additional bus transportation may also be coordinated with the ASD.
- **Private trucking and bus transportation companies.** Private transportation companies include local commercial trucking firms, private tourist operators, and local bus companies. During a major disaster, the movement of a large portion of the relief supplies within the Anchorage Bowl would be accomplished by private local trucking companies. In addition, the movement of emergency response personnel and the citizenry will also require the use of commercial bus transportation companies.
- **Alternate transportation methods.** Coordination and adjustment of transportation types may be required by utilizing smaller vehicles, off-road capable, or all-terrain type vehicles to support response operations. MOA does maintain a fleet of these types of vehicles but may need to purchase or lease additional stock from local vendors during a disaster.

## 3.4 Key Operational Activities

### 3.4.1.1 Mobilization

Once an incident is determined to impact transportation nodes or require transportation support, the following key tasks should be undertaken by the on-scene command with support from the EOC:

- Establish a link in the EOC with critical transportation providers through information sharing or liaisons.
- Activate the emergency transportation function to receive and process requests for cargo and passenger transportation.
- Assess critical transportation nodes, including air, rail, pipelines, roadways, and maritime to develop situational awareness. Determine which transportation nodes are open, reduced, or closed and any anticipated impacts to the supply chain as a result.
- Assess critical transportation needs for patients and health care partners. This includes any medical transportation assets (e.g., Ambu-bus, public transit, paratransit, and air ambulance) for injured persons and any transportation assets requested to support health care facility evacuation or relocation of patients.
- Assess critical transportation needs for the MOA community at large. Based on the impacted area, estimate the number of persons that may require transportation (individuals, vulnerable populations, disaster registry subscribers, schools, large housing complexes). Determine whether specialized transportation resources may be necessary depending on the population demographics and any pets.
- Compile disaster intelligence to determine the degree of population self-evacuation and any secondary traffic routing impacts.
- Determine whether Temporary Reception Centers (TRCs) may be required. TRCs are interim sites along an evacuation route that provide mass care and emergency services to evacuees arriving in a host location via government transportation.
- Develop incident transportation objectives to guide operations.

### 3.4.1.2 Operations

Following mobilization and initial incident assessment to determine transportation impacts, the on-scene command with support from the EOC should begin providing critical transportation as the situation requires. Key tasks may include:

- Maintain communications with critical transportation providers to monitor the status of nodes (air, rail, roadways, pipelines, maritime).
- Respond to transportation requests within limits of available resources. Request support from state, federal, and private agencies as needed.
- Monitor transportation resource status and identify requirements for additional resources.
- Track the status of any deployed transportation resources.

- Provide situation updates to response partners on the status of critical transportation nodes and the MOA's critical transportation priorities during the operational period to develop a common operating picture.
- As resources permit, coordinate first responders and paratransit vehicles in providing aid to Disaster Registry subscribers who request evacuation assistance and have an imminent threat to their life safety.
- Develop situation maps as needed and distribute them to EOC functions.
- Monitor progress on achieving transportation objectives for the incident.

#### **3.4.1.3 Demobilization**

As the incident stabilizes, the on-scene command with support from the EOC will begin to demobilize transportation efforts. Key tasks may include:

- Support the reentry of impacted persons to an evacuated area, coordinating public information and transportation as necessary.
- Support critical transportation providers with partial or full resumption of operations.
- Maintain records on the use of transportation resources for any FEMA Public Assistance reimbursements.

## **4. Related Training**

The following courses are suggested for those involved in the Transportation Coordination function. This list is not exhaustive. Contact MOA for more information about course registration.

- L320 Hurricane Preparedness for Decision-Makers, National Hurricane Center
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

**Municipality of Anchorage**

# Comprehensive Emergency Operations Plan

## Section 3 Hazard Appendices



**Section 3: Hazard Appendices contains the following appendices:**

- Hazard Appendix AA: Avalanche and Landslide
- Hazard Appendix BB: Civil Unrest and Terrorism
- Hazard Appendix CC: Dam Failure
- Hazard Appendix DD: Earthquake
- Hazard Appendix EE: Extreme Weather
- Hazard Appendix FF: Flood
- Hazard Appendix GG: Hazardous Materials
- Hazard Appendix HH: Severe Erosion
- Hazard Appendix II: Transportation Accident
- Hazard Appendix JJ: Utility Disruption
- Hazard Appendix KK: Volcano
- Hazard Appendix LL: Wildfire

**Each appendix adheres to the following structure:**

1. Introduction
  - 1.1 Purpose
  - 1.2 Scope
  - 1.3 Situation
  - 1.4 Planning Assumptions
2. Concept of Operations
  - 2.1 General
    - 2.1.1 Operational Priorities
    - 2.1.2 Incident Objectives
    - 2.1.3 Critical Tasks
    - 2.1.4 Impacts
  - 2.2 Identification of Operational Lead and Primary Support(s)
  - 2.3 Assessment and Control of the Hazard
  - 2.4 Prevention and Infrastructure Protection Activities
  - 2.5 Notifications and Alert and Warning
  - 2.6 Selection and Implementation of Protective Actions
  - 2.7 Short-term Stabilization Actions
  - 2.8 Recovery Actions
3. Related Training

<b>PLAN NAME</b>	<b>Avalanche and Landslide</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation AA</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Police Department Anchorage Office of Emergency Management Emergency Operations Center Contracted Support</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. INTRODUCTION

### 1.1 Purpose

Avalanches and landslides are no-notice natural events that involve the movement of large amounts of snow, soil, or debris from one place to another under the force of gravity. Avalanches and landslides have the potential to generate high numbers of injuries and/or fatalities, significantly damage infrastructure, and interrupt or delay essential response activities, such as fire suppression and emergency medical services.

The purpose of the Municipality of Anchorage (MOA) Avalanche and Landslide Appendix (Appendix) is to identify and describe the methods the MOA uses to prepare for and respond to avalanche and landslide disaster emergencies. It identifies and describes specific protocols, structures, concerns, capabilities, training, agencies, and resources to prevent, mitigate against, prepare for, respond to, and recover from avalanches and landslides. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of an avalanche or landslide.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from an avalanche or landslide that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to avalanches and landslides.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, an **avalanche** is defined as a mass of snow, rock, ice, soil, and other material sliding swiftly down a mountainside. Avalanches of rocks or soil are often called landslides.

A snow avalanche begins when an unstable mass of snow breaks away from a slope. A snow avalanche is a swift, downhill-moving snow mass. The amount of damage is related to the type of avalanche, the composition and consistency of the avalanche materials, the force and velocity of the flow, and the



avalanche path. There are two main types of avalanches that impact the MOA: loose snow and slab. Additionally, other avalanches include cornice collapse, ice, and slush.

The amount of damage is related to the type of avalanche, the composition and consistency of the avalanche material, the force and velocity of the flow, and the avalanche path. Avalanches can cause injury and death to people in the impacted area. Most avalanche-related fatalities involve outdoor recreationists such as backcountry skiers, snowboarders, and snowmachiners but not exclusively. Many times, the victim triggers the avalanche. Other people, such as passing motorists can also be at risk. Avalanches can destroy buildings and cover buildings and roads with snow and debris. They can also take down utility lines.

For this Appendix, a **landslide** is the movement of rock, earth, or debris down a sloped section of land. Landslides are caused by rain, earthquakes, volcanoes, or other factors that make the slope unstable. Frequently, landslides occur as the result of another hazard, such as an earthquake or volcanic eruption. Landslides commonly occur in connection with other major natural disasters, such as earthquakes, volcanic eruptions, wildfires, and floods; however, landslides can also be caused by normal, seasonal rainfall or erosion. Property damage can occur to buildings, infrastructure such as buried pipes, and transportation systems, including roads, bridges, and railroads due to a landslide.

Human activities that can trigger landslides are usually associated with construction, such as grading that removes material from the base, loads material at the top, or otherwise alters a slope. However, landslides can also occur naturally when inherent weaknesses in the rock or soil combine with one or more triggering events such as heavy rain, snowmelt, changes in groundwater levels, and seismic or volcanic activity.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during avalanche and landslide incidents within the MOA. It outlines and describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage avalanche and landslide incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the avalanche hazard has a high probability of occurrence with the likelihood of limited impacts on people, property, and the environment.

The area with the potential for the largest avalanches in the MOA is the Girdwood / Crow Creek area. Evidence of snow avalanches is prominent along the mountainsides above the Girdwood Valley. The western mountainside has high and moderate avalanche danger from Turnagain Arm to California Creek. The avalanche hazard is moderate to high on the eastern mountainside at the head of the valley, near the day lodge and resort area, and southeast of Virgin Creek. The Alyeska Resort Daylodge and CarPark is located partially in both the moderate and high avalanche hazard areas. Part of the original base area hotel and condos is in a moderate hazard area as well.

The MOA has been affected by evacuation orders as recently as March 2022 when Eagle River, a suburb on the city's outskirts, was issued an evacuation order after an avalanche of snow buried a road, and a significant slide was considered imminent. The avalanche restricted access to approximately 100 homes, most of which had lost power.

The areas most likely for a deep translational landslide are Turnagain Heights, Downtown, Government Hill, and along the western portion of Chester Creek and Ship Creek. Areas within MOA that have high and very high shallow landslide hazards include Government Hill, along Chester Creek, along the Turnagain and Knik Arms, and Campbell Lake.

Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to avalanches and landslides can be found within the 2022 AHMP.

## 1.4 Planning Assumptions

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, incident stabilization and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- An avalanche or landslide and its impacts may develop slowly over days and weeks or may occur suddenly and without warning.
- An avalanche or landslide has the potential to disrupt transportation and other lifelines for weeks or months. An avalanche- or landslide-prone area can create repeated disruptions over decades.
- Many residential, commercial, and institutional structures could be damaged, requiring a large urban search and rescue (USAR) / heavy rescue mobilization.
- Residents may be displaced, requiring shelter and social-service needs. Sheltering activities may be short-term or long-term depending on the severity of the incident.
- Vital infrastructure such as potable water supplies, electrical power, natural gas, and sewer services may be compromised; reestablishment of these vital resources is critical to stabilizing the incident.

- Transportation infrastructure could be damaged and in limited operation. Vital vehicle and rail corridors could be damaged and impassible. Reestablishment of transportation infrastructure is critical to stabilizing the incident.
- Communications infrastructure could be damaged, disrupting land-line telephone, cellular telephone, radio, microwave, computer, and other communication services. Reestablishment of communications infrastructure is critical.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to an avalanche or landslide is supported by early identification of an imminent threat, successful evacuation of threatened individuals, and timely restoration of impacted lifelines and critical facilities.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for an avalanche or landslide will be dictated and driven by the scope and location of the event. Landslides pose a greater threat to infrastructure and impact on major populations than avalanches since avalanches typically occur in the backcountry. Anchorage's avalanche and landslide response strategies are based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During an avalanche or landslide response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.

- Locate individuals who have been injured and trapped by the landslide.
- Evacuate individuals within potential or actual avalanche or landslide areas and provide mass care and shelter.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Provide prompt restoration of lifeline services and critical facilities.
- Maintain the continuity and sustainment of essential government operations.

#### **2.1.4 IMPACTS**

Avalanches or landslides have the potential to cause the following impacts on public safety:

- Injury and loss of life
- Commercial and residential structural and property damage
- Disruption of and damage to public infrastructure, utilities, and services
- Damage to roads/bridges resulting in loss of mobility
- Significant economic impact (jobs, sales, tax revenue) on the community
- Negative impact on commercial and residential property values
- Blockages of waterways and cascading effects, such as flooding
- Destruction of natural and cultural resources, with forest and fish habitats being most easily damaged or temporarily destroyed

## **2.2 Identification of Operational Lead and Primary Support(s)**

Typically, Anchorage Fire Department, Anchorage Police Department, and the Department of Public Works will establish a unified command (UC) in response to an avalanche or landslide and may be supported through mutual aid and contracted support. When multiple jurisdictions are impacted, if the response requires significant public outreach, or if the response requires the use of outside resources, the MOA EOC may be activated to provide support and coordination activities.

## **2.3 Assessment and Control of the Hazard**

- The following types of events may precede a landslide, and their occurrence should lead officials to look for indicators of landslide activity. These types of events include:
- Earthquake

- Volcanic eruption
- Severe storm
- Indicators of the potential for an imminent landslide include the following:
- Multiple freeze and thaw cycles throughout the winter months
- Springs, seeps, or saturated ground in areas that have not typically been wet before
- New cracks or unusual bulges in the ground, street pavements, or sidewalks
- Soil moving away from foundations
- Ancillary structures such as decks and patios tilting and/or moving relative to the main house
- Tilting or cracking of concrete floors and foundations
- Broken water lines and other underground utilities
- Leaning telephone poles, trees, retaining walls, or fences
- Offset fence lines
- Sunken or down-dropped roadbeds
- Rapid increase in creek water levels, possibly accompanied by increased turbidity (soil content)
- Sudden decrease in creek water levels though rain is still falling or just recently stopped
- Sticking doors and windows and visible open spaces indicating jambs and frames out of plumb
- A faint but noticeable rumbling sound that increases in volume as the landslide nears
- Unusual sounds, such as trees cracking or boulders knocking together, possibly indicating moving debris

Any indications that a landslide is imminent, is occurring, or has occurred should be immediately reported to Anchorage Police Department's non-emergency line 9-1-1, the associated jurisdiction's road department, MOA Public Works Department, and the MOA Office of Emergency Management (OEM).

## **2.4 Prevention and Infrastructure Protection Activities**

Prevention and infrastructure protection activities may include the following:

- Building codes and erosion ordinance in effect regarding build site and construction of structures in risk areas
- Protective measures such as rockfall barriers and surface erosion control methods
- Recognition of the presence of active or potential slope movement and of the types and causes of the movement is essential to land-slide mitigation. Recognition depends on an accurate evaluation of the geology, hydrogeology, landforms, and interrelated factors such as

environmental conditions and human activities. Only trained professionals should conduct such evaluations. However, because local governments may need to contract for such services, they should be aware of the techniques available and their advantages and limitations.







- Techniques for recognizing the presence or potential development of landslides include the following:
- Map analysis
- Analysis of aerial photography and imagery and profiles
- Analysis of acoustic imagery and profiles
- Field reconnaissance
- Aerial reconnaissance
- Drilling
- Acoustic imaging and profiling
- Geophysical studies
- Computerized landslide terrain analysis
- Instrumentation

## **2.5 Notifications and Alert and Warning**

The following information is used to convey the level of danger for alert and warning notifications.

### **2.5.1 NORTH AMERICAN PUBLIC AVALANCHE DANGER SCALE**

The following table outlines the avalanche danger determined by the likelihood, size, and distribution of avalanches and provides additional travel advice. The National Weather Service (NWS) may issue avalanche warnings on behalf of partners agencies and organizations.

North American Public Avalanche Danger Scale				
Avalanche danger is determined by the likelihood, size and distribution of avalanches.				
Danger Level		Travel Advice	Likelihood of Avalanches	Avalanche Size and Distribution
<sup>5</sup> <b>Extreme</b>		Avoid all avalanche terrain.	Natural and human-triggered avalanches certain.	Large to very large avalanches in many areas.
<sup>4</sup> <b>High</b>		Very dangerous avalanche conditions. Travel in avalanche terrain <b>not</b> recommended.	Natural avalanches likely; human-triggered avalanches <b>very</b> likely.	Large avalanches in many areas; or very large avalanches in specific areas.
<sup>3</sup> <b>Considerable</b>		Dangerous avalanche conditions. Careful snowpack evaluation, cautious route-finding and conservative decision-making essential.	Natural avalanches possible; human-triggered avalanches likely.	Small avalanches in many areas; or large avalanches in specific areas; or very large avalanches in isolated areas.
<sup>2</sup> <b>Moderate</b>		Heightened avalanche conditions on specific terrain features. Evaluate snow and terrain carefully; identify features of concern.	Natural avalanches unlikely; human-triggered avalanches possible.	Small avalanches in specific areas; or large avalanches in isolated areas.
<sup>1</sup> <b>Low</b>		Generally safe avalanche conditions. Watch for unstable snow on isolated terrain features.	Natural and human-triggered avalanches unlikely.	Small avalanches in isolated areas or extreme terrain.
Safe backcountry travel requires training and experience. You control your own risk by choosing where, when and how you travel.				
<b>No Rating</b>		Watch for signs of unstable snow such as recent avalanches, cracking in the snow, and audible collapsing. Avoid traveling on or under similar slopes.		

## 2.6 Selection and Implementation of Protective Actions

Protective actions that may be implemented in response to landslides and avalanches include the following:

- **Evacuation.** Evacuation should be conducted whenever indicators of an imminent landslide or avalanche have been observed in an area that threatens life and should remain in place until subject matter experts have certified an area safe for repopulation.
- **Road closure / perimeter establishment.** Similar to evacuation, if indicators of an imminent landslide or avalanche have been observed in an area through which people or livestock travel, roadways should be closed, and a perimeter established until subject matter experts can certify the area safe for reentry.
- **Proactive release.** Slopes at risk for imminent landslide or avalanche may be proactively released using explosives or other mechanical means to control the time and other conditions of that release.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to landslides and avalanches include the following:

- **Utility restoration.** Rapid utility restoration is critical for incident stabilization and to reduce cascading effects.
- **Slope stabilization.** Several types of measures can be taken pre- or post-slide to increase stabilization. These are:
  - Geometric methods, in which the geometry of the hillside is changed (in general, the slope).
  - Hydrogeological methods, in which an attempt is made to lower the groundwater level or to reduce the water content of the material.
  - Chemical and mechanical methods, in which attempts are made to increase the shear strength of the unstable mass or to introduce active external forces (e.g., anchors, rock or ground nailing) or passive forces (e.g., structural wells, piles, or reinforced ground) to counteract the destabilizing forces.
- **Debris removal.** Debris flows can impede traffic as well as block drainages, leading to subsequent flooding. Whereas debris removal is typically considered a recovery action, for landslides and avalanches, it becomes part of incident stabilization.

## 2.8 Recovery Actions

The key objectives of short-term recovery following a landslide or avalanche response are to provide restoration of lifeline services and facilities and to return individuals and families to their homes and businesses.

Recovery actions may include:

- **Damage assessments.** A thorough accounting of damaged facilities and infrastructure should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.
- **Seeding.** Using wild plant seeds in denuded areas for rapid germination and regeneration of vegetation to hold the soil and protect the watershed from erosion.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.

## 3. Related Training

The following courses are suggested for those involved in avalanche or landslide response. This list is not exhaustive. Contact MOA for more information about course registration.

### COMET/MetED Courses

- Avalanche Weather Forecasting

### FEMA Independent Study



- IS-271.a: Anticipating Hazardous Weather & Community Risk, 2<sup>nd</sup> Edition
- IS-633: Debris Management Plan Development
- IS-632: Introduction to Debris Operations

Additional Training

- OS21000 Snow and Avalanche Science for Professionals, Alaska Pacific University
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Civil Unrest and Terrorism</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation BB</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Police Department (local)</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center University of Alaska Police Department Airport Police Alaska State Troopers Whittier Police Department Anchorage Fire Department Emergency Medical Services</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Civil unrest and terrorism incidents can be facilitated by lone actors or domestic or international organizations and are defined as threats or acts of violence resulting in large-scale injury and/or loss of life, damages to property, and/or disruption of civil order which exceed local response capabilities.

The purpose of the Municipal of Anchorage (MOA) Civil Unrest and Terrorism Appendix (Appendix) is to identify and describe the methods the MOA uses to prepare for and respond to civil unrest and domestic or international terrorism incidents. It identifies and describes specific protocols, structures, concerns, capabilities, training, agencies, and resources to prevent, mitigate against, prepare for, respond to, and recover from civil unrest and terrorism acts. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of civil unrest or a terrorist act.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a civil unrest or terrorism act that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to civil unrest or terrorism acts.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

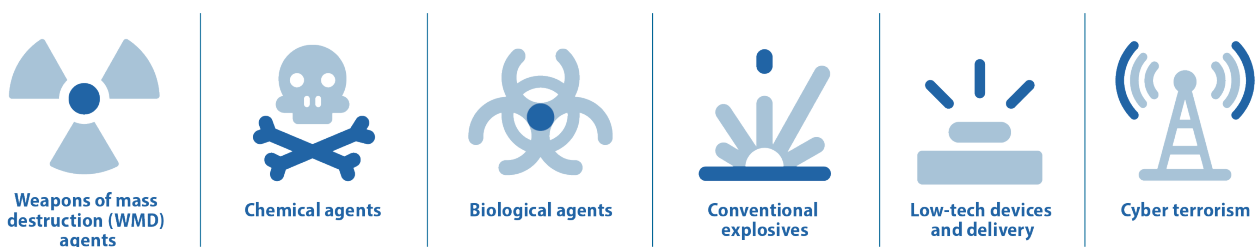
For this Appendix, the term **civil unrest** describes a circumstance when a group of people engages in a form of obstruction that may escalate into riots, sabotage, willful damage of property, and other forms of crime. Triggers may include racial tension, religious conflict, unemployment, a decrease in the

normally accepted level of services, an increase in the normally accepted level of the cost of goods, or unpopular political actions, such as war.

The term **terrorism** describes a circumstance when a person or group of people engages in the use of threats or violence and seeks to create fear, not just with direct victims but among a wide audience. The objective of a terrorist is to create a sense of terror that will induce the population toward a specific end.

Terrorism hazards include, but are not limited to, the following:

- **Weapons of mass destruction (WMD) agents.** WMDs are defined as any weapon that is designed or intended to cause serious bodily injury or loss of life through the release, dissemination, or impact of toxic or poisonous chemicals; disease organisms, radiation, radioactivity, explosion, or fire.
- **Chemical agents.** Intended to seriously injure or cause loss of life or incapacitate people through physiological effects.
- **Biological agents.** May infect populations without their knowledge and will likely require detection through direct patient care providers and the public health community. Additionally, a biological agent can affect agricultural commodities over a large area.
- **Conventional explosives.** Along with secondary devices, such as improvised bombs, may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents.
- **Low-tech devices and delivery.** Most explosive and incendiary devices used by a terrorist would be expected to fall outside the definition of a WMD. Small explosives devices can be left in packages or bags in public areas for later detonation.
- **Cyber terrorism.** Involves the malicious use of electronic information technology to commit or threaten to commit acts dangerous to human life or against the government's critical infrastructures to intimidate or coerce a government or civilian population.



This Appendix provides a broad overview of the roles and responsibilities of various departments, agencies, and community-based organizations (CBOs) during times of civil unrest and acts of terrorism. It describes response objectives and critical tasks and outlines the types of prevention, protection, mitigation, response, and recovery actions that might be chosen in a civil unrest or terrorism incident.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place. For additional needs and support related to terrorism tied to chemical and biological agents, reference the Public Health and Medical Annex.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. The civil unrest and terrorism hazards have been assessed to have a low probability of occurrence with a likelihood of resulting in limited impacts on people, property, and the environment.

The Anchorage Police Department (APD) is the largest law enforcement agency in Alaska. Due to the size of the MOA community, there is significant coordination between various municipal, state, and federal law enforcement agencies as well as public safety agencies to ensure timely and seamless jurisdictional operations and avoid duplication of effort.

There have been many marches and protests in the MOA, most of which have been peaceful demonstrations.

### **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- A civil unrest incident and its impacts may develop slowly over days and weeks or may occur suddenly and without warning.
- Lawful protests by a group may draw counter-protesters from other groups with opposing ideologies, posing a hazard to protesters and first responders.
- There is potential for the number of civil disturbance participants to rapidly expand in size.
- Perimeters may be needed to control access to the affected area and assess potential effects on the population and the environment.

- Citizens may take matters into their own hands and use lethal force if necessary to protect themselves or their property.
- Civil disturbance can spread to different areas across the MOA within a relatively short amount of time.
- Many residential, commercial, and institutional structures could be damaged, requiring urban search & rescue (USAR) / heavy rescue mobilization.
- Residents could be displaced, requiring shelter and social service needs; sheltering activities could be short-term or long-term depending on the severity of the incident.
- Vital infrastructure, such as potable water supplies, electrical power, natural gas distribution systems, and sewer services, could be compromised.
- Essential vehicle and rail corridors could be damaged and impassible, damaging transportation operations.
- Communications infrastructure could be damaged, disrupting landline telephone, cellular telephone, radio, microwave, computer, and other communication services.
- There will be interest from the media that may contribute to complexity for their safety needs and right to access.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to civil unrest is supported by early recognition of a credible threat, maintaining an accurate comprehensive operating picture, and using an appropriate level of public safety resources and operational tools in the prevention and protection of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to MOA CEOP Section: 1 Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

The MOA's civil unrest response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Maintain officer safety.
- Manage coordinated response effort.
- Maintain public order and peace.

- Minimize economic impacts.
- Uphold constitutional rights of free speech and assembly.
- Keep the public informed of response activities.

### **2.1.3 CRITICAL TASKS**

During a civil unrest incident, critical tasks might include the following:

- Gather intelligence and create a common operating picture.
- Provide timely, verified, and actionable information to the public, and manage rumors and misinformation.
- Establish communication with lifeline partners as well as state and federal authorities if warranted; establish communication with civil unrest leaders if possible.
- Obtain and mobilize adequate resources to implement protective and stabilizing actions, including the use of callbacks and mutual aid.
- Establish the inner and outer perimeter of the impacted area(s).
- Coordinate with Emergency Medical Services (EMS) and hospitals to provide care.
- Manage fire and fire threats.
- Continue to provide law enforcement activity outside the scope of the incident.
- Establish frequent meetings between law enforcement and other response agencies for routine updates and situational awareness.
- Ensure response and supporting personnel can travel to their reporting/work locations safely.

### **2.1.4 IMPACTS**

Civil unrest can cause the following impacts to public safety and wellbeing:

- Looting and general vandalism, including damage to public and private property, structures, and systems
- Transportation route disruptions/blockages, making it difficult for uninvolved persons to leave the area and difficult for emergency response personnel to arrive
- Significant economic losses by either disrupting normal economic activities, loss of jobs, or property damage
- Interruption of official government operations
- Injury or death to responders and protesters as well as observers
- Rapid spread of fire setting due to slow response times of overwhelmed fire departments

- Response times delayed for areas outside of the impacted areas due to strained equipment and personnel resources

Long-term effects of civil unrest may include:

- A locally depressed economy.
- Environmental damage.
- Social disruption, including long-lasting animosity between contending groups.

## **2.2 Identification of Operational Lead and Primary Support(s)**

Anchorage Police Department serves as the lead to a civil unrest response and may be supported by other MOA and regional law enforcement agencies, if needed, through mutual aid agreements. In the MOA, there are several additional law enforcement agencies that might respond, including the University of Alaska Police Department, Airport Police, Alaska State Troopers, and Whittier Police Department. Both fire and emergency medical services (EMS) provide support to law enforcement response. If civil unrest is expected to or does span several jurisdictions or if the response requires the use of outside resources, the MOA EOC may be activated to provide support and coordination activities.

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.

## **2.3 Assessment and Control of the Hazard**

Intelligence about a potential or actual civil unrest or terrorist incident may come from a variety of sources. These include, but are not limited to:

- Reports from Alaska Information and Analysis Center (AIAC) - one of 79 fusion centers within the United States operated by local and state law enforcement in partnership with the U.S. Department of Homeland Security (A fusion center serves as a command center for gathering, analyzing, and disseminating intelligence and other public safety information.)
- Reports from the Alaska Department of Military and Veterans Affairs, and Division of Homeland Security and Emergency Management (DHS & EM)
- Front line personnel in local government non-public safety departments, such as public works and housing
- Front line personnel in local government public safety departments, including law enforcement and fire
- The public, especially in jurisdictions that educate using the Department of Homeland Security's (DHS) "See Something, Say Something" program

- Surveillance of internet and social media sites for keywords and issues of high community interest

All potentially credible reports of civil unrest or terrorism should be immediately reported to local law enforcement and the MOA Office of Emergency Management (OEM).

## 2.4 Prevention and Infrastructure Protection Activities

Prevention and infrastructure protection activities may include the following:

- **Signage.** Delineate property lines to prevent confusion and provide clarity to both protestors and law enforcement at what point trespassing occurs.
- **Highly visible security.** Visible security measures can deter aggressors. Perimeter-focused monitoring, placement of security personnel, and increased illumination can make people reconsider the difficulty of entering or damaging a facility.
- **Facility hardening.** Perimeter security such as walls, fences, and restricted areas should be well defined and in proper working order. Additionally, a standoff distance between demonstrators and company buildings and facilities should be created. Improvements to ground floor glass could mitigate building damage.
- **Public health surveillance.** Establish procedures to identify unexplained/increased casualties and recognition of similar symptoms or syndromes by clinicians in hospitals or clinical settings. Detection of some Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) agents could occur days or weeks after exposed individuals have left the site of the release; detection will likely occur at public health facilities receiving unusual numbers of patients, the majority of whom will self-transport.
- **Collect, analyze, and share actionable intelligence.** Intelligence collection, integration, analysis, and information sharing ensure partners, stakeholders, and senior leaders receive actionable intelligence and information necessary to inform their decisions and operations.
- **Detect and disrupt threats.** Use actionable intelligence to thwart attacks; an implementation may span a variety of techniques including, but not limited to, sweeping of critical infrastructure and facilities and grounding aircraft.
- **Protect designated leadership, events, and soft targets.** Ensure the protection and safety of elected leaders, personnel, and events of significance.
- **Counter WMD and emerging threats.** Rogue nations and non-state actors have more opportunities to develop, acquire, and use WMDs than ever before; this includes CBRNE and assisted technologies, such as unmanned aircraft systems, artificial intelligence, and biotechnology.

MOA partners should work with state and federal law enforcement partners regarding terrorism-related prevention and protection activities.

## 2.5 Notification and Alert and Warning



The National Terrorism Advisory System (NTAS) advisories communicate information about terrorist threats by providing timely, detailed information to the public, government agencies, first responders, public sector organizations, airports, and other transportation hubs.

Using available information, the advisories will provide a concise summary of the potential threat, information about actions being taken to ensure public safety, and recommended steps that individuals, communities, businesses, and governments can take to help prevent, mitigate, or respond to the threat.

NTAS consists of two types of advisories: bulletins and alerts.

- **Bulletins.** Communicates critical terrorism information that, while not necessarily indicative of a specific threat against the United States, can reach homeland security partners or the public quickly, thereby allowing recipients to implement necessary protective measures. Because DHS may issue NTAS Bulletins in circumstances not warranting a more specific warning, NTAS bulletins provide the Secretary of Homeland Security with greater flexibility to provide timely information to stakeholders and members of the public.
- **Alert.** Communicates specific, credible information about a terrorist threat against the United States. An alert may include specific information, if available, about the nature of the threat, including the geographic region, mode of transportation, or critical infrastructure potentially affected by the threat as well as steps that individuals and communities can take to protect themselves and help prevent, mitigate, or respond to the threat. The alert may take one of two forms:
  - **Elevated:** conveys credible threat information but only general information about timing and target such that it is reasonable to recommend implementation of protective measures to thwart or mitigate against an attack
  - **Imminent:** conveys credible, specific, and impending information about an expected attack in the very near term

Alert and warning for civil unrest incidents follow standard alert and warning procedures as described in the Public Information Alert and Warning Annex.

## 2.6 Selection and Implementation of Protective Actions

Protective actions that may be implemented in response to civil unrest or terrorism include the following:

- **Crowd management.** Techniques used to manage lawful assemblies before, during, and after the event to maintain lawful status through event planning, pre-event contact with event organizers, issuance of permits when applicable, information gathering, personnel training, and other means.
- **Traffic control.** Traffic control protocols should be in place to deal with large crowds and immobilized vehicles. Vehicle and foot traffic ingress and egress should be limited.
- **Crowd control and dispersal.** Techniques that include a show of force, crowd containment, dispersal equipment and tactics, and preparations for multiple arrests.

- **Establish hot and warm zones.** The hot zone is a non-permissive area where there is a direct hazard from the environment. This zone is sometimes referred to as the exclusion zone, especially where PPE does not mitigate the hazard, such as in the case of explosives or high dose radiation; the warm zone is a semi-permissive (buffer) area setup usually due to a continuing contamination hazard from casualties or equipment coming out of the hot zone. This zone is also referred to as the decontamination zone and is demarcated by a clean dirty line.
- **Evacuation or shelter-in-place.** Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by primary release of a hazard agent, the possible release of additional hazard agents, 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.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to civil unrest or terrorism include the following:

- **Crowd detainment and arrest.** The arrest of law violators, including those responsible for property damage and removal or isolation of persons inciting violent behavior.
- **Force protection.** The use of non-lethal and lethal operations to neutralize threats, such as water, tasers, batons, pepper spray, and snipers.
- **Firefighting.** It is common for fires to result from civil unrest or terrorism. Crews should be prepared to respond to a multitude of business, home, and car fires. Resource limitation may require prioritization of incident response.
- **Utility restoration.** Utility disruption may occur as a cascading effect of other vandalism or as a result of intentional action. Rapid utility restoration is critical for incident stabilization and to reduce cascading effects.
- **Medical aid.** Provision of EMS and rapid transport to appropriate level care facilities to protestors, first responders, and others.
- **Medical surge.** Facilities should be prepared for multi-hazard/multi-agent triage; planning should anticipate the need to handle large numbers of people who may or may not be contaminated but who are fearful about their medical well-being. Consider locations and capacities of medical care facilities within the jurisdiction and in surrounding jurisdictions, especially those with trauma care. Depending on the nature and extent of an incident, the most appropriate medical care facility may not necessarily be the closest facility.
- **Decontamination of people and animals.** 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.
- **Open or closed point of dispensing (POD) medical countermeasures (MCMs).** MCMs can include vaccines, antiviral drugs, antitoxins, antibiotics, and materials (e.g., personal protective

equipment) that may be used to prevent, mitigate against, or treat adverse health effects of an intentional, accidental, or naturally occurring public health emergency.

- **Mass care.** The location of mass care facilities will be based partly on the hazard agent involved; depending on the incident, evacuees may need to be screened for the need for decontamination / mass prophylaxis before acceptance into a mass care facility.

## 2.8 Recovery Actions

The key objectives of short-term recovery following a civil unrest incident are to provide restoration of lifeline services and facilities and to return individuals and families to their homes and businesses.

Recovery actions may include:

- **Damage assessments.** A thorough accounting of damage to the facility should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.
- **Evidence preservation.** Documentation of property damage may affect insurance claims and the ability of the justice system to seek additional penalties. All evidence, particularly video surveillance, should be cataloged and provided to law enforcement and regulatory agencies.
- **Debris removal.** Timely and safe removal of debris will be required in the instances of vandalism, property damage, and protester campsites. Security should be provided for crews conducting a cleanup of the affected areas to ensure safety and prevent the potential reoccurrence of violence.
- **Transition to mitigation.** Taking the lessons learned from the civil disturbance, critical infrastructure should begin its transition to the mitigation phase to use what has been gained to improve the security posture for future events.
- **Restore services and facilities.** Restoration of lifeline facilities and services must be prioritized to mitigate or stop cascading effects.
- **Repopulation of evacuated areas.** Once areas have been cleared, decontaminated, or otherwise deemed safe, repopulation of evacuated areas may begin; the individuals or agencies involved and the approach used for clearing and area should be well documented.
- **Mental health support services.** This should be provided for all impacted populations, including residents, visitors, and first responders; support may be provided by clinical psychologists, psychiatrists, social workers, and Critical Incident Stress Management (CISM) teams.

## 3. Related Training

The following courses are suggested for those involved in response to civil unrest or terrorism. This list is not exhaustive. Contact MOA for more information about course registration.

### Center for Domestic Preparedness (CDP) Courses

- FFE PER-202 Field Force Extrication Tactics

- ICAT PER-922 Integrating Communications, Assessment, and Tactics
- LEPM PER-264 Law Enforcement Protective Measures for Complex Incidents
- LEV2 AWR-936-V2 The Right to Protest and Law Enforcement Response
- LEV5 AWR-936-V5 Understanding Crowd Dynamics for Mitigation and De-Escalation of Large-Scale Events
- OLS V18 AWR-933-V18 Suspicious Activity Reporting – Working with Your Local Fusion Center
- AWR-933-V14 Lone Wolf Threat in Every Town USA

FEMA National Training and Education Division (NTED)

- PER-328-W: Situation Assessment for Complex Attacks
- PER-335: Critical Decision Making for Complex Coordinated Attacks
- PER-353: Active Shooter Incident Management with Complex Incidents
- PER-277: Advance Tactical Operations WMD Interdiction
- PER-232: Initial Law Enforcement Response to Suicide Bombing Attacks
- PER-356: Introduction to Tactical Emergency Casualty Care for First Care Providers

FEMA Emergency Management Institute

- E912: Preparing Communities for a Complex Coordinated Attack

Additional Training

- AWR-122 Law Enforcement Prevention and Deterrence of Terrorist Acts, Louisiana State University
- AWR-160-W WMD/Terrorism Awareness for Emergency Responders, Texas Engineering Extension Service
- AWR-230 Incident Response to Terrorist Bombings, New Mexico Institute of Mining and Technology
- Center for Homeland Defense and Security, self-study course on Understanding Terrorism: A Social Science View on Terrorism
- Any other training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Dam Failure</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation CC</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Fire Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Anchorage Police Department Alaska State Troopers</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Dam failures are defined as the release of water from a dam, stemming from technological failures such as structural deficiencies, natural causes such as earthquakes, or human interventions such as improper operation.

The purpose of the Municipality of Anchorage (MOA) Dam Failure Appendix (Appendix) is to identify and describe the MOA's specific concerns, capabilities, training, agencies, and resources to mitigate against the effects of dam and levee failures and other incidents that have the potential to harm downstream populations and/or infrastructure. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of a dam failure.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a dam failure that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to dam failures.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a dam is defined as an artificial barrier that has the ability to impound water, wastewater, or any liquid-borne material for the purpose of storage or control of water. Additionally, a dam failure is defined as a catastrophic type of failure characterized by the sudden, rapid, and uncontrolled release of impounded water or the likelihood of such an uncontrolled release. It is recognized that there are lesser degrees of failure and that any malfunction or abnormality outside the design assumptions and parameters that adversely affect a dam's primary function of impounding water is properly considered a failure. These lesser degrees of failure can progressively lead to or heighten the risk of a catastrophic failure. They are, however, normally amenable to corrective action.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during dam failures within the MOA. It outlines and describes response objectives, critical tasks, and the prevention, protection, mitigation, response, and recovery actions that can be taken to manage flooding and/or dam failure incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the dam failure hazard has a low probability of occurrence with the likelihood of resulting in negligible impacts on people, property, and the environment.

Dam safety is regulated by Alaska Statute 46.17 and Alaska Administrative Code 93 Article 3, Dam Safety, which became effective in May 1987. A dam failure can destroy property and cause injury and death downstream. A dam failure does not always involve a total collapse of the dam. Dams may fail due to structural deficiencies, poor initial design or construction, lack of maintenance or repair, weakening of the dam through aging, debris blocking the spillway, and other disasters, such as earthquakes, improper operation, or vandalism.

The failure of a dam can result in a major catastrophe with substantial economic impacts and loss of life. Since 1962, there have been three full breaches reported. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to dam failures can be found within the AHMP.

The following four dams exist within the MOA:

- Eklutna N Hydroelectric Project
- Lake O' the Hills Dam
- Lower Lake Dam
- Ship Creek Dam

### **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, tribal, and other local governments as well as private organizations.

- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Dams can fail quickly or erode gradually.
- Most dams will drain to their lowest level in less than 24 hours.
- A dam failure can destroy property and cause injury or loss of life downstream.
- A dam failure does not always involve a total collapse of the dam and will often be a spill event or partial failure.
- Dams may fail due to structural deficiencies, poor initial design or construction, lack of maintenance or repair, weakening of the dam through aging, debris blocking the spillway, or other disasters such as earthquakes, improper operations, or vandalism.
- There are varying degrees of failure that can contribute to the uncontrolled releases of water from the reservoir ranging from improper gated spillway operations to the partial or full breach of the main structural component of the dam.
- Lesser degrees of failure often occur in advance of a catastrophic failure and are generally amenable to mitigation if detected and properly addressed.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.
- There is little to no monitoring of the smaller dams by a utility or agency, and reports of issues will likely come in from individuals through emergency dispatch.

## 2. Concept of Operations

### 2.1 General

An effective response to a dam failure is supported by an awareness of dam structural integrity and maintenance, along with coordination with the Anchorage National Weather Service (NWS) Weather Forecast Office and dam owner, and timely restoration of impacted lifelines and critical facilities.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for a flooding event due to a dam failure will be dictated and driven by the scope and location of the event. There are 10 dams in MOA of varying degrees of hazard potential. Anchorage's dam failure response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.

- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

### **2.1.3 CRITICAL TASKS**

During a dam failure response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Communicate with all affected dam owners and other stakeholders and prepare resources.
- Coordinate with dam owners/operators to determine when it is necessary to initiate community warning systems and begin evacuations.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Evacuate individuals at risk of flooding from dam failure and provide mass care and shelter.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Provide prompt restoration of lifeline services and critical facilities.
- Support implementation of the dam Emergency Action Plan (EAP) for the affected location.

### **2.1.4 IMPACTS**

Dam failure incidents have the potential to cause the following impacts on the community and public safety:

- Injury and loss of life
- Damage to the dam(s) or loss of complete structure itself
- Loss and damage to property, roads, bridges, and utilities
- Disruptions to government and privately provided services
- Environmental devastation



- Impacts on local industry and commerce
- Health hazards from ruptured sewage lines and damage to septic systems
- High costs associated with flood-fighting services, clean-up operations, and repairs to damaged structures
- Inundation of local response equipment and flood-fighting resources

## 2.2 Identification of Operational Lead and Primary Support(s)

Anchorage Fire Department (AFD) will be the primary agency to act as Incident Command during a response where evacuations are required. Incident Command will identify the areas to be evacuated, the evacuation routes, equipment staging areas, and evacuee assembly areas. Oversight of all the staging and assembly areas is coordinated by the Incident Command. Alaska State Troopers and Anchorage Police Department are responsible for implementing any required evacuations or road closures as determined and directed by on-scene command. MOA Office of Emergency Management (OEM) will support and coordinate with all on-scene emergency response agencies, government officials, and land managers to determine evacuation needs and is responsible for issuing the appropriate public alerts.

Other operational lead and primary support agencies, depending on the dam, are as follows:

- **Eklutna N Hydroelectric Project.** Chugach is responsible for detecting and evaluating any dam safety incidents and determining the appropriate emergency level. Chugach is also responsible for activating the appropriate notification flowchart and providing updates on the status of the emergency situation at the dam and any emergency actions being taken by Chugach. If a member of the public calls 911 to report an emergency situation at the dam, then the Anchorage Police Department Dispatch is responsible for contacting the Chugach Dispatch Center to confirm the condition of the dam before notifying the public or mobilizing emergency response agencies.
- **Lake O' the Hills Dam.** The Lake O' the Hills Homeowners Association members are responsible for monitoring the status of the dam and providing notification to dispatch through 911 of any Condition Red situation.
- **Lower Lake Dam.** The Chugiak Birchwood Eagle River Rural Road Service Area and residents of Lower Fire Lake are responsible for monitoring the dam and identification of possible failure. MOA OEM is responsible to initiate emergency procedures if failure is imminent.
- **Ship Creek Dam.** Doyon Utilities is responsible for notifying Joint Base Elmendorf-Richardson (JBER) EOC of imminent dam failure. JBER EOC will then notify MOA OEM and state authorities.

Additional information about roles and responsibilities for dam failure response can be found in the corresponding dam EAP.

## 2.3 Assessment and Control of the Hazard

According to the State Hazard Mitigation Plan, there are several general causes of a dam failure:

- Inadequate spillway capacity, which results in dam overtopping during extreme rainfall events
- Internal erosion or piping caused by seepage through the embankment or foundation or along conduits
- Improper or insufficient maintenance, leading to decay and deterioration
- Inadequate design, improper construction materials, and poor workmanship
- Operation issues
- Failure of upstream dams on the same river system
- Landslide into a dam's reservoir, creating a wave that overtops the dam
- Seismic instability

The following types of events could precede a flooding or dam failure event:

- Earthquakes and seismic activity
- Volcanic eruptions
- Severe storms
- Faulty design, construction, or operation inadequacies to dams or levees
- Dam failures and levee failures

Indicators of the potential for large-scale flooding and/or dam failures include:

- Excessive rainfall and severe storms.
- Rapid melting of snow and ice.
- Runoff buildups from smaller and larger creeks and streams.
- Cracks and seeps in levees and dams.
- Excessive water build-up in flood-prone areas.
- Water levels nearing the capacity of a dam or levee.

## **2.4 Prevention and Infrastructure Protection Activities**

Preventative and infrastructure protection activities:

- Class I and Class II dams have preestablished EAPs as required by 11 AAC 93.164.
- The Department of Natural Resources (DNR) should inspect all Class I and Class II dams every three years and Class III dams every five years.
- Persons, businesses, agencies, and others that are involved in the design, construction, and operation of dams should participate in the Alaska Dam Safety Program.

- Maintain current and up-to-date flood maps in coordination with the local Federal Emergency Management Agency (FEMA) Floodplain Coordinator.

## 2.5 Notification and Alert and Warning

In the event of an emergency at a dam, the dam owner is the primary entity responsible for taking steps to prevent the failure of the dam and alert the local authorities to ensure the safety of the public downstream of the dam. Each dam EAP contains notification flowcharts. If the owner does not take appropriate steps, DNR can seize control of the dam and take necessary action to protect the safety of the public and mitigate the emergency, including dewatering and breaching the dam if necessary.

## 2.6 Selection and Implementation of Protective Actions

Proactive actions that may be implemented in response to flooding and/or dam failures include:

- **Evacuations.** Evacuations should be implemented whenever indicators for flooding and/or dam failure incidents have been observed and pose a threat to life and infrastructure. These evacuations should stay in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Road closures / perimeter establishment.** Road closures / perimeter establishments should be put in place when indicators for flooding and/or dam failure incidents have been observed and pose threat to life and infrastructure. These road closures / perimeter establishments should remain in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Capacity releases of dams and levees.** Dams and levees that are at threat of failure or overtopping should have controlled releases not to exceed the maximum allowed release criteria of the dam or levee. These coordinated releases should be coordinated with local responders.
- **Sandbagging and water barriers.** Sandbags and water barrier devices should be deployed to areas to direct the controlled flow of water and to protect critical areas and infrastructure from flooding.
- **Dam-specific emergency action plans.** These plans detail the actions the owner will take in the event of a dam failure, potential dam failure, or other emergency involving the dam. The plan must have an inundation map and describe warning and evacuation procedures for affected persons. The plan must also include coordination with the local emergency management agency and DNR. MOA OEM retains a copy of the EAP for each dam within the MOA.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to flooding and/or dam failures include:

- **Utility restoration.** The rapid restoration of utilities is critical to stabilize the incident and prevent further deterioration of the incident.

- **Debris removal.** Debris from flooding and dam failures can block drainage and roads and cause flooding in other areas. Debris removal is critical to stabilize the incident and prevent further deterioration of the incident.
- **Capacity releases of dams and levees.** Dams and levees that are at threat of failure or overtopping should have controlled releases not to exceed the maximum allowed release criteria of the dam or levee. These controlled releases should be coordinated with local responders.
- **Shelter operations.** Shelter operations for populations displaced from the events of flooding and/or dam failure should be coordinated and mobilized as quickly as possible. Shelter operations are critical to stabilizing the loss of life during the incident.

## 2.8 Recovery Actions

The objective of short-term recovery following a flooding and/or dam failure response is to provide restoration of the lifeline services and critical facilities and return individuals to their homes and businesses.

Recovery operations may include:

- **Damage assessments.** Accounting for the amounts of damage sustained to infrastructure should be completed as quickly as possible. This assessment should include not only the financial but also account for operational capacity.
- **Shelter operations.** Shelter operations for populations displaced from the events of flooding and/or dam failures may need to be coordinated through community-based organizations (CBOs) for longer-term recovery operations.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.
- **Dam rehabilitation.** Rehabilitation typically consists of bringing a dam up to current safety standards (e.g., increasing spillway capacity, installing modern gates, addressing major structural deficiencies) and repair addresses damage to a structure. Rehabilitation and repair are different from day-to-day operations and maintenance.

## 3. Related Training

The following courses are suggested for those supporting dam failure response. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study Courses

- IS-870.a Dams Sector: Crisis Management
- IS-871.a Dams Sector: Security Awareness
- IS-872.a Dam Sector: Protective Measures

- IS-874 Introduction to Seepage and Internal Erosion and the Emergency Response to Seepage Related Dam Risks
- IS-875 Identifying, Monitoring and Addressing Seepage and Internal Erosion at Dams
- IS-876 Evaluation and Analysis of Internal Erosion and Seepage Conditions at Dams

FEMA Residential / Non-Resident / Indirect Training

- L2455 Community Dam Safety, Preparedness, and Mitigation (2 days)
- L0291 Community Dam Safety, Preparedness, and Mitigation (4 days)

Additional Training

- COMET/MetEd self-study course on Dam Failure Concepts and Modeling
- Association of State Dam Safety Officials training on Improving Emergency Operations for Dam and Levee Failures and Incidents
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Earthquake</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation DD</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Anchorage Fire Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Building Services Alaska Department of Transportation and Public Facilities Anchorage Police Department</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Earthquakes are natural events precipitated by the intense shaking of the earth's surface. Earthquakes have the potential to generate high numbers of injuries and/or fatalities, significantly damage infrastructure, and interrupt or delay essential response activities, such as fire suppression and emergency medical services.

The purpose of the Municipality of Anchorage (MOA) Earthquake Appendix (Appendix) is to identify and describe specific concerns, capabilities, training, agencies, and resources to mitigate against, prepare for, respond to, and recover from earthquakes. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond to and operate in the event of an earthquake.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from an earthquake that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to earthquakes.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, an earthquake is defined as a sudden slipping or movement of a portion of the earth's crust or plates, caused by a sudden release of stresses. Earthquake epicenters are usually less than 25 miles below the earth's surface and are accompanied and followed by a series of vibrations. Near Anchorage, there are several fault zones that could have a significant impact, including the Castle Mountain fault just northwest of Anchorage and the Alaska-Aleutian subduction zone, where tectonic plates interact.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during earthquakes within the MOA. It outlines and describes response objectives, critical tasks, and the prevention, protection, mitigation, response, and recovery actions that can be taken to manage earthquake incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. The AHMP classifies earthquakes as either severe or minor. Based on current conditions within the MOA, severe earthquakes have been assessed to have a low probability of occurrence with a likelihood of catastrophic impacts on people, property, and the environment. Minor earthquakes have a high probability of occurrence with a likelihood of negligible impacts on people, property, and the environment.

Alaska has more earthquakes than any other region of the United States and is at risk of societal and economic losses due to damaging earthquakes. Earthquakes that occur on tectonic plate boundary faults near the coast can generate tsunamis that impact coastal communities.

On November 30, 2018, at 8:29 a.m. AKST, a magnitude 7.1 earthquake hit Anchorage in South Central Alaska. The earthquake's epicenter was near Point Mackenzie, about 10 miles north of Anchorage, and occurred at a depth of 29 miles. It was followed six minutes later by a magnitude 5.7 aftershock centered 2.5 miles north-northwest of the municipality. The earthquake could be felt as far away as Fairbanks. The National Tsunami Warning Center—itsself located inside the quake zone—issued tsunami warnings for nearby coastal areas, including Cook Inlet and the Kenai Peninsula, but they were lifted shortly after.

On average, there is a magnitude (M) 7 or greater earthquake somewhere in or offshore of Alaska every one to two years and an M 8 or greater approximately every 13 years. However, given Anchorage's geologic situation, a dangerous damaging earthquake with a lower M 7 or 8 could occur at any time in the MOA. The most significant earthquake in Anchorage was the 9.2 M recorded in 1964, the second most powerful earthquake in recorded history. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to earthquakes can be found within the 2022 AHMP.

### **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Alaska is one of the most seismically active regions in the world.
- Earthquakes that occur on tectonic plate boundary faults near the coast can generate tsunamis that impact coastal communities.
- Earthquakes can occur at any time and without warning.
- Numerous aftershocks may occur directly after the mainshock and may continue for hours, days, weeks, months, and years afterward. Aftershocks can be stronger than the initial earthquake.
- Fires can result from damaged power lines and gas mains and may hinder response operations.
- Landslides and avalanches can result from earthquakes and may hinder response operations.
- Volcanic activity can be caused by earthquakes and aftershocks.
- Roads, railways, bridges, seaports, and other transportation infrastructure may experience damage that may hinder evacuation and response operations.
- The exact number and location of impacted structures will depend on the earthquake's size, location, duration, and frequency.
- Unreinforced masonry buildings tend to be more vulnerable to earthquake damage than wood-framed buildings.
- Populations could be impacted by the loss of utilities and communication structures and business closures through the MOA.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to an earthquake is supported by maintaining an accurate comprehensive operating picture and using an appropriate level of public safety resources and operational tools in the prevention and protection of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES



In the MOA, the response and EOC activation for an earthquake will be dictated and driven by the scope and location of the event. A catastrophic earthquake event will require every functional area within the MOA. Anchorage's earthquake response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Inspect damaged assets and infrastructure.
- Protect environmentally sensitive areas.
- Reestablish essential services.
- Minimize economic impacts.
- Keep the public informed of response activities.

### **2.1.3 CRITICAL TASKS**

During an earthquake response, critical tasks may include the following:

- Coordinate calls with key agencies to facilitate updates and to receive information on potential or actual impacts on lifeline services and critical facilities.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Establish perimeters around areas of high risk and enact road closures on impacted roadways.
- Evacuate individuals within affected areas and provide mass care and shelter.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Locate individuals who have been injured or trapped following the earthquake.
- Identify the availability of resources outside of the impacted area(s).
- Secure alternate communication methods due to outages or disruptions.
- Provide prompt restoration of lifeline services and critical facilities.

### **2.1.4 IMPACTS**

Earthquakes have the potential to cause the following impacts on the community and public safety:

- Injury and loss of life
- Loss and damage to property, roads, bridges, and utilities
- Dam and levee failures leading to flooding

- Structure flooding from ruptured water lines
- Destruction to agriculture and damage to vegetation
- Disruptions to government and privately provided services
- Environmental devastation
- Impacts on local industry and commerce
- Health hazards from ruptured sewage lines and damage to septic systems, methane, or leachate collection systems
- High costs associated with earthquake services, clean-up operations, and repairs to damaged structures

## **2.2 Identification of Operational Lead and Primary Support(s)**

The Anchorage Fire Department serves as the lead to earthquake response to stabilize the incident and preserve life safety. They may partner with Building Services to conduct structural analysis to restore community lifelines and may be supported by other MOA agencies, the Alaska Department of Transportation and Public Facilities (DOT & PF), and others. Both law enforcement and emergency medical services (EMS) provide support to fire department response. The MOA EOC may be activated to provide support and coordination activities.

## **2.3 Assessment and Control of the Hazard**

The following types of events could precede an earthquake event:

- Volcanic eruptions
- Tremors or a swarm of small earthquakes
- Unusual animal behavior

Impacts of a larger-scale earthquake incident include:

- Fires resulting from damaged power lines and gas mains.
- Dam and/or levee failures causing downstream flooding.
- Aftershocks that continue after the main earthquake.
- Heavy rainfall post-earthquake that may produce landslides.
- Damage to infrastructure spanning the entire MOA.
- Economic impacts to business and industry throughout MOA.

## **2.4 Prevention and Infrastructure Protection Activities**

Preventative and infrastructure protection activities for earthquakes include:

- Adherence to international, national, and local building codes.
- Adherence to geotechnical design standards.
- Fortification of buildings to fix structural issues.
- Nonstructural seismic mitigation.

## 2.5 Notification and Alert and Warning

The United States Geological Survey (USGS) Earthquake Hazards Program is part of the National Earthquake Hazard Reduction Program (NEHRP) established by Congress in 1977. The USGS Advanced National Seismic System (ANSS) was established by Congress as a NEHRP facility. The USGS and its partners monitor and report earthquakes, assess earthquake impacts and hazards, and perform research into the causes and effects of earthquakes.

Additionally, the Earthquake Early Warning (EEW) system for Alaska is a system for warning the public and automated alert systems that a significant earthquake has begun and that shaking will soon occur at their location. EEW alerts can be delivered via internet, radio, television, dedicated emergency broadcast networks, and cellular networks via smartphone apps or the Federal Wireless Emergency Alert System. The EEW system for Alaska is relatively new and still under development, with new sensors continually being added.

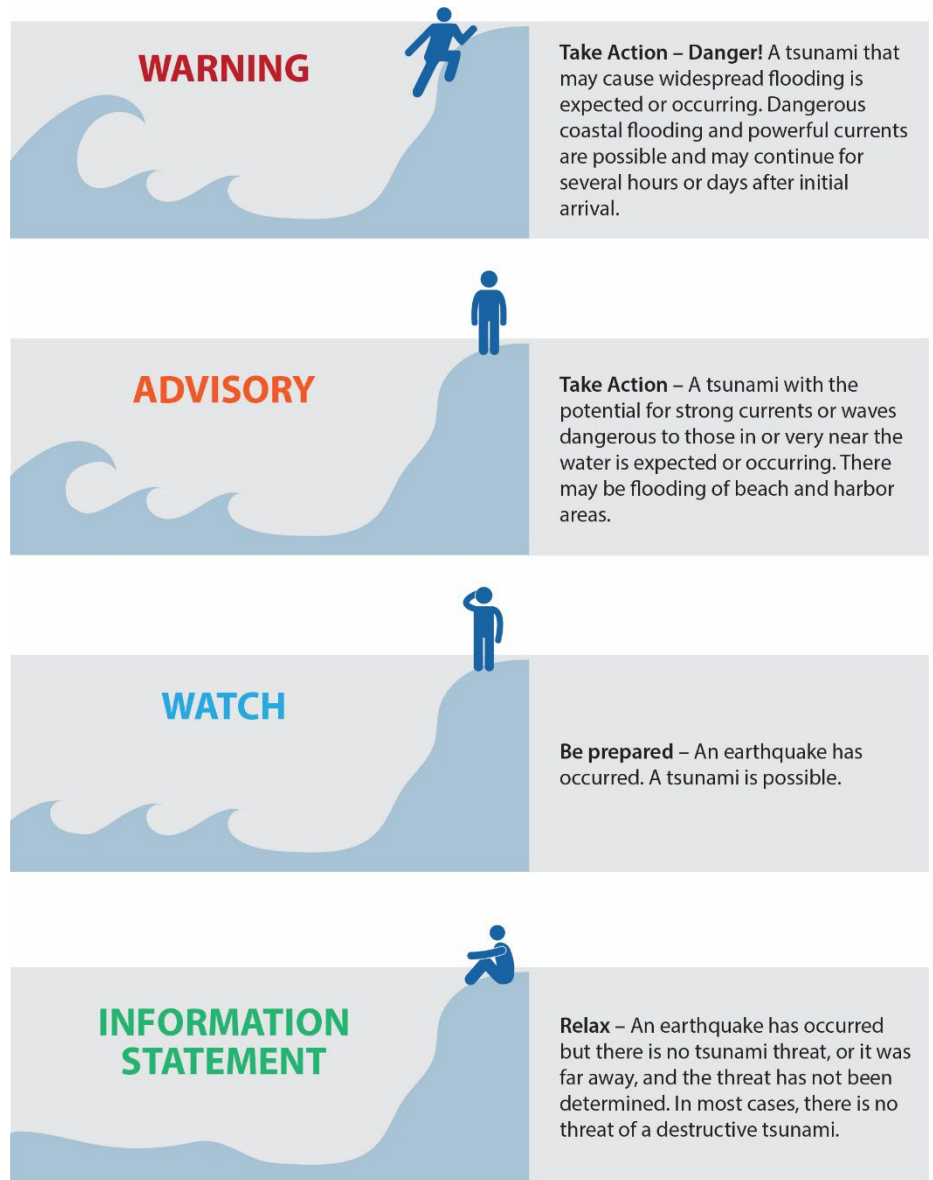


Figure 1: Tsunami Notification Levels

Earthquakes may also trigger tsunami alerts. Tsunami notification messages are issued by the National Tsunami Warning Center (NTWC) as shown in Figure 1.

## 2.6 Selection and Implementation of Protective Actions

Proactive actions that may be implemented in response to earthquakes include educating the public on developing household emergency plans and how to protect oneself during an earthquake.

Additional protective actions may include:

- **Building codes, practices, and code enforcement.** Alaska led the nation in the strictest state building codes and in 1977, led to the creation of the National Earthquake Hazards Reduction Program. Alaska is currently credited to be one of the strictest states in seismic safety code requirements because of the local Alaska code of amendments to the International Build Code (IBC) and the International Existing Building Code (IEBC) that the state adopts following every code cycle of the IBC and IEBC. Within the MOA, there are populated areas outside of the Building Safety Service Area (BSSA) that do not require building permits or structural inspection. Some structures outside of this area had greater damage from the 2018 earthquake than those within the BSSA.
- **Development of mass casualty incident (MCI) plans.** There are 24 major hospitals in Alaska, five of which are designated trauma centers. Three major hospitals serve the general MOA population (Alaska Regional Hospital, Providence Alaska Medical Center, and Alaska Native Medical Center) along with the 673rd Medical Group on Joint Base Elmendorf Richardson Hospital for military beneficiaries. Alaska Native Medical Center is the only Level II trauma center in the state and is typically at capacity. MCI plans will help triage patients to hospital and health care facilities in order to treat patients and prevent one facility from being overstrained and inundated.
- **Publicizing risk-reduction planning meetings and meeting notes.** Informing the general public and creating awareness of the state and local government interests in supporting risk-reduction efforts will build a culture of preparedness among Alaskans; increased awareness will allow for more informed decision-making and the integration of mitigation planning into all aspects of community planning and development. This includes updates to the Hazard Mitigation Plan and other risk reduction activities.
- **Encouraging the adoption and enforcement of stronger seismic safety provisions when appropriate.** Areas of known soil performance concerns, steep slopes, etc., should require a geotechnical assessment prior to permitting. Seismic standards should be established and applied to new construction (especially any saturated soils, excavation practices, and fill practices). These practices will minimize the impacts of seismic hazards on development and enhance safe construction in high-hazard areas. Prioritizing seismic safety with construction will reduce the losses associated with future earthquakes.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to earthquakes include:

- **Firefighting.** It is common for fires to result from earthquakes. Crews should be prepared to respond to a multitude of business, home, and car fires. Resource limitation may require prioritization of incident response.

- **Medical aid.** Provision of EMS and rapid transport to appropriate level care facilities for residents, visitors, and first responders.
- **Medical facilities activate EOCs.** Medical facilities should activate their EOCs and announce their designated “code” that requires personnel across the health system from their labor pool, including in private clinics and practices, to report to the hospital to respond to possible patient surges.
- **Medical surge.** Facilities should be prepared for triage. Planning should anticipate the need to handle large numbers of people who may or may not be injured but who are fearful about their medical well-being. Planning should consider the locations and capacities of medical care facilities within the jurisdiction and in surrounding jurisdictions, especially those with trauma care.
- **Utility restoration.** The rapid restoration of utilities is critical to stabilize the incident and prevent further deterioration of the incident. Shutting off gas lines to households can prevent gas leaks and fires.
- **Debris removal.** Debris from earthquakes can block roads and make access to portions of the community impassable.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of earthquakes, should be coordinated and mobilized as quickly as possible.

## 2.8 Recovery Actions

The objective of short-term recovery following earthquake response is to provide restoration of the lifeline services and critical facilities and return individuals to their homes and businesses.

Recovery operations may include:

- **Damage assessments.** Accounting for the amounts of damage sustained to infrastructure should be completed as quickly as possible. This assessment should include not only the financial but also account for operational capacity.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of earthquakes, may need to be coordinated through CBOs for longer-term recovery operations.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.
- **Comprehensive natural-hazard risk assessments.** A comprehensive natural-hazard risk assessment should be conducted for all essential facilities, including schools and hospitals. Risk assessment needs and vulnerabilities should be integrated into local or state hazard mitigation planning or other risk reduction processes, leading to a path of resilience.

### 3. Related Training

The following courses are suggested for those with planning and response roles related to earthquakes. This list is not exhaustive. Contact MOA for more information about course registration.

#### FEMA Independent Study Courses

- IS-8.a Building for the Earthquakes of Tomorrow: Complying with Executive Order 12699
- IS-323 Earthquake Mitigation Basics for Mitigation Staff
- IS-325 Earthquake Basics: Science, Risk, and Mitigation
- IS-326 Community Tsunami Preparedness

#### FEMA Residential / Non-Residential / Indirect Courses

- E/L0312 Fundamentals of Building Science

#### National Earthquake Technical Assistance Program Courses

- ATC-20 Post Earthquake Safety Evaluation of Buildings
- Building Code Overview: Building Codes – Why They Matter
- Classroom and Beyond: Reducing Earthquake Risk in the Classroom and Beyond: Seismic Mitigation of Nonstructural Hazards in Schools
- FEMA E-74, Reducing the Risks of Nonstructural Earthquake Damage
- FEMA 232, Homebuilder's Guide to Earthquake-Resistant Design and Construction
- FEMA 395, Earthquake Safety and Mitigation for Schools
- FEMA P-767 Earthquake Mitigation for Hospitals
- FEMA P-909 Home and Business Earthquake Safety and Mitigation: Train the Trainer
- FEMA P-1000, Safer, Stronger, Smarter: A Guide to Improving School Natural Hazard Safety

#### Additional Training

- AWR-217 Tsunami Awareness, University of Hawaii, National Disaster Preparedness Training Center
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Extreme Weather</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation EE</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department Anchorage Police Department Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Contracted Support</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Extreme weather is a broad category that encompasses unusually severe and generally short-term meteorological conditions.

The purpose of the Municipality of Anchorage (MOA) Extreme Weather Appendix (Appendix) is to establish procedures to mitigate against the impacts of extreme weather on the residents of and visitors to Anchorage and to restore lifeline services in a timely and effective manner. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond to and operate in the occurrence of an extreme weather event.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from an extreme weather event that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to extreme weather events.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, extreme weather includes heavy snow, extreme cold, ice storms, high winds, thunder and lightning, hail, coastal storms, and storm surges across the MOA. High winds, ice storms, and heavy snow are the most likely types of extreme weather events to affect Anchorage.

- **Heavy snow.** Generally considered to be more than 12 inches of accumulation in less than 12 hours or 24 inches in 24 hours.
- **Extreme cold.** Extreme cold in Alaska typically involves temperatures below -40 °F. The region is accustomed to winter weather

- **Extreme heat.** Heat exceeding 90 °F for two or more days can be troublesome, because most households and businesses do not have air conditioning or fans, and individuals are not accustomed to higher temperatures.
- **Ice storm.** A term used to describe occasions when damaging accumulations of ice are expected during freezing rain situations. Ice storms result from the accumulation of freezing rain. The hazard most commonly occurs in a narrow band within a winter storm that is also producing heavy amounts of snow and sleet in other locations.
- **High winds.** Generally considered to be winds in excess of 75 miles per hour (mph). A strong wind can be considered to be between 45 and 75 mph. They can lead to dangerous wind chill temperatures or combine with loose snow to produce blinding blizzard conditions. High winds have the potential to cause serious damage to a community's infrastructure, especially above-ground utility lines.
- **Heavy rain.** Occurs when rainfall is sufficient to cause localized or widespread flooding. Concern over potential flooding occurs when 10% of an area's annual rainfall occurs in a single day.
- **Fog.** Fog appears when the air is saturated with water vapor. A drop in temperature will cause the excess water vapor to condense into water droplets. These droplets, if thick enough, will turn into fog. When it is foggy, ice can be deposited on the roadways, causing black ice conditions. Fog is considered dense when visibility is ¼ mile or less.

Other extreme weather events that are possible, but rare in the MOA, include tornadoes, coastal storms, storm surge, and hail. Climate change is occurring rapidly in Alaska, including the MOA, and may change the frequency and severity of the above-mentioned extreme weather events.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during extreme weather within the MOA. It outlines and describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage extreme weather incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Situation

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. The extreme weather hazard has been assessed to have a high probability of occurrence with the likelihood of resulting in limited impacts to people, property, and the environment.



Anchorage is likely to experience numerous extreme weather events each year as the category of hazards is broad. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to extreme weather can be found within the 2022 AHMP.

## 1.4 Planning Assumptions

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Extreme weather-related hazards can occur at any time throughout the year.
- A warming climate is likely to further increase the frequency and size of wildfires and other extreme weather-related hazards.
- Extreme weather may impact a large geographic area that may not be limited to the MOA.
- The diverse nature of extreme weather poses a challenge to maintaining adequate monitoring of potential threats.
- Timely and accurate notifications to the public of impending hazardous weather events or those which have occurred may save lives, decrease injuries, and reduce some types of property damage. Provisions must be made to provide notifications to those people with disabilities and access and functional needs (DAFN), such as the hearing- and sight-impaired and institutions (e.g., nursing homes and correctional facilities).
- The local National Oceanic and Atmospheric Administration (NOAA) Weather Radio station will broadcast weather watches and warnings issued by the National Weather Service (NWS). Weather radios are activated when such messages are broadcast.
- The fast-moving nature of extreme weather, such as thunderstorms, flash floods, snowstorms, ice storms, and blizzards requires constant monitoring of conditions to provide an adequate response.
- Extreme weather impacts, such as power outages or transportation disruptions, may last well beyond the actual weather event.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to an extreme weather incident is supported by early alert and warning, successful evacuation of threatened individuals, and timely restoration of impacted lifelines and critical facilities.

### **2.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **2.1.2 INCIDENT OBJECTIVES**

In MOA, the response and EOC activation for extreme weather will be dictated and driven by the scope and location of an event. Most extreme weather events do not pose a major threat to large populations or infrastructure. For weather events that impact people or infrastructure, a coordinated multi-disciplinary response will be required. MOA's response strategy to extreme weather is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities and necessary individual and household protective activities.

### **2.1.3 CRITICAL TASKS**

During an extreme weather incident response, critical tasks may include the following:

- Coordinate calls with key agencies to facilitate weather updates and spot forecasting and receive information on potential or actual impacts on lifeline services and critical facilities.
- Anticipate and accommodate the needs of vulnerable populations, including DAFN, and provide culturally relevant and inclusive information.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Evacuate individuals within potentially affected areas and provide mass care and shelter.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Provide prompt restoration of lifeline services and critical facilities.

### **2.1.4 IMPACTS**

Extreme weather incidents have the potential to cause the following impacts on public safety:

- Injury and loss of life
- Overload of first responders due to response to numerous small incidents (e.g., downed power lines, minor flooding) or a large incident (e.g., flooding at a health care facility)
- Infrastructure damage, including transportation routes
- Inability of first responders to reach some geographical locations
- Disruption of emergency and public communications (e.g., internet and cell outages)
- Extended power outages
- Hazardous waste contamination in urban and riverine areas
- Impacts on water quality
- Environmental damage

## 2.2 Identification of Operational Lead and Primary Support(s)

Anchorage Fire Department, Anchorage Police Department, and the Public Works Department will establish unified command in response to extreme weather and may be supported through mutual aid and contracted support. When multiple jurisdictions are impacted, if the response requires significant public outreach or if the response requires the use of outside resources, the MOA EOC may be activated to provide support and coordination activities.

## 2.3 Assessment and Control of the Hazard

The following types of events could precede or have an impact on a severe weather event:

- Prolonged rainfall and storms
- Changes to the jet stream
- Severe temperature fluctuations
- Fluctuations in atmospheric air pressure or wind
- Cumulonimbus clouds
- Clashes in air masses
- Topography and geography

## 2.4 Prevention and Infrastructure Protection Activities

Proactive action that may be implemented in response to severe weather events include:

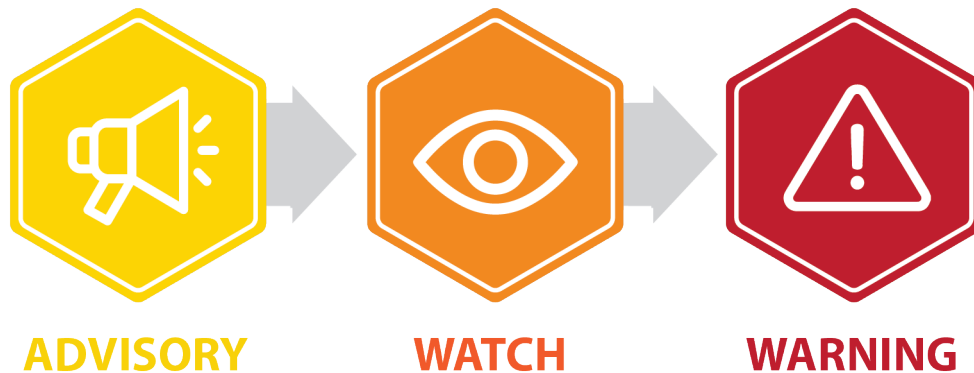
- **Evacuations.** Evacuations should be implemented whenever indicators for flooding and/or dam failure incidents have been observed and pose threats to life and infrastructure. These evacuations should stay in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.

- **Road closures / perimeter establishments.** Road closures / perimeter establishments should be put in place when indicators for flooding and/or dam failure incidents have been observed and pose threat to life and infrastructure. These road closures / perimeter establishments should remain in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Capacity releases of dams and levees.** Dams and levees that are at threat of failure or overtopping should have controlled releases not to exceed the maximum allowed release criteria of the dam or levee. These releases should be coordinated with local responders.
- **Sandbagging and water barriers.** Sandbags and water barrier devices should be deployed to areas to direct the controlled flow of water and to protect critical areas and infrastructure from flooding.

## 2.5 Notification and Alert and Warning

Many severe weather events can develop rapidly and with short notice; oftentimes members of the public may begin to observe and report the development of severe weather events through social media and other platforms.

Advisories, watches, and warnings are non-routine products issued by the NWS. These products advise the public of meteorological events that could pose a threat to life and property.



- **Advisory.** For less serious conditions that cause significant inconvenience and, if caution is not exercised, could lead to situations that may threaten life and/or property.
- **Watch.** Issued when the risk of hazardous weather or hydrological event has increased significantly but its occurrence, location, and/or timing is still uncertain. It is intended to provide enough lead time so those who need to set their plans in motion can do so. Watches will either evolve into warnings or advisories or be canceled if the conditions dissipate.
- **Warning.** Issued when hazardous weather or hydrologic event is occurring, is imminent, or has a very high probability of occurrence. It is used for conditions posing a threat to life or property. The NWS is the single "official" voice when issuing warnings for life-threatening situations.

The NWS will issue advisories, alerts, and warnings directly to the public through radio and television broadcasts as well as NOAA weather radio alerts. NWS is also able to leverage social media and other platforms to assist the MOA in targeted public messaging, including the creation of public information products.

The NWS Anchorage office provides information on current hazards, current conditions, radar, forecasts, rivers and lakes information (through the river forecast center), climate, and past weather information, through the following offices: southcentral, southwest, Bering, Juneau/Southeast, and central/northern geographic areas. A link for the NWS Alaska Region Headquarters can be found at <https://www.weather.gov/arh/>

Additionally, active advisories, watches, and warnings by the NWS are posted by the Alaska Department of Environmental Conservation at <https://dec.alaska.gov/commish/national-weather-service-active-advisories/>

For a list of federal disaster, Alaskan State Disaster, and Disaster Center links that provide watches, warnings, advisories, and other severe weather data and information, visit the Disaster Center Alaska Page at <https://disastercenter.com/alaska/alaska.htm>

## 2.6 Selection and Implementation of Protective Actions

Protective actions that may be implemented in response to severe weather include:

- **Public messaging.** Public messaging should be timely and actionable, providing residents and visitors with the information they need to mitigate the impacts of incoming severe weather. This may include recommendations to charge phones, stock up on food and other supplies, shelter-in-place or evacuate as appropriate, and protect windows.
- **Evacuations.** Evacuations may be considered when severe weather is forecasted and poses threats to life and infrastructure. These evacuations should stay in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Heating or cooling shelters.** Some types of severe weather may necessitate the need for heating or cooling shelters, such as when power outages occur during extreme temperatures.
- **Road closures / perimeter establishment.** Road closures / perimeter establishments should be put in place when indicators for flooding, landslides, and other potential road hazards are apparent. These road closures / perimeter establishments should remain in place until severe weather watches and warnings have been lifted and emergency service agencies verify the safety of reopening.
- **Sandbagging and water barriers:** Sandbags and water barrier devices should be deployed to areas to direct the controlled flow of water and to protect critical areas and infrastructure from flooding.
- **Boil notices.** Boil notices may be enacted to protect the public from compromised water supplies.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented to respond to severe weather incidents include the following:

- **Utility restoration.** Rapid utility restoration is critical for incident stabilization and to reduce cascading effects.
- **Debris removal.** Debris flows can impede traffic as well as block drainages, leading to subsequent flooding or transportation issues for response partners.
- **Decontamination.** Decontamination efforts led by trained personnel in the wake of a chemical, biological, or radiological spill caused by severe weather. It is imperative that all MOA response personnel are trained in emergency response and follow the most up-to-date proper protocols and procedures.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of severe weather should be coordinated and mobilized as quickly as possible.

## 2.8 Recovery Actions

The key objectives of short-term recovery response are to provide restoration of lifeline services and facilities and to return individuals and families to their homes and businesses.

Recovery actions may include:

- **Reentry.** Reentry of displaced populations should only occur after the safety of residences and other infrastructure has been cleared by first responders and/or appropriate public works experts, depending on the magnitude of damage.
- **Damage assessment.** A thorough accounting of damage to the impacted area should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of severe weather, may need to be coordinated through community-based organizations (CBOs) for longer-term recovery operations.
- **Temporary housing.** To restore emergency shelter facilities to their originally intended functions, the MOA must help stranded residents find temporary housing.

## 3. Related Training

The following courses are suggested for those involved in Extreme Weather response. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-271 Anticipating Hazardous Weather and Community Risk

### FEMA Residential / Non-Residential / Indirect Courses

- E0102 The Science of Disasters

- G0271 Hazardous Weather and Flooding Preparedness
- G0272 Warning Coordination
- G0365 WEM: Partnerships for Creating and Maintaining Spotter Groups

National Weather Service Training Portal

- COMET/METed Emergency Management Training
- Dual-Polarization Radar Training for NWS Partners
- Emergency Managers Weather Information Network (EMWIN)
- Enhanced Fujita Scale Training
- Anticipating Hazardous Weather and Community Risk, 2nd Edition

Additional Training

- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Flood</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation FF</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Police Department Anchorage Office of Emergency Management Emergency Operations Center</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Flooding hazards in the Municipality of Anchorage (MOA) include riverine, icing, or urban but generally occur when water submerges land that is usually dry.

The purpose of the MOA Flood Appendix (Appendix) is to identify and describe the MOA's specific concerns, capabilities, training, agencies, and resources to mitigate against, prepare for, respond to, and recover from flood emergencies or disasters. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond to and operate in the event of a flooding incident.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a flooding incident that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to flooding incidents.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, flooding is defined as a general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or of two or more properties from:

- Overflow of inland or tidal waters.
- Unusual and rapid accumulation or runoff of surface waters from any source.
- Mudslides (i.e., mudflows) which are proximately caused by flooding and are akin to a river of liquid and flowing mud on the surfaces of normally dry land areas, as when earth is carried by a current of water and deposited along the path of the current.



- Collapse or subsidence of land along the shore of a lake or a similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels that result in a flood as defined above.

Most floods fall into three major categories: riverine flooding, coastal flooding, and shallow flooding. Icing, riverine flooding, and urban flooding are the three flood-related hazards that most commonly affect the MOA.

- **Icing.** Also called aufeis, icing occurs when the growth of large bodies of ice on the streambed during freezing-up or breakup creates an obstruction to normal streamflow, causing river and streams to leave their banks.
- **Riverine flooding.** The overbank flooding of rivers and streams.
- **Urban flooding.** Results from the conversion of land from wetlands or woodlands to parking lots and roads, through which the land loses its ability to absorb rainfall, causing runoff to overwhelm natural and constructed drainages.
- **Shallow flooding.** Defined as flooding with an average depth of one to three feet in areas where a clearly defined channel does not exist. This can occur for a variety of natural or human-caused reasons.

Other types of flooding that may occur infrequently in the MOA include ice jam floods, flash floods, fluctuating lake level floods, alluvial fan floods, and glacial outburst floods. Additional problems caused by flooding are deposition and stream bank erosion.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during flooding incidents within the MOA. It outlines and describes response objectives, critical tasks, and the prevention, protection, mitigation, response, and recovery actions that can be taken to manage flooding incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Situation

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the flooding hazard has a high probability of occurrence with the likelihood of resulting in negligible impacts on people, property, and the environment.

Flooding occurs when weather, geology, and hydrology combine to create conditions where river and stream waters flow outside of their usual course. In the MOA, these natural factors are largely seasonal and can be exacerbated by development which increases the frequency of flood events. The MOA spans a wide range of climatic and geologic regions, resulting in considerable variation in precipitation. The amount of precipitation an area will receive is largely determined by elevation and slope aspect or direction.

Within the MOA, annual precipitation varies from less than 15 inches at Ted Stevens Anchorage International Airport (TSAIA) to over 70 inches in Girdwood and along Turnagain Arm. Snowmelt from the Chugach Mountains provides a continuous water source throughout the year and can contribute significantly to the development of flooding. Overall, riverine flooding in the MOA does not generally threaten large populations or critical infrastructure. However, there is a greater chance of flooding in heavy snow seasons. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to flooding can be found within the 2022 AHMP.

The MOA has almost 10,000 acres of delineated floodplain and more than 3,500 parcels that are partially or wholly located within the regulatory floodplain. It is understood that ongoing development increases the potential for flooding since natural areas that had historically functioned as flood storage are displaced. The MOA is a participating member of the National Flood Insurance Program (NFIP) and currently holds a Community Rating System (CRS) class ranking of 7, meaning that policyholders in Anchorage receive a 15% discount on their flood policy premiums.

## 1.4 Planning assumptions

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Weather conditions dictate and impact the speed and onset of flooding emergencies.
- Normal flooding conditions build up over time, allowing time for preventative actions and evacuations.
- Floodwaters can move rapidly and slow down as they spread over flatlands, losing velocity and depth.
- Flooding occurs when weather, geology, and hydrology combine to create conditions where river and stream waters flow outside of their usual course and “spill” beyond their banks.
- Snowmelt from the Chugach Mountains provides a continuous water source throughout the year and can contribute significantly to the development of flooding.
- A flood can injure or cause loss of life as well as damage property.

- A flood may disrupt public utilities, including water supplies and water treatment facilities.
- A flood may impact the transportation system by washing out roads or damaging bridges and culverts.
- Overflowing wastewater treatment systems can expose people to raw sewage, leading to illness.
- Standing pools of water may become breeding grounds for mosquitoes.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to flooding is supported by early recognition of weather events along with coordination with the Anchorage National Weather Service (NWS) Weather Forecast Office.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for a flooding event will be dictated and driven by the scope and location of the event. Most floods within the MOA are in isolated or contained areas that do not pose a major threat to large populations or infrastructure. Anchorage's flood response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Maintain warning and emergency response systems.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During a flood-related incident response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.

- Evacuate individuals at risk of flood inundation and provide mass care and shelter.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Avoid floodwaters either on foot or by car. Water may be deeper than it appears and can hide hazards such as sharp objects, washed-out road surfaces, electrical wires, chemicals, etc.
- Provide prompt restoration of lifeline services and critical facilities.

#### **2.1.4 IMPACTS**

Flooding incidents have the potential to cause the following impacts on community and public safety:

- Injury and loss of life
- Damage to the dam(s) or loss of complete structure itself
- Loss and damage to property, roads, bridges, and utilities
- Damage to vegetation
- Disruptions to government and privately provided services
- Impacts on local industry and commerce
- Health hazards from ruptured sewage lines and damage to septic systems
- High costs associated with flood-fighting services, clean-up operations, and repairs to damaged structures
- Inundation of local response equipment and flood-fighting resources

#### **2.1.5 EROSION AND THE NATIONAL FLOOD INSURANCE PROGRAM**

The NFIP was established in 1968 "to provide flood insurance in communities which adopt and adequately enforce floodplain management ordinances that meet minimum [program] requirements." (National Flood Insurance Act of 1968, P.L. 90-448) The Municipality of Anchorage joined the NFIP in 1979. The program has three objectives:

- Identify flood risks (both coastal and riverine) and disseminate this information to the public, lenders, insurance and real estate agents, and state and local governments.
- Assure the purchase of sufficient insurance and the enrollment of adequate numbers of communities and individuals to curtail the expansion of federal disaster relief and flood control programs.
- Encourage wise use of the floodplain through mitigation requirements and activities in communities that wish to obtain federally backed flood insurance.

In addition to providing flood insurance and reducing flood damages through floodplain management regulations, the NFIP identifies and maps the nation's floodplains. Mapping flood hazards creates broad-based awareness of the flood hazards and provides the data needed for floodplain management programs and to actuarially rate new construction for flood insurance. These maps are Flood Insurance Rate Maps, commonly referred to as FIRMs.

FIRMs produced by FEMA have been one of the primary tools for flood hazard planning for the communities like Anchorage that participate in the NFIP. These communities rely on FEMA flood hazard maps to regulate floodplain development and otherwise mitigate against flood losses.

NFIP communities regulate the floodplain for a variety of reasons, but some of the most important reasons include: 1) protect people and property, 2) ensure federal flood insurance and disaster assistance is available, 3) save tax dollars, 4) avoid liability and litigation, and 5) reduce future flood losses. Participation in the NFIP is based on an agreement between a local government and the federal government. If a community adopts and enforces a floodplain management ordinance that meets program standards, the federal government will make flood insurance available within the community at a low cost.

Flood insurance covers direct physical loss caused by a flood. In simple terms, a flood is an excess of water on land that is normally dry. The official definition used by the NFIP is a general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or two or more properties (at least one of which is your property) from:

- Overflow of inland or tidal waters.
- Unusual and rapid accumulation or runoff of surface waters from any source.
- Mudflow.
- Collapse or subsidence of land along the shore of a lake or similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels that result in a flood as defined below.

## **2.2 Identification of Operational Lead and Primary Support(s)**

Anchorage Fire Department (AFD) will establish the initial Incident Command (IC) and may expand to Unified Command (UC) with Anchorage Police Department (APD) and/or Department of Public Works (DPW) as appropriate. When impacts across multiple jurisdictions require outside resources and large-scale public outreach, the MOA EOC may be activated to provide planning and resource coordination, and support.

## **2.3 Assessment and Control of the Hazard**

The following types of events could precede a flooding or dam failure event:

- Earthquakes and seismic activity
- Volcanic eruptions
- Severe storms

- Faulty design, construction, or operation inadequacies to dams or levees
- Dam failures and levee failures, leading to the onset of large-scale flooding events

Indicators of the potential for large-scale flooding and/or dam failures include:

- Excessive rainfall and severe storms.
- Rapid melting of snow and ice.
- Runoff buildups from smaller and larger creeks and streams.
- Cracks and seeps in levees and dams.
- Excessive water build-ups in flood-prone areas.
- Water levels nearing the capacity of a dam or levee.

## 2.4 Prevention and Infrastructure Protection Activities

Preventative and infrastructure protection activities:

- **Emergency action plans (EAPs).** Dam owners must maintain EAPs for all Level I and Level II dams required by 11AAC 93.164.
- **Dam inspections.** Level I and Level II dams should be inspected three years and Level III dams every five years.
- **Storm drain clearing.** Routinely maintain all storm drains to prevent unnecessary clogging.
- **Flood maps.** Maintain current and up-to-date flood maps in coordination with the local FEMA Floodplain Coordinator.
- **Flood hazard permits.** The MOA requires a flood hazard permit for all new construction in the floodplain. Construction must be anchored against movement by floodwaters, resistant to flood forces, constructed with flood-resistant materials, and flood-proofed or elevated. These standards apply to new structures and to substantial improvement of the existing structure. Additionally, most other types of development within the floodplain also require a flood hazard permit, such as grading, cut and fill, installation of riprap, and other bank stabilization techniques.
- **Floodplain management.** Engage in floodplain management activities, such as:
  - Acquisition of damaged homes and businesses.
  - Relocation of structures.
  - Return of property to open space.
  - Wetlands protection.
  - Recreational use.

- Buyout programs.
- Retrofitting programs.
- Building codes and zoning.
- Outreach to the public and local businesses.
- Education of local elected officials and staff.

## 2.5 Notification and Alert and Warning

The NWS routinely monitors weather patterns and situations and will issue active advisories, watches, and warnings as they relate to rain and snowfall that may impact flooding.

The NWS Alaska-Pacific River Forecast Center provides a number of products and services that discuss the possibility of flooding throughout Alaska, including the MOA. These include:

- Hydrologic outlooks.
- Hazardous weather outlooks that are issued daily.
- Graphical Weather Stories on NWS websites.
- Hydrologic statements that may be issued for high flows that are within the banks of a river or large creek.

When weather conditions become more favorable for flooding, the NWS will issue more directed products about conditions on rivers and large creeks.

- A **Flood Watch** will be issued on days when flooding is more likely on a river or large creek. A Flood Watch means flooding in the area is more likely than on a normal day but that flooding is not currently expected.
- A **Flood Warning** will be issued when flooding is forecast or occurring. A Flood Warning means flooding is expected or has been reported at designated river forecast points.
- **Flood Advisories** may be issued for minor flooding on rivers and creeks.
- **Areal Flood Warnings** may be issued for flooding on parts of rivers or large creeks not covered by designated river forecast points.

The NWS created the Advanced Hydrologic Prediction Service monitoring system. With this system, potential flooding along rivers and large creeks in Alaska can be monitored at <https://water.weather.gov/ahps>

## 2.6 Selection and Implementation of Protective Actions

Proactive actions that may be implemented in response to flooding and/or dam failures include:

- **Evacuations.** Evacuations should be implemented whenever indicators for flooding and/or dam failure incidents have been observed and poses threats to life and infrastructure. These

evacuations should stay in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.

- **Road closures / perimeter establishment.** Road closures / perimeter establishments should be put in place when indicators for flooding and/or dam failure incidents have been observed and pose threat to life and infrastructure. These road closures / perimeter establishments should remain in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Capacity releases of dams and levees.** Dams and levees that are at threat of failure or overtopping should have controlled release by the responsible party as designated in EAP plans, not to exceed the maximum allowed release criteria of the dam or levee. These coordinated releases should be coordinated with local responders.
- **Sandbagging and water barriers.** Sandbags and water barrier devices should be deployed to areas to direct the controlled flow of water and to protect critical areas and infrastructure from flooding.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to flooding and/or dam failures include:

- **Utility restoration.** The rapid restoration of utilities is critical to stabilize the incident and prevent further deterioration of the incident.
- **Debris removal.** Debris from flooding and dam failures can block drainage and roads and cause flooding in other areas. Debris removal is critical to stabilize the incident and prevent further deterioration of the incident. Public information for cleanup will need to be shared with individuals and households in the affected area.
- **Decontamination.** Decontamination may be needed following a chemical, biological, or radiological spill. It is important that all MOA response personnel are trained in emergency response and follow the most up-to-date proper protocols and procedures
- **Boil notices.** Boil notices may be issued to support the public health when water systems are compromised.
- **Capacity releases of dams and levees.** Dams and levees that are at threat of failure or overtopping should have controlled releases not to exceed the maximum allowed release criteria of the dam or levee. These releases should be coordinated with local responders and may involve the U.S. Army Corps of Engineers.
- **Rescue operations.** Rescue operations, such as swift water rescue, may be needed to support public safety and protect life.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of flooding and/or dam failure should be coordinated and mobilized as quickly as possible.



## 2.8 Recovery Actions

The objective of short-term recovery following a flooding and/or dam failure response is to provide restoration of the lifeline services and critical facilities and return individuals to their homes and businesses.

Recovery operations may include:

- **Damage assessments.** Accounting for the amounts of damage sustained to infrastructure should be completed as quickly as possible. This assessment should include not only the financial but also account for operational capacity.
- **Debris removal.** Debris removal in impacted areas may be needed to restore property and the environment.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of flooding and/or dam failures, may need to be coordinated through CBOs for longer-term recovery operations.
- **Temporary housing.** To restore emergency shelter facilities to their originally intended functions, the MOA must help stranded residents find temporary housing.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.
- **NFIP insurance claim.** If an NFIP policy is in force, financial recovery for homeowners, renters, businesses, and public entities can benefit from filing an NFIP claim as appropriate for each instance of flooding that may occur on their property.

## 3. Related Training

The following courses are suggested for those involved in a flooding response. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-162 Hazard Mitigation Floodplain Management in Disaster Operations
- IS-271.a Anticipating Hazardous Weather and Community Risk
- IS-273 How to Read a Flood Insurance Rate Map (FIRM)
- IS-322 Flood Mitigation Basics for Mitigation Staff
- IS-727 Floodplain Management and Protection of Wetlands
- IS-1112 Introduction to Flood Claims

### FEMA Residential / Non-Residential / Indirect Courses

- GO361 Flood Fight Operations

#### Additional Training

- AWR-362 Flooding Hazards: Science and Preparedness, University of Hawaii, National Disaster Preparedness Training Center
- AWR-378 Coastal Hazard and Vulnerability Assessment Tools, University of Hawaii, National Disaster Preparedness Training Center
- AWR-379 Coastal Hazards Awareness, University of Hawaii, National Disaster Preparedness Training Center
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Hazardous Materials</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation GG</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department (local)</b> <b>State On-Scene Coordinator</b> <b>Responsible On-Scene Coordinator</b> ----- <b>US Coast Guard</b> <b>Federal On-Scene Coordinator</b> <b>Other state and federal agencies</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management</b> <b>Emergency Operations Center</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

The Environmental Protection Agency (EPA) defines hazardous materials as any substance or chemical which is a health hazard or a physical hazard and which can cause harm to people, plants, or animals when released by spilling, leaking, pumping, pouring, emitting, emptying, discharging, injecting, escaping, leaching, dumping, or disposing into the environment.

The State of Alaska defines a hazardous substance as an element or compound which, when it enters into the atmosphere or in or upon the water or surface or subsurface land of the state, 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, oil, or a substance defined as a hazardous substance under 42 U.S.C. 9601(14).

The purpose of the Municipality of Anchorage (MOA) Hazardous Materials Appendix (Appendix) is to ensure situational awareness and identify and describe the procedures and methods to prepare for and respond to releases that involve hazardous materials (substances) that are manufactured, stored, or used at fixed facilities or in transport. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of a hazardous materials incident or spill.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a hazardous materials incident or spill that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to hazardous materials events.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP): Base Plan.

### 1.2 Scope

This Appendix outlines actions in support of hazardous materials incidents, including mobilizing and providing personnel, equipment, supplies, and other resources as required. This Appendix addresses actions surrounding initial response and mitigation activities.

Hazardous materials are organized into nine classes.

- Class 1: Explosives
- Class 2: Gases
- Class 3: Flammable Liquids
- Class 4: Flammable Solids
- Class 5: Oxidizer
- Class 6: Poisonous Materials
- Class 7: Radioactive Materials
- Class 8: Corrosive Materials
- Class 9: Miscellaneous Hazardous Materials

Additional information on the U.S. Department of Transportation (DOT) Hazard Classification System can be found [here](#).

This Appendix provides a broad overview of the roles and responsibilities of various departments, agencies, and community-based organizations (CBOs) during a hazardous materials incident. It describes response objectives and critical tasks and outlines the types of prevention, protection, mitigation, response, and recovery actions that might be chosen in a hazardous materials incident.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place. Additional tactical information on Hazardous Materials (HAZMAT) response conducted by the MOA is contained within the *MOA Fire Department HazMat Emergency Response Plan*.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the hazardous materials release hazard has a low probability of occurrence with the likelihood of resulting in negligible impacts to people, property, and the environment.

A hazardous materials incident is the intentional or accidental release of toxic, combustible, illegal, or dangerous nuclear, biological, or chemical agents into the environment. The materials that can cause a hazardous materials incident are wide-ranging. Examples include materials such as chlorine, sulfuric acid, gasoline, medical/biological waste, etc. Many accidents happen at fixed sites (where hazardous materials are stored or handled), but incidents may also occur during transportation (by road, rail, pipeline, or waterway). Even though no incidents in the MOA have resulted in a declared disaster, small-scale hazardous materials incidents have occurred.

In the event of a hazardous materials release, significant cooperation and coordination will be required between multiple local, state, and federal public safety and environmental organizations to ensure successful operations. Due to statutory requirements, it is important that all personnel involved in planning, response, and recovery operations be properly trained and credentialed by the appropriate controlling authority.

Additional information on historical incidents, chemicals present, economic risk, and infrastructure vulnerability specific to hazardous materials release within the MOA can be found in the AHMP and the Anchorage Community Right to Know reports.

## **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- HAZMAT incidents may impact transportation routes within the MOA, which could impact evacuation routes or response times.
- HAZMAT incidents are unique not only due to their complex nature but also due to the overlapping jurisdictional concerns and statutory mandates involved.
- The MOA may initiate specified actions independently but will communicate and coordinate those actions with impacted local governments.
- HAZMAT incidents can be accidental; caused by natural emergencies such as flooding, wildfires, or other extreme severe weather, or they may be intentionally caused as an act of terrorism or civil unrest.
- HAZMAT incidents generally occur quickly and tend to be over in a short time; however, recovery from impacts on the affected area can take days to weeks.
- Types of materials that can cause a HAZMAT incident are wide-ranging. Examples include, but are not limited to, chlorine, sulfuric acid, gasoline, medical/biological waste, etc.

- Most commonly HAZMAT incidents occur at fixed sites (where HAZMAT materials are handled or stored), but incidents may also occur during transportation (by road, rail, pipeline, or waterway).
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

Response and EOC activation for a Hazmat event will be dictated and driven by the scope and locations of the event. The vast majority of HAZMAT spills within Anchorage are small and do not pose a major threat to large populations or infrastructure. However, the potential exists for large spills or spills of materials that are extremely hazardous to public health and safety. An effective response to a hazardous materials incident is supported by maintaining an accurate comprehensive operating picture and using an appropriate level of public safety resources and operations tools in the protection and restoration of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for a hazardous materials incident will be dictated and driven by the scope and location of the event. Many different agencies with jurisdictional authority and statutorily mandated responsibilities will be involved. There are large amounts of hazardous materials stored and/or transported throughout MOA, putting densely populated and environmentally sensitive areas at risk. Anchorage's hazardous materials incident response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Control the source of the spill.
- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Contain and recover spilled material.
- Remove contamination from the area.
- Minimize economic impacts.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During a hazardous materials incident response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Establish perimeters around areas of high risk and enact road closures.
- Monitor air quality in impacted areas.
- Evacuate individuals within affected areas and provide mass care and shelter, and/or provide instruction on proper shelter-in-place actions.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Identify the availability of resources outside of the impacted area(s).
- Provide prompt restoration of lifeline services and critical facilities.

#### **2.1.4 IMPACTS**

Hazardous materials incidents have the potential to cause the following impacts on public safety:

- Injury and loss of life
- Commercial and residential structural and property damage
- Significant economic impact (jobs, sales, tax revenue) on the community
- Negative impact on commercial and residential property values
- Damage to vegetation
- Destruction of natural and cultural resources, with forest and fish habitats being most easily damaged or temporarily destroyed

#### **2.1.5 HEALTH RISKS POSED BY HAZARDOUS MATERIALS**

Hazardous materials vary greatly in the types of health risks they pose to humans. Emergency responders contend with the following potential health risks from hazardous materials: thermal, radiological, asphyxiation, chemical, etiological, or mechanical (TRACEM). The following sections briefly discuss each type of health risk.

- **Thermal harm.** Thermal harm results from exposure to temperature extremes. Thermal injuries can be external (from contacting or being in close proximity to a fire or other heat source) or internal (from inhaling fumes or heated air). Thermal injuries can also include frostbite from contact with low-temperature hazardous materials.
- **Radiological harm.** Radiological harm, perhaps the most misunderstood type of harm in the TRACEM model, results from exposure to radioactive materials. The most harmful types of

radiation cannot be seen, felt, or smelled. Special detection devices are required to monitor and measure levels of radiation, and these devices are becoming more available to emergency responders. Different types of radiation have different energy levels, and not all types are dangerous. For example, non-ionizing radiation (from sources such as fluorescent lights, radio waves, and microwaves) has enough energy to move atoms but not enough to alter them chemically. The radiation that poses a threat to humans is ionizing radiation, which can remove electrons from atoms and cause damage to living cells and DNA. Examples of ionizing radiation sources include medical isotopes used for diagnostic and therapeutic purposes, X-rays for imaging (medical and industrial), and some survey equipment.

- **Asphyxiation.** Asphyxiation results from exposure to materials that reduce oxygen to levels that may cause suffocation. Asphyxiation typically occurs in confined spaces or with extremely concentrated forms of simple asphyxiants. Asphyxiants displace so much oxygen from the ambient atmosphere that the lungs cannot supply enough to fully oxygenate the tissues, and the victim slowly suffocates. Many asphyxiants (e.g., carbon dioxide, methane) are odorless and tasteless (unless odorants are added), so one could become unconscious without realizing an asphyxiant gas is present.
- **Chemical harm.** Chemical harm results from exposure to chemicals, including poisons and corrosives. Injuries and illness vary by material. Chemical agents are classified according to the potential severity of their effects. More information on various chemicals and their effects is listed is on the U.S. Department of Health and Human Services (HHS) Chemical Hazards Emergency Medical Management (CHEMM) website, on the Safety Data Sheet (SDS) that should come with each chemical, in the Emergency Response Guide (ERG), and the NIOSH Pocket Guide to Chemical Hazards.
- **Etiological (biological) harm.** Etiological (or biological) harm results from exposure to biological materials, which include bacteria, viruses, and biological toxins. Symptoms of etiological harm are often delayed because the pathogens often require time to multiply sufficiently to cause illness in the person carrying the pathogen.
- **Mechanical harm.** Mechanical harm results from exposure to, or contact with, fragmentation or debris scattered because of a pressure release, explosion, or boiling liquid expanding vapor explosion (BLEVE). Certain, predictable reactions occur during and immediately after an explosion, which routinely injure or kill anyone in close proximity. The degree of harm is closely related to the size of the explosion and proximity to the device. Sources of injury include:
- **Fragmentation and flying debris.** The most common sources of injury from an explosion. Harm may include impaled objects, bone and skull fracture, and evisceration.
- **Blast overpressure.** A rapid increase in air pressure caused by rapid gas expansion. Human harm includes ruptures to the eardrums, blood vessels, and organs, torn organs, and lung collapse.
- **Secondary blast injuries.** When a victim is thrown by the blast overpressure into other objects. Harm may include spinal injuries, bone, and skull fractures.

#### 2.1.6 RISK-BASED RESPONSE



### 2.1.6.1 Risk-Based Response Process

First responders use a risk-based response process known as (APIE), which stands for “Analyze, Plan, Implement, and Evaluate,” when responding to an incident. This process allows responders to break a complex and potentially overwhelming response down into pieces to aid decision-making. The goal is to ensure responder health and safety while mitigating emergencies. The APIE process helps responders analyze the clues upon approaching the scene, determine a plan to improve the situation, implement the planned response actions to stabilize the incident, and evaluate the progress.

### 2.1.6.2 Hazardous Materials Identification and Response Resources

First responders use several resources to identify hazardous materials and respond appropriately:

- The ERG, issued by DOT, aids in the rapid identification of the specific or generic hazards of the material(s) involved in a transportation incident.
- SDS at facilities provide information on the properties of each chemical, the physical, health, and environmental hazards, protective measures, and safety precautions for handling, storing, and transporting the chemical.
- Additional resources include the National Institute for Occupational Safety and Health (NIOSH) Pocket Guide to Chemical Hazards, CHEMTREC, USCG CHRIS (Chemical Hazards Response Information System) manual, and the Wireless Information System for Emergency Responders (WISER).

### 2.1.7 ADDITIONAL OPERATIONAL CONSIDERATIONS

The following additional considerations should be kept in mind during operational response:

- The response to HAZMAT must be quantitative, measured, and verifiable due to legal requirements that may be investigated at a later date. In this instance, accurate record-keeping and maintenance is paramount.
- Due to statutory requirements, all personnel involved in planning, response, and recovery operations must be properly trained and credentialed by the appropriate controlling authority.
- HAZMAT emergencies are likely to result in significant media attention, which can have second and third order effects that may influence response and recovery operations. Such media attention can bring with it a disruptive protest element that must be mitigated to ensure successful response and recovery operations.

## 2.2 Identification of Operational Lead and Primary Support(s)

HAZMAT and oil spill emergencies are operationally and legally distinct from other types of emergencies the MOA will manage. Many different agencies with jurisdictional authority and statutorily mandated responsibilities will be involved.

- **HAZMAT release / oil spill response for land-based operation.** Anchorage Fire Department (AFD) provides incident response to all HAZMAT incidents/spills within Anchorage on both public and private property and assumes the role of Local On-Scene Coordinator (LOSC). For

significant events, a State On-Scene Coordinator (SOSC) and a Responsible Party On-Scene Coordinator (RPOSC) are assigned as part of the Unified Command.

- **HAZMAT / oil spill response for coastal waters operation.** The U.S. Coast Guard (USGS) has jurisdictional authority for HAZMAT incidents and oil spills occurring in the coastal waters and 1,000 yards inland and will assume the role of Federal On-Scene Coordinator (FOSC) for events occurring in these areas.

Others involved in spill prevention and response include:

- **The USCG and the EPA.** Designated federal lead agencies for preparing for and responding to oil spills. DOI fulfills a substantial support role to these agencies for preparedness and response. Additionally, numerous federal laws and regulations define DOI responsibilities for protecting the nation's natural and cultural resources, managing federal lands and waters, providing technical expertise and assistance, and engaging in government-to-government consultation with Native American Tribes.
- **The Alaska Division of Spill Prevention and Response (SPAR).** Prevents spills of oil and hazardous substances, prepares for when a spill occurs and responds rapidly to protect human health and the environment. Their website (<https://dec.alaska.gov/spar.aspx>) contains significant information on regulations, points of contact, response activities, and more.
- **The Office of Environmental Policy and Compliance (OEPC).** Receives initial notification of oil discharges or/and hazardous substance releases from the USCG or Environmental Protection Agency (EPA). OEPC ensures requests for Department of Interior (DOI) expertise or assistance reach the appropriate bureau(s)/office(s). OEPC also represents DOI on activations as well as the National Response Team (NRT), Regional Response Teams (RRTs), and International Joint Response Teams.

## 2.3 Assessment and Control of the Hazard

The following generalized hazardous materials response criteria are intended to be used as broad guidelines. The ultimate responsibility for determining the size, extent, complexity, and response level of any hazardous materials incident rests with the event's Incident Commander (IC).

### Controlled/Limited Emergency Condition

- Incident that can be controlled by the primary first response agencies of a local jurisdiction
- Single jurisdiction and limited agency involvement
- May require the affected area to shelter-in-place
- Does not require evacuation except for the affected structure or facility
- Confined geographic area
- No immediate threat to life, health, or property

### Intermediate Emergency Condition

- Potential threat to life, health, or property
- Expanded geographic scope
- Limited evacuation of nearby residents or facilities
- Involvement of one or more jurisdictions
- Limited participation or mutual aid needed from agencies that do not routinely respond to emergency incidents in the area
- Specialist or technical team called to the scene
- Combined emergency operations required, such as firefighting and evacuation or containment and emergency medical care

#### **Full Emergency Condition**

- Poses a serious hazard or severe threat to life, health, and property
- Large geographic impact
- Major community evacuation
- Multi-jurisdictional involvement
- State and federal involvement

## **2.4 Prevention and Infrastructure Protection Activities**

HAZMAT spill prevention is primarily based on ensuring that adequate safety measures are in place for the transportation, use, and storage of such materials.

#### **General safety measures**

- Store all chemicals properly.
- Anchor all shelves and storage cabinets. Do not overload them.
- Keep incompatible chemicals away from each other. Consult the Safety Data Sheet (SDS) for information on a chemical's incompatibility and proper storage practices.
- Limit purchases to only those chemicals needed in the smallest amount possible. The less on hand, the less that can spill.
- Keep all containers, including waste containers, tightly sealed when not in use.
- Keep all compressed gas cylinders secured. Segregate flammable gases from other gases when not actively being used.
- Maintain strict housekeeping standards in any areas where chemicals are used or stored.

#### **Refueling and servicing**

- Refueling should be conducted a minimum of 100 feet from waterways and within a designated refueling station.
- Routing maintenance of equipment should be conducted within designated staging areas or commercial facilities.
- When these measures cannot be taken, care should be taken to prevent spills during refueling and servicing, and additional spill control materials should be located onsite to provide adequate protection to soil and other resources from contamination.

### **Transportation**

- Procedures for loading and transporting fuels and other hazardous materials must meet the minimum requirements established by the United States Department of Transportation (USDOT) and other pertinent regulations.
- Prior to transporting hazardous materials, vehicles should be inspected for leakage and other potential safety problems.
- Vehicles carrying hazardous materials will be equipped with supplies sufficient to immediately contain a small spill.
- All hazardous materials should be properly signed (placard) and/or marked and properly containerized and labeled at all times, including during transportation.

### **Training**

Individuals involved in the handling or transport of hazardous materials must be trained in compliance with 29 CFR 1910.120(q)(6) which requires hazardous materials technicians to receive 24 hours of first responder operations level training and have competency in the areas listed. Such training should include the following, at a minimum:

- An overview of regulatory requirements
- Methods for the safe handling/storage of hazardous materials
- Spill prevention procedures
- General emergency response procedures
- Use of personal protective equipment
- Use of spill clean-up equipment
- Procedures for coordinating with emergency response teams
- Procedures for notifying agencies
- Procedures for documenting spills
- Identification of sites/areas requiring special treatment if any

Depending on an employee's competencies, more than 24 hours will more than likely be required.

## Other Local, State, and Federal regulatory requirements

- Develop facility emergency response plans.
- Submit Tier II reports, reporting spills per statute/regulation.
- Adhere to placard requirements in transportation and at fixed facilities.
- More information on the above and other pertinent regulations can be found at:
- Municipality of Anchorage, Code of Regulation, Sections 9.36.190 (Transporting hazardous materials, substance, or waste) and 16.110 (Hazardous Materials) available at [https://library.municode.com/ak/anchorage/codes/code\\_of\\_ordinances](https://library.municode.com/ak/anchorage/codes/code_of_ordinances)
- Alaska Department of Environmental Conservation Regulations 18.62 (Hazardous Waste) and 18.75 (Oil and Hazardous Substances Pollution Control) available at <https://dec.alaska.gov/commish/regulations/>
- Alaska Statutes Title 46. (Water, Air, Energy, and Environmental Conservation) and AS 29.35.500 (Hazardous Chemicals, Materials, and Waste Reporting) available at <https://www.akleg.gov/basis/statutes.asp>
- Code of Federal Regulations, 49 Parts 100 to 185 (Hazardous Materials Regulations) available at <https://www.ecfr.gov/>

## 2.5 Notification and Alert and Warning

Alaska state law requires all oil and hazardous substance releases to be reported to the Alaska Department of Environmental Conservation (ADEC) and federal law requires reporting to the National Response Center (NRC).

### 2.5.1 ADEC REPORTING

#### Hazardous Substance Releases

Any release of a hazardous substance other than oil/petroleum, in any amount, must be reported as soon as the person has knowledge of the discharge.

#### Oil/Petroleum Releases

- **To water.** Any release of oil to water must be reported as soon as the person has knowledge of the discharge.
- **To land.** Any release of oil in excess of 55 gallons must be reported as soon as the person has knowledge of the discharge. Any release of oil in excess of 10 gallons but less than 55 gallons must be reported within 48 hours after the person has knowledge of the discharge. A person in charge of a facility or operation shall maintain and provide to the department, on a monthly basis, a written record of discharge of oil from 1 to 10 gallons.
- **To impermeable secondary containment areas.** Any release of oil in excess of 55 gallons must be reported within 48 hours after the person has knowledge of the discharge.

### Additional Reporting Requirements for Regulated Underground Storage Tank (UST) Facilities\*

- Individuals must report a suspected below-ground release from a UST system, in any amount, within 24 hours [18 AAC 78.220©].
- If a release detection system indicates a leak may have occurred, including two months of invalid or inconclusive results, then it must be reported to the UST Unit. If unusual operation conditions are observed, including sudden loss, erratic dispensing (slow flow/no flow), or discharge to soil or water, report to the UST Unit: 907-269-3055 or 907-269-7679.

\*Regulated UST systems are defined at 18 AAC 78.005. Releases at heating oil tanks must be reported.

#### How to report

- During normal business hours, call the Anchorage Department of Environmental Conservation (DEC) response team office at 1-907-269-3063.
- Outside normal business hours, call 1-800-478-9300 (International: 1-907-269-0667).

More information is available on the ADEC website at <https://dec.alaska.gov/spar/ppr/spill-information/reporting>

### 2.5.2 NRC REPORTING

The NRC maintains a 24-hour-per-day, 7-day-a-week, 365-day-a-year operations center where all information is:

- Received via the toll-free number (1-800-424-8802).
- Entered directly into an online database system.
- Electronically disseminated as part of the National Response System.

Once contacted, the NRC Duty Officer will guide the caller through a detailed series of questions based on the Standard Report Form to gather as much information as possible concerning the spill or release. The information is immediately entered into the Incident Reporting Information System (IRIS) and based on several preestablished criteria, including material involved, mode of transportation, injuries, damage, and fatalities, select federal agency notification will take place within 15 minutes of receipt.

NRC reporting requirements are as follows:

- **Oil spills.** Section 311(b)(5) of the Federal Water Pollution Control Act, Section 306(a) of the Outer Continental Shelf Lands Act Amendments of 1978, and Section 16(b) of the Deepwater Ports Act of 1974, require that the responsible party notify the NRC as soon as knowledgeable of an oil spill from a vessel or facility operating:
  - In or along U.S. navigable waters.
  - On the outer continental shelf.
  - In a deepwater port.

- From a vessel transporting oil from the outer continental shelf.
- **Chemical releases.** The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) requires that all releases of hazardous substances (including radionuclides) exceeding reportable quantities, be reported by the responsible party to the NRC. Title 40 of the Code of Federal Regulations Part 302 promulgates reportable quantities and reporting criteria. All the Extremely Hazardous Chemicals (EHS) which overlap with the CERCLA listed chemicals table (40 CFR Part 302.4) should be reported to NRC as well as to the Local Emergency Planning Committee (LEPC) and the State Emergency response Commission (SERC).
- **Transportation accidents.** Transportation accidents involving hazardous materials, including radioactive substances, must be reported to the NRC immediately by the carrier when, as a direct result of the materials, one or more of the following occurs:
  - A person is killed
  - A person receives injuries requiring hospitalization
  - Property damage exceeds \$50,000
  - Fire, breakage, or spillage of an etiologic agent occurs

Further details can be found in 49 CFR 171.15.
- **Liquid pipeline releases.** The responsible party must call the NRC when a pipeline system failure releases a hazardous liquid or carbon dioxide which causes any of the following:
  - An explosion or fire
  - An escape to the atmosphere of more than five barrels a day of highly volatile liquid or carbon dioxide
  - A death or injury
  - Property damage exceeding \$50,000
  - Pollution of any body of water
  - An incident deemed significant by the operator

Further details can be found in 49 CFR 195.52.
- **Gas pipeline releases.** Releases of any toxic, corrosive, or flammable gas, liquefied natural gas (LNG), or gas from an LNG facility must be reported to the NRC by the responsible party when at least one of the following occur:
  - A death or injury involving patient hospitalization occurs
  - More than \$50,000 damage occurs (including cost of lost gas)
  - The release results in the emergency shutdown of an LNG facility

- An incident is deemed significant by the operator.

Further details can be found in 49 CFR 191.

- **Other releases or discharges.** Other releases or discharges from a hazardous waste treatment or storage facility must be reported by the emergency coordinator at the facility. Abandoned dump or waste sites should be reported by anyone having knowledge of such a site.

More information can be found on the NRC website at <https://www.epa.gov/emergency-response/national-response-center>.

## 2.6 Selection and Implementation of Protective Actions

Protective actions that may be implemented in the response phase include the following:

- **Establish hot and warm zones.** The hot zone is a nonpermissive area where there is a direct hazard from the environment; this zone is sometimes referred to as the exclusion zone, especially where PPE does not mitigate the hazard, such as in the case of explosives or high-dose radiation. The warm zone is a semi-permissive (buffer) area set up usually due to a continuing contamination hazard from casualties or equipment coming out of the hot zone; this zone is also referred to as the decontamination zone and is demarcated by a clean/dirty line.
- **Evacuation or shelter-in-place.** Evacuation may be required from inside the perimeter of the scene to guard against further casualties from contamination by primary release of a hazard agent, the possible release of additional hazard agents, secondary devices, or additional attacks targeting emergency responders; temporary in-place sheltering may be appropriate if there is a short-duration release of HAZMAT or if it is determined to be safer for individuals to remain in place.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented to respond to HAZMAT incidents include the following:

- **Clean-up/abatement/remediation.** Cleanup or other methods used to remove or contain a toxic spill or other hazardous materials from an impacted area.
- **Medical aid.** Provision of emergency medical services (EMS) and rapid transport to appropriate level care facilities for sick and injured.
- **Medical surge.** Facilities should be prepared for multi-hazard/multi-agent triage. Planning should anticipate the need to handle large numbers of people who may or may not be contaminated but who are fearful about their medical well-being; consider locations and capacities of medical care facilities within the jurisdiction and in surrounding jurisdictions, especially those with trauma care. Depending on the nature and extent of a HAZMAT incident, the most appropriate medical care facility may not necessarily be the closest facility.



- **Decontamination of people and animals.** 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.
- **Open or closed point of dispensing (POD) medical countermeasures (MCMs).** MCMs can include vaccines, antiviral drugs, antitoxins, antibiotics, and materials (e.g., personal protective equipment) that may be used to prevent, mitigate, or treat adverse health effects of an intentional, accidental, or naturally occurring public health emergency.
- **Mass care.** The location of mass care facilities will be based partly on the hazard agent involved; depending on the incident, evacuees may need to be screened for the need for decontamination / mass prophylaxis before acceptance into a mass care facility.

## 2.8 Recovery Actions

The key objectives of short-term recovery response are to provide restoration of lifeline services and facilities and to return individuals and families to their homes and businesses.

Recovery actions may include:

- **Damage assessments.** A thorough accounting of damage to the impacted area should be completed as quickly as possible; this assessment should include not only the financial impact but also account for operational capacity. Damage assessments are the critical first step taken on the path to achieving the restoration of impacted physical and natural resources through the release of hazardous materials. They are used to determine the nature and extent of the injury and the amount of damages caused by the release.
- **Abatement/remediation.** When long-term clean-up is necessary, the MOA should ensure that efforts follow regulations in place by federal Environmental Protection Agency (EPA) guidelines and ADEC cleanup standards as conveyed in 18 AAC 75, Article 3; 18 AAC 78, Article 3; and 18 AAC 78, Article 6. Typically, a specialized contractor will be hired for long-term or ongoing remediation by the responsible party or the jurisdiction.
- **Repopulation of evacuated areas.** Once areas have been cleared, decontaminated, or otherwise deemed safe, repopulation of evacuated areas may begin; the individuals or agencies involved and the approach used for clearing and area should be well documented.

## 3. Related Training

The following courses are suggested for those involved in Hazardous Materials response. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-5 An Introduction to Hazardous Materials

### Center for Domestic Preparedness Residential / Non-Residential Courses

- AWR-358 Hazardous Materials Awareness Distance Learning

- HEC-PER Evidence Collection in a Hazardous Materials Environment
- HMBR-PER-338 Hazardous Materials Basic Responder for Mass Casualty Incidents
- AWR-922 Environmental Health Training in Emergency Response Awareness Course

#### National Fire Academy Courses

- 00243 Hazardous Materials Incident Management
- R0655 Advanced Science of Hazardous Materials Response

#### Alaska Department of Public Safety

- Hazardous Materials Awareness (HMA)
- Hazardous Materials Operations (HMO)
- Hazardous Materials Technician (HMT)

#### Additional Training

- PER-365 (Web Available) Emergency Response to HazMat Incidents, International Association of Fire Fighters
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Severe Erosion</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation HH</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Building Services Alaska Department of Transportation &amp; Public Facilities</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Erosion is caused by a variety of natural and human-induced determinants and in turn can result in the destruction of property, development, and infrastructure. In Alaska, erosion may be coastal, riverine, or wind-induced.

The purpose of the Municipality of Anchorage (MOA) Severe Erosion Appendix (Appendix) is to identify and describe the methods the MOA uses to prepare for and respond to severe erosion. It identifies and describes specific protocols, structures, concerns, capabilities, training, agencies, and resources to prevent, mitigate against, prepare for, respond to, and recover from severe erosion. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of severe erosion.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from severe erosion that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to severe erosion.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a severe erosion incident can include one of or a combination of the following types of erosion:

- **Coastal erosion.** The wearing away of land, through natural activity or human influences, that results in the loss of beach, shoreline, or dune material. Coastal erosion can occur from rapid, short-term daily, seasonal, or annual natural events such as waves, storm surges, wind, coastal storms, and flooding, or from human activities including boat wakes and dredging.

- **Riverine erosion.** The wearing away of riverbanks and riverbeds through the changing shape and depth of a river trying to find a balance between the sediment transport capacity of the water and the sediment supply. Riverine erosion is often initiated by a failure of a riverbank, causing high sediment loads or heavy rainfall.
- **Wind erosion.** High-velocity winds picking up and carrying away small soil particles. Dust from wind erosion can reduce visibility, which can cause automobile accidents, hinder machinery, and have a negative effect on air and water quality, creating human and animal health concerns. Wind erosion can also cause damage to public utilities and infrastructure.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during severe erosion incidents within the MOA. It outlines and describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage severe erosion incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Situation

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the erosion hazard has a low probability of occurrence with the likelihood of resulting in negligible impacts on people, property, and the environment.

In Alaska, coastal erosion is the most destructive erosion, followed by riverine and wind erosion. There are a variety of natural and human-induced factors that influence the erosion process. Even though erosion rarely causes death or injury, it does have the potential to destroy property, development, and infrastructure. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to erosion can be found within the 2022 AHMP.

### 1.4 Planning Assumptions

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.

- Erosion is the process that involves the wearing away, transportation, and movement of land.
- Erosion rates can vary significantly because erosion can occur quickly as the result of a flash flood, coastal storm, or other events.
- Erosion can also occur slowly, as a result of long-term environmental changes.
- Erosion is a natural process but can be accelerated and exacerbated by human activity.
- Erosion rarely causes injuries or loss of human life.
- Erosion can cause destruction to property development and infrastructure.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to severe erosion is supported by early identification of the threat and using an appropriate level of public safety resources and operational tools in the prevention and protection of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for severe erosion will be dictated and driven by the scope and location of an event. Most severe erosion incidents do not pose a major threat to large populations or infrastructure. Anchorage's response strategy to severe erosion is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Implement emergency engineering response.
- Minimize economic impacts.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During a severe erosion incident response, critical tasks may include:

- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.

- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Protect development that does not compromise the natural or cultural value of the impacted area(s).
- Provide prompt restoration of lifeline services and critical facilities.

#### **2.1.4 IMPACTS**

Severe erosion incidents have the potential to cause the following impacts on public safety:

- Transportation route blockages
- Infrastructure damage
- Displacement of residents, visitors, and businesses
- Environmental damage

#### **2.1.5 EROSION AND THE NATIONAL FLOOD INSURANCE PROGRAM**

The National Flood Insurance Program (NFIP) is an important tool in mitigation and recovery for individuals and communities. The NFIP was established in 1968 "to provide flood insurance in communities which adopt and adequately enforce floodplain management ordinances that meet minimum [program] requirements." (National Flood Insurance Act of 1968, P.L. 90-448) The Municipality of Anchorage joined the NFIP in 1979. The program has three objectives:

- Identify flood risks (both coastal and riverine), and disseminate this information to the public, lenders, insurance and real estate agents, and state and local governments.
- Assure the purchase of sufficient insurance and the enrollment of adequate numbers of communities and individuals to curtail the expansion of federal disaster relief and flood control programs.
- Encourage wise use of the floodplain through mitigation requirements and activities in communities that wish to obtain federally backed flood insurance.

In addition to providing flood insurance and reducing flood damages through floodplain management regulations, the NFIP identifies and maps the nation's floodplains. Mapping flood hazards creates broad-based awareness of the flood hazards and provides the data needed for floodplain management programs and to actuarially rate new construction for flood insurance. These maps are Flood Insurance Rate Maps, commonly referred to as FIRMs.

FIRMs produced by FEMA have been one of the primary tools for flood hazard planning for communities like Anchorage that participate in the NFIP. These communities rely on FEMA flood hazard maps to regulate floodplain development and otherwise mitigate against flood losses.

NFIP communities regulate the floodplain for a variety of reasons, but some of the most important reasons include: 1) protect people and property, 2) ensure federal flood insurance and disaster assistance is available, 3) save tax dollars, 4) avoid liability and litigation, and 5) reduce future flood losses. Participation in the NFIP is based on an agreement between a local government and the federal government. If a community adopts and enforces a floodplain management ordinance that meets program standards, the federal government will make flood insurance available within the community at a low cost.

Flood insurance covers direct physical loss caused by a flood. In simple terms, a flood is an excess of water on land that is normally dry. The official definition used by the NFIP is “a general and temporary condition of partial or complete inundation of two or more acres of normally dry land area or two or more properties (at least one of which is your property) from:

- Overflow of inland or tidal waters.
- Unusual and rapid accumulation or runoff of surface waters from any source.
- Mudflow.
- Collapse or subsidence of land along the shore of a lake or similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels that result in a flood as defined below.

## **2.2 Identification of Operational Lead and Primary Support(s)**

The Department of Public Works serves as the lead to severe erosion response to stabilize the incident and preserve life safety. They may partner with Building Services to conduct structural analysis to restore community lifelines and may be supported by other MOA agencies, the Alaska Department of Transportation and Public Facilities (DOT & PF), and others. The MOA EOC may be activated to provide support and coordination activities.

## **2.3 Assessment and Control of the Hazard**

### **2.3.1 EROSION CLASSIFICATION**

Environmental factors that contribute to increased erosion and should be considered in evaluating the potential for rapid deterioration include, but are not limited to:

- Soil type and texture
- Precipitation and climate
- Storm intensity and duration
- Vegetation
- Surface Area
- Slope length and gradient
- Surface texture

### 2.3.2 EROSION MAPPING

The utilization of Geographic Information System (GIS) mapping, aerial mapping, Light Detection and Ranging (LiDAR), etc. can establish a baseline to demonstrate the impacts of erosion over time. Such mapping can be beneficial in forecasting short- and long-term erosion impacts and allow planners and other stakeholders the ability to prepare for, respond to, and recover from severe erosion.

## 2.4 Prevention and Infrastructure Protection Activities

Prevention and infrastructure protection activities may include the following:

- Land acquisition and relocation
- Strengthening building codes and erosion ordinances in effect regarding the siting and construction of structures in designated floodplains and other high-risk erosion areas
- Elevating and/or floodproofing residential or commercial properties located in designated floodplains and other high-risk erosion areas
- Elevating and/or floodproofing utilities and mechanicals for critical infrastructure and key resources located in designated floodplains and other high-risk erosion areas
- Purchasing flood insurance policies through the NFIP (homeowner, renter, or business)
- Limiting or eliminating the following activities in the area:
  - Soil compaction
  - Mechanical damage to roots and above-ground vegetation
  - Alterations to desired hydrological patterns
  - Deposition or addition of chemicals detrimental to plants or soil environment
- Clearing (If grubbing is not necessary, cut off tops and leave roots.)
- Surface erosion control methods such as windbreaks, terracing, sand fences, hydroseeding, and mulching

## 2.5 Notification and Alert and Warning

The MOA is most likely to become aware of severe erosion through observations of MOA agencies, such as the Department of Public Works, or from the public.

## 2.6 Selection and Implementation of Protective Actions

Protective actions that may be implemented in response to severe erosion that threatens infrastructure include the following:

- **Evacuation.** Evacuation should be conducted whenever erosion undercuts buildings and/or other areas of congregation and should remain in place until subject matter experts have certified an area safe for repopulation.



- **Road closure / perimeter establishment.** As with evacuation, if indicators of severe erosion have been observed undercutting an area through which people or livestock travel, roadways and other areas where people travel should be closed and a perimeter established until subject matter experts can certify the area safe for reentry.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to severe erosion include the following:

- **Chemical and mechanical methods.** In which attempts are made to increase the sheer strength of the unstable mass or to introduce active external forces (e.g., anchors, rock, or ground nailing) or passive forces (e.g., structural wells, piles, or reinforced ground) to counteract destabilization.
- **Other surface erosion control methods.** The methods listed in Section 2.4 can also be used for short-term stabilization, depending on the extent of the damage.

## 2.8 Recovery Actions

The key objectives of short-term recovery following a severe erosion response are to provide restoration of lifeline services and facilities and to return individuals and families to their homes and businesses.

Recovery actions may include:

- **Damage assessments.** A thorough accounting of damage to infrastructure should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open closed facilities and evacuated housing is critical for housing and economic recovery.
- **NFIP insurance claim.** If an NFIP policy is in force, financial recovery for homeowners, renters, businesses, and public entities can benefit from filing an NFIP claim as appropriate for each instance of flooding that may occur on their property.

## 3. Related Training

The following courses are suggested for those involved in response to Severe Erosion. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-874 Introduction to Seepage and Internal Erosion and the Emergency Response to Seepage Related Dam Risks
- IS-875 Identifying, Monitoring, and Addressing Seepage and Internal Erosion at Dams
- IS-876 Evaluation and Analysis of Internal Erosion and Seepage Conditions at Dams

#### Additional Training

- Adaption Planning for Coastal Communities, National Oceanic and Atmospheric Administration (NOAA)
- Coastal Training Programs, National Estuarine Research Reserves
- AWR-347 Climate Adaption Planning for Emergency Management, University of Hawaii, National Disaster Preparedness Training Center
- AWR-362 Flooding Hazards: Science and Preparedness, University of Hawaii, National Disaster Preparedness Training Center
- PER-378 Coastal Hazard and Vulnerability Analysis Tools, University of Hawaii, National Disaster Preparedness Training Center
- AWR-379 Coastal Hazard Awareness, University of Hawaii, National Disaster Preparedness Training Center
- E0273 - Managing Floodplain Development through the National Flood Insurance Program, National Training and Education Division
- G0282.3 - National Flood Insurance Program Flood Insurance Principles, National Training and Education Division
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Transportation Accident</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation II</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department Anchorage Police Department</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center Federal Aviation Administration National Transportation Safety Board Department of Defense</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

The Municipality of Anchorage (MOA) contains hubs for air, road, rail, and marine transportation, creating the potential for transportation accidents. Transportation accidents may result from weather-related incidents and are defined as atypical accidents involving aircraft, vehicles, rail systems and/or maritime assets that exceed local response capabilities.

The purpose of the MOA Transportation Accident Appendix (Appendix) is to identify and describe the MOA's specific concerns, capabilities, training, agencies, and resources to mitigate against the effects of transportation accidents, whether vehicular, marine, railroad, or aviation related. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of a transportation accident.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a transportation accident that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to transportation accidents.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a transportation accident is defined as any accident that occurs during any type of transportation, including accidents occurring during road, rail, marine, or air transport. It can refer to:

- Road traffic accidents, including vehicle collisions, pedestrian-bicycle collisions, pedestrian-pedestrian collisions, etc.
- Marine accidents, including sailing ships accidents such as passengers overboard.

- Railroad accidents, including train wrecks, derailments, and passenger strikes.
- Aviation accidents and incidents, including aviation crashes and mechanical failures.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during transportation incidents within the MOA. It outlines and describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage transportation accident incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on the current conditions within the MOA, the transportation accident hazard has a high probability of occurrence with the likelihood of resulting in limited impacts to people, property, and the environment.

The transportation system in the MOA consists of air, road, rail, and marine systems. All of these modes have the potential for accidents that could lead to a disaster. In general, the areas closer to a transportation route are more vulnerable than areas further away. A major transportation accident could have an impact on the local MOA economy if it results in a long-term shut down of that transportation mode.

Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to transportation accidents can be found within the 2022 AHMP.

### **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Transportation modes are defined as aviation, local roads, highways, pipelines, marine vessels, and support systems by which people and goods are moved from a point of origin to a

destination to support and complete matters of commerce, government operations, and personal affairs.

- Transportation accidents may require the need for specialized equipment for response and recovery operations.
- Transportation accidents may involve the containment, cleanup, and proper disposal of Hazardous Materials (HAZMAT).
- Transportation accidents, depending on the size and scale of the incident, may create a Mass Casualty Incident (MCI) requiring the need of multiple medical facilities.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to a transportation accident is supported by maintaining an accurate comprehensive operating picture and using an appropriate level of public safety resources and operational tools in the prevention and protection of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for transportation accidents will be dictated and driven by the scope and location of the event. The transportation system in the MOA consists of air, road, rail, pipeline, and marine systems, all of which have the potential for accidents that could lead to a disaster. Anchorage's transportation accident response strategy is based on the following objectives:

- Reduce impacts on the public.
- Prioritize the safety of response personnel.
- Manage coordinated response effort.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During a transportation accident response, critical tasks may include:

- Rapidly identify the size and scope of the incident, including determination of whether or not it will require mass casualty, hazardous materials, or terrorist response coordination and support.
- Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and hazardous materials response.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Identify the availability of resources outside of the impacted area(s).
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Provide prompt restoration of lifeline services and critical facilities.
- Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration (TSA), National Transportation Safety Board (NTSB), and Federal Bureau of Investigation (FBI).

#### **2.1.4 IMPACTS**

Transportation accidents have the potential to cause the following impacts on public safety:

- Injury and loss of life
- Environmental damage
- Mental and physical impacts on first responders
- Transportation route blockages
- Displacement of individuals or businesses

## **2.2 Identification of Operational Lead and Primary Support(s)**

The Anchorage Fire Department (AFD) and Anchorage Police Department (APD) will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. AFD will also assume initial command for an incident at the Port of Alaska until it is determined if the U.S. Coast Guard has jurisdiction. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The NTSB has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense (DOD) has the authority to investigate any accident involving military aircraft.

## **2.3 Assessment and Control of the Hazard**

### 2.3.1 SCENE ASSESSMENT

The following essential elements of information (EElS) should be gathered (if known) during scene size up to inform the response:

- Type of vehicle(s) involved
- Terrain
- Number of victims/fatalities
- Hazardous material involved
- Cause of the accident
- Current and forecasted weather
- Impact on transportation routes

### 2.3.2 SCENE SECURITY

Scene preservation is extremely important to the appropriate investigative authority when reconstructing transportation accidents. Care should be used to not disturb the debris unless it is required to preserve life.

Before NTSB arrival, restrict scene access to authorized personnel:

- Police/fire/EMS
- Medical examiner / coroner
- State/federal OSHA
- Other emergency services agencies

#### Aviation accidents

- Federal Aviation Administration (FAA)
- Air carriers/operators will notify/coordinate with the NTSB.
- Airports may call NTSB at 844-373-9922 for questions about airplane movement.

#### Rail/transit accidents

- Federal Railroad Administration (FRA)
- Federal Transit Administration (FTA)
- State safety oversight agency

#### Marine accidents

- U.S. Coast Guard

- Alaska State Trooper

#### Pipeline and hazardous materials accidents

- Pipeline and Hazards Materials Safety Agency (PHMSA)
- State pipeline regulator
- Local utility operators and regulators

## **2.4 Prevention and Infrastructure Protection Activities**

The following activities support transportation accident prevention and infrastructure protection:

- Clear and maintain roads, runways, railways, and ports.
- Ensure proper training and licensures for vehicle operation.
- Provide vehicle maintenance at recommended intervals.
- Maintain awareness of weather forecasts and other hazards.

## **2.5 Notification and Alert and Warning**

### **2.5.1 NOTIFICATION OF AUTHORITIES**

For aviation accidents, the operator will notify and report the accident to the NTSB for proper investigation when applicable. In the event of a traffic or rail accident, the respective Operations Controller will notify and report to the NTSB.

To report an incident/accident, or if you are a public safety agency with any questions, please call 844-373-9922 to speak to a Watch Officer at the NTSB Response Operations Center (ROC) in Washington, DC.

- Air carrier operators will notify commercial and chartered airlines aviation to the NTSB in accordance with CFR 830.5.
- The FAA will be notified of aviation accidents that meet the requirements of their need to be notified.
- The FRA and/or the FTA will be notified of rail/transit accidents that meet the requirements of their need to be notified.
- The U.S. Coast Guard and state law enforcement will be notified of marine accidents that meet the requirements of their need to be notified.
- The PHMSA and the state pipeline regulator will be notified of pipeline and HAZMAT accidents that meet the requirements of their need to be notified.

### **2.5.2 NUCLEAR WEAPONS-RELATED AND SPECIAL NUCLEAR MATERIALS-RELATED TRANSPORTATION ACCIDENTS**



Both DOD and the Department of Energy (DOE) transport nuclear weapons and special nuclear materials (SNMs). These classified shipments are often made in a convoy under high levels of safety and security, although not all shipments will require a convoy. In case of an accident involving a convoy shipment, the Convoy Commander will establish contact with the local jurisdiction and the state. The Convoy Commander will be the initial Federal On-Scene Coordinator (FOSC) with whom state, tribal, and local authorities will interact. If a Convoy Commander is not available for any reason, the following agencies need to be contacted, depending on what agency is responsible for the shipment:

- **DOD shipments:** DOD Headquarters JNACC, DTRA 6801 Telegraph Road Alexandria, VA 22310-3398 Phone: (703) 325-2102/2103.
- **DOE shipments:** Security Command (SECOM) Control Center Albuquerque Operations Office, Pennsylvania and H Street Albuquerque, NM 87116 Phone: (800) 424-0167 or (505) 845-5291

Convoy Commanders have the authority, under the Atomic Energy Act (AEA), to take whatever measures are necessary to ensure the safety and security of the convoy's shipment. They will provide information about potential hazards, protective action recommendations, security, and response requirements. Convoy personnel are authorized to use whatever force is necessary to maintain custody and security of shipments and protect them from hostile forces. An ongoing liaison program between federal authorities and state, tribal, and local law enforcement agencies helps to ensure close cooperation between all of the security forces during an accident.

## 2.6 Selection and Implementation of Protective Actions

- **Road closures / perimeter establishment.** Traffic control protocols should be enacted to restrict vehicle and foot traffic to maintain scene preservation and reduce the chance of further injury.
- **Evacuation or shelter-in-place.** Evacuation or temporary in-place sheltering may be appropriate if there is a short-duration release of HAZMAT or if it is determined to be safer for individuals to remain in place.

## 2.7 Short-term Stabilization Actions

- **Public information.** There will be significant media interest in transportation accidents, especially when fatalities and/or hazardous materials are involved. It is recommended that a Joint Information Center (JIC) be established between the MOA, transit authority, and regulatory agency(s). Media inquiries about the NTSB's investigation of an accident should be referred to NTSB Media Relations at 202-314-6100. Only the NTSB can release investigative information and updates about its safety investigation.
- **Medical aid.** Provision of EMS and rapid transport to appropriate level care facilities will be needed for accident victims.
- **Medical surge.** Facilities should be prepared for triage; planning should anticipate the need to handle large numbers of people following a transportation accident. Consider locations and capacities of medical care facilities within the jurisdiction and in surrounding jurisdictions, especially those with trauma care. Depending on the nature of the accident, the most appropriate medical care facility may not necessarily be the closest facility (e.g., burn care).

- **Clean-up/abatement/remediation.** Cleanup or other methods used to remove or contain a toxic spill or other hazardous materials from an impacted area may be needed.
- **Fatality management.** The MOA has limited facilities to support fatality management and may need to reach out to the State Emergency Operations Center (SEOC) for a Disaster Mortuary Operational Response Team (DMORT) deployment.
- **Reunification.** Especially in transportation accidents involving many people, reunification support between survivors and their families may be needed.

## 2.8 Recovery Actions

- **Damage assessments.** A thorough accounting of damage to infrastructures such as roadway, runway, railway, or port should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.
- **Evidence preservation.** An investigation will need to be conducted by law enforcement and regulatory agencies. Documentation of property damage may affect insurance claims and the ability of the justice system to seek additional penalties. Scene preservation should be maintained except for life safety operations.
- **Debris removal.** Once a scene has been released by law enforcement and other authorities, debris will need to be removed in a manner appropriate to the incident.
- **Mental health support services.** Transportation accidents, especially airline accidents, have the potential to impact the mental health of responders and friends/family of the victims. Mental health support should be provided for all impacted populations, including residents, visitors, and first responders; support may be provided by clinical psychologists, psychiatrists, social workers, and Critical Incident Stress Management (CISM) teams.
- **Transportation disaster assistance.** Airline accident survivors and their family members are encouraged to contact the NTSB Transportation Disaster Assistance (TDA) Division for information about the NTSB investigation by calling 800-683-9369 or sending an email to [assistance@ntsb.gov](mailto:assistance@ntsb.gov).

## 3. Related Training

The following courses are suggested for those involved in response to Transportation Accidents. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-5 An Introduction to Hazardous Materials
- IS-362 Modular Emergency Radiological Response Transportation Training

### Additional Training

- AWR-147 (Web Available) Rail Care Incident Response, Rural Domestic Preparedness Consortium

- PER-365 (Web Available) Emergency Response to Hazardous Materials, International Association of Fire Fighters
- PER-367 Tactical Hazardous Materials Operations for Surface Transportation, Transportation Technology Center, Inc.
- ARF-600 Aircraft Emergencies for Firefighters, Texas Engineering Extension Services
- PER-292 Leadership and Management of Surface Transportation Incidents, Transportation Technology Center, Inc.
- PER-330 Surface Transportation Emergency Preparedness and Security – Mass Transit and Passenger Rail, Transportation Technology Center, Inc.
- Center for Homeland Defense and Security, self-study course on Transportation Security
- Responder Safety self-study course Traffic Incident Management: (TIM) Training and Resources
- Specialized training coordinated through local transportation entities (air, rail, bus maritime, etc.)
- Any additional training mandated by state or federal regulations.

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Utility Disruption</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation JJ</b>
<b>LEAD COORDINATING AGENCY</b>	<b>Utility Provider</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

Public and privately-owned utility services such as power, natural gas, water, wastewater, and telecommunications are critical lifelines. Utility disruption is defined as an extended interruption of services, posing a threat to life safety.

The purpose of the Municipality of Anchorage (MOA) Utility Disruption Appendix (Appendix) is to identify and describe the MOA's response and recovery actions in a significant utility disruption. A significant utility disruption is defined as one which impacts community lifelines to the extent to threaten public health and safety. This Appendix identifies and describes the MOA's specific concerns, capabilities, training, agencies, and resources to mitigate against utility disruptions. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of a utility disruption.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from a utility disruption that impacts the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to utility disruption.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a utility incident is defined as electrical power supplies, natural gas, wastewater treatment, water treatment, under and above-ground utilities, communication services, and other services that are impacted by disruptions to infrastructure and services on which the MOA and the local populations rely.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during utility incidents within the MOA. It outlines and describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage utility incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### 1.3 Situation

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Typically, the MOA experiences several small, localized power outages each year, but there have been no known prolonged citywide power outages or other types of energy emergencies reported. Based on current conditions in the MOA, a utility disruption would result in limited impacts on people, property, and the environment. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to energy emergencies can be found within the 2022 AHMP.

The MOA does not have a robust redundancy of its critical utility infrastructure resulting in interdependencies among energy private and public utility carriers. Therefore, any impact on any of these critical facilities could cause a strain on other services.

The MOA receives its potable water from three sources:

- Eklunta Water Treatment Plant (Eklunta Lake)
- Ship Creek Water Treatment Plant
- Private wells

The MOA has three wastewater treatment facilities:

- John M. Asplund Wastewater Treatment Facility
- Eagle River Wastewater Treatment Facility
- Girdwood Wastewater Treatment Facility

The largest service providers in the MOA for communications services are:

- Alaska Communications Service (ACS)
- AT&T
- GCI
- Matanuska Telephone Association (MTA)
- Verizon

The MOA receives its electricity from two associations:

- Chugach Electric Association
- Matanuska Electric Association

## 1.4 Planning Assumptions

The following assumptions were taken into consideration during the development of this Appendix.

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- An energy emergency refers to the inability to produce and transmit sufficient quantities of energy to the public, businesses, and industry.
- Utility companies are primarily responsible for the restoration of utility services. MOA may provide support services until utility services are restored.
- Utility emergencies can develop over hours, days, weeks, and, in rare circumstances, even years and decades.
- Public and private sector organizations impacted by long-term power outages will require the activation of continuity plans to sustain essential functions, provide critical services to the affected population, and ensure continuity of government at all levels.
- Federal, local, state, tribal, and territorial government essential functions performed from primary or alternate locations will rely on backup power support, which may be limited.
- Increased development can put pressure on the amount of utilities needed for the area; if a utility company expands to meet the need but the revenue is not sufficient, the utility company could potentially close.
- A long-duration energy disruption (24 hours or greater) during extreme cold weather can cause significant damage to buildings in the MOA if the structure remains unheated.
- A communications failure can cause interruption or loss of communications systems, including transmission lines, communications satellites, and associated hardware and software necessary for the communications system to function.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to a utility disruption is supported by maintaining an accurate comprehensive operating picture and using an appropriate level of public safety resources and operational tools in the prevention and protection of lifelines.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response and EOC activation for a utility disruption will be dictated and driven by the scope and location of the event. Utility services in MOA consist of electrical power, natural gas, water, wastewater, and telecommunications. Some of the critical infrastructure and services are privately owned, while others are owned by the local government. Anchorage's utility disruption response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

#### 2.1.3 CRITICAL TASKS

During a utility disruption response, critical tasks may include the following:

- Coordinate with utility providers on restoration progress and timelines.
- Coordinate calls with key agencies to facilitate updates and receive information on potential or actual impacts on lifeline services and critical facilities.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Evacuate individuals within potentially affected areas and provide mass care and shelter where needed.
- Support continued operation of lifeline services and critical facilities during extended outages.

#### **2.1.4 IMPACTS**

Utility disruptions have the potential to cause the following impacts on public health and safety:

##### Water Disruption

- Cleaning and sanitation
- Cooking

##### Wastewater Disruption

- Sewage backup in homes and businesses
- Environmental damage including pollution of surface waters, groundwaters, soil, and even air

##### Communication Disruption

- 911 reporting
- Business communication
- Education delivery
- Social relations

##### Power Disruption

- Heating and cooling of homes and businesses
- Refrigeration of food and medical supplies
- Use of some type of electrical-dependent durable medical equipment, including oxygen
- Cooking
- Electrical-dependent well water
- Stoplights
- Frozen and broken pipes

These impacts can be interrelated (e.g., a power outage may impact water, wastewater, and communication utilities).

## **2.2 Identification of Operational Lead and Primary Support(s)**

In a utility disruption, responsibility for restoration lies with the utility provider. However, in an extended disruption, it may be up to the MOA to support lifelines by providing critical service delivery through other means and methods.



## 2.3 Assessment and Control of the Hazard

### 2.3.1 ESSENTIAL ELEMENTS OF INFORMATION

The following essential elements of information (EEl)s should be gathered (if known) during scene assessment in order to inform the response:

- Number of households/businesses/individuals affected
- Number of individuals affected with imminent life safety impacts (e.g., those that rely on durable medical equipment for breathing support)
- Location(s) of service outage(s)
- Any cascading outages that may happen
- Anticipated duration of outage(s)

### 2.3.2 UTILITY INFORMATION SUPPORT

The MOA should be prepared to provide the following information to utility providers to support their assessment and restoration efforts:

- Situational awareness reports
- A list of critical facilities to prioritize utility restoration
- Lists of designated sites where utility may stage restoration equipment
- Status and availability of airport, seaport, and other transportation infrastructure and access route status

## 2.4 Prevention and Infrastructure Protection Activities

Utility disruption prevention and infrastructure protection activities include:

- Adherence to regulatory guidelines including, but not limited to, appropriate staff training and regular system maintenance
- Facility hardening, cybersecurity, and other hazard mitigation measures
- Public education on system maintenance / mitigation measures at household or business locations
- Public education on preparedness for short-term service outages
- Continuity of Operations / Continuity of Government (COOP/COG) planning

## 2.5 Notification and Alert and Warning

Ideally, utility providers should contact the MOA when they become aware of an upcoming or unanticipated disruption to utility services. However, it is possible that the MOA could become aware of service disruption concurrent or prior to the utility's awareness due to calls from the public or first-hand impact.

## 2.6 Selection and Implementation of Protective Actions

Protective actions for extended utility outages are directed towards maintaining critical lifeline services to protect and preserve public health and safety.

Protective measures that may be implemented in response to all utility outages include:

- **Public messaging.** Public messaging should be timely and actionable, providing residents and visitors with the information they can use to mitigate against or respond to impacts of utility disruptions. This may include recommendations to protect refrigerated food and medicines, obtain supplies, shelter-in-place, or go to a community center for services. Information may have to be delivered using alternative methods, such as door-to-door notification, community message boards, or traplines if communication systems are impacted.

Protective measures that may be implemented in response to water outages include:

- **Water distribution.** Water distribution may include enacting point-of-distribution (POD) sites or delivery to meet minimal requirements for public health and safety.
- **Water purification.** Utility disruption may include boil notices.

Protective measures that may be implemented in response to wastewater disruption include:

- **Generator or manual pumping of lift stations.** Utilities may need to support lift station operation on-site. This can cause a large drawdown of personnel.
- **Portable toilets.** In some instances, it may be necessary to provide portable toilets for community use. The use of portable toilets necessitates wraparound services, including pumping and cleaning.

Protective measures that may be implemented in response to communication outages include:

- **Alternate messaging.** Public information may need to be distributed using community message boards, AM/FM radio, trapline, and door-to-door distribution methods.
- **Direction for 911 service.** The community can be directed to their nearest fire or police station to obtain access to 911 services.
- **HAM radio support.** Licensed HAM radio operators may be deployed to community centers and other critical points of contact to support critical information transmission.

Proactive measures that may be implemented in response to power outages include:

- **Heating or cooling centers.** Some power outages may necessitate the need for heating or cooling centers, such as when disruptions occur during extreme temperatures.
- **Fuel distribution.** Fuel distribution may include enacting point-of-distribution (POD) sites or delivery to maintain generator operation and critical fuel supplies for essential services.
- **Portable or static charging centers.** Those with electric-dependent durable medical equipment and other vulnerable populations may need support through MOA or utility-provided portable or static charging centers.

## 2.7 Short-term Stabilization Actions

Rapid utility restoration is critical for incident stabilization and to reduce cascading effects. Utility restoration should prioritize critical infrastructure important to community lifelines and support of vulnerable populations. Factors that may affect prioritization include:

- Location and scope of outage
- Type of utility outage
- Current and forecasted weather
- Resources available for restoration efforts
- Multi-incident response (an active, overlapping disaster)

## 2.8 Recovery Actions

Recovery actions may include:

- **Damage assessments.** A thorough accounting of damage to the impacted area should be completed as quickly as possible; this assessment should include not only the financial impact but also account for operational capacity (e.g., in the case of power outages, private businesses may wish to determine loss of revenue from spoiled food, etc. for insurance and liability reasons).
- **Recovery assistance.** Economic impacts may not be initially apparent but may appear over a longer period and last for months or years. As a result, the federal government may provide long-term recovery assistance for months or years at an enormous cost.

Refer to the National Disaster Recovery Framework (NDRF) and the Recovery Annex for specific types of long-term recovery assistance that may be available.

## 3. Related Training

The following courses are suggested for those involved in response during Utility Disruptions. This list is not exhaustive. Contact MOA for more information about course registration.

### FEMA Independent Study

- IS-235 Emergency Planning
- IS-553.a Coordination between Water Utilities and Emergency Management Agencies
- IS-815 ABCs of Temporary Emergency Power
- IS-913.a Critical Infrastructure Security and Resilience: Achieving Results through Partnership and Collaboration
- IS-2901 Introduction to Community Lifelines

### FEMA Residential / Non-Residential / Indirect Courses

- G557 Rapid Needs Assessment

### Additional Training

- AWR-213 Critical Infrastructure Security and Resilience Awareness, Texas Engineering Extension Services
- MGT-342 Strategic Overview of Disaster Management for Water and Wastewater Utilities, Texas Engineering Extension Services
- MGT-343 Disaster Management for Water and Wastewater Utilities, Texas Engineering Extension Services
- MGT-345 Disaster Management for Electric Power Systems, Texas Engineering Extension Services
- MGT-414 Critical Infrastructure Resilience and Community Lifelines (virtual available), Texas Engineering Extension Services
- Training available through local utility providers (electric, gas, water/wastewater, etc.)
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Volcano</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation KK</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Health Department Department of Public Works</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Office of Emergency Management Emergency Operations Center</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

While the Municipality of Anchorage (MOA) does not contain volcanoes within the jurisdiction, its proximity to volcanoes creates the potential for secondary concerns, such as travel and utility disruption and/or health and environmental concerns related to ash projected during an eruption.

The purpose of the MOA Volcano Appendix (Appendix) is to identify and describe specific concerns, capabilities, training, agencies, and resources to mitigate against, prepare for, respond to, and recover from volcanic activity or eruptions. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of volcanic activity or eruptions.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from volcanic activity or eruptions that impact the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to volcanic disaster emergencies.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a volcano is defined as an opening in the earth's crust that allows molten rock, gases, and debris to escape to the surface. During a volcanic eruption, lava and other debris can flow at speeds of up to 100 mph, destroying everything in their path. There are a variety of hazards associated with a volcanic eruption, but the primary hazard to the MOA is volcanic ashfall. Volcanic ash typically consists of tiny particles composed of varying proportions of volcanic glass, minerals or crystals, and other rock fragments.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during volcanic incidents within the MOA. It outlines and

describes response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage volcanic incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed in the CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place.

### **1.3 Situation**

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited to, the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the volcano hazard has a medium probability of occurrence with the likelihood of resulting in negligible impacts on people, property, and the environment.

Alaska's volcanic activity is dominated by explosive volcanism. There are more than 130 volcanoes located in Alaska; however, none of them are located in the MOA. Based on proximity, the volcanoes that are most likely to result in ashfall in the MOA are the five Cook Inlet volcanoes: Hayes, Spurr, Redoubt, Iliamna, and Augustine. Due to the MOA's geography, the jurisdiction will most likely be affected by volcanic ashfall. Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to volcanoes can be found within the AHMP.

### **1.4 Planning Assumptions**

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.
- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Volcanic ash can accumulate on rooftops, power lines, or other structures causing them to collapse.
- Air transportation is particularly vulnerable to volcanic ash clouds as these clouds can travel great distances and cover broad areas.
- Wet ash can conduct electricity and may cause short circuits or the failure of electrical components.
- Volcanic ash can contaminate water supplies.

- Volcanic ash can reduce visibility through smog and harmful gases that may threaten low-lying areas.
- Volcanic ash may interfere with telephone and radio communications.
- Volcanic ash may interfere with the operation of mechanical equipment, including aircraft.
- Volcanic ash falling or resuspended can reduce visibility and make roads and runways slippery, creating transportation challenges.
- Volcanic ash may be a health risk, especially to people with cardiac or respiratory conditions.
- Volcanic ash is abrasive and can lead to eye injuries.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

An effective response to a volcano is supported by early identification of an imminent threat, successful evacuation of threatened individuals, and timely restoration of impacted lifelines and critical facilities.

#### 2.1.1 OPERATIONAL PRIORITIES

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

#### 2.1.2 INCIDENT OBJECTIVES

In MOA, the response to and EOC activation for a volcano will be dictated and driven by the scope and location of the event. Most volcanic activity occurring in south-central Alaska does not pose a major threat to large populations or infrastructure; however, the threat of ash fall is significant in the MOA. Therefore, the response focuses around informing the public, mitigating measures, and protecting assets from volcanic ash. Anchorage's volcano response strategies are based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage coordinated response effort.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

### **2.1.3 CRITICAL TASKS**

During a volcanic response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Evacuate individuals within potential or actual volcanic ash impact areas and provide mass care and shelter as needed.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways where ash fall is significant.
- Anticipate and accommodate the needs of vulnerable populations, including people with disabilities and access and functional needs (DAFN), and provide culturally relevant and inclusive information.
- Provide prompt restoration of lifeline services and critical facilities.

### **2.1.4 IMPACTS**

Volcanic eruptions have the potential to cause the following impacts on public safety:

- Injury and loss of life
- Commercial and residential structural and property damage
- Disruption of and damage to public infrastructure, utilities, and services
- Damage to roads/bridges, resulting in loss of mobility
- Significant economic impact (jobs, sales, tax revenue) on the community
- Negative impact on commercial and residential property values
- Destruction of natural and cultural resources, with forest and fish habitats being most easily damaged or temporarily destroyed

## **2.2 Identification of Operational Lead and Primary Support(s)**

The Anchorage Health Department (AHD) serves as the lead to volcanic response to support public health impacts of ash fall. They may join in Unified Command (UC) with the Department of Public Works (DPW), because ash fall can significantly impact transportation routes and infrastructure. The MOA EOC may be activated to provide public information, support, and coordination activities.

## **2.3 Assessment and Control of the Hazard**

If known, the following essential elements of information (EIs) should be gathered as soon as possible to inform the response:

- That a volcanic explosion is imminent, the estimated time of the explosion, and scope of impact



- Expected severity, duration, and extent of ashfall
- Potential to host evacuations from neighboring jurisdictions
- Potential lifeline impacts from associated utilities, transportation authorities, CBOs, jurisdictions, and agencies
- Current and forecasted weather

## 2.4 Prevention and Infrastructure Protection Activities

Volcanic ash can easily penetrate buildings. Once inside, contamination of building interiors may lead to risk of health hazards for building occupants, damage to sensitive equipment or furnishings, and abrasion damage to flooring. During and after ashfall, keeping ash out of buildings and homes will significantly reduce cleanup costs and prevent damage to surfaces, electronics, appliances, floors, and other equipment.

The following prevention and infrastructure protection activities can mitigate the hazards of ashfall:

- For roofs and similar elevated areas where ash accumulation will need to be removed, identify a safe means of access and, where necessary, pre-install fall arrest anchor points. (Falls from ash-covered roofs are a common source of injury.)
- Cover outlets/downpipes to reduce ash ingress into drainage networks and, if possible/practical, disconnect downpipes and/or gutters (particularly if feeding a roof-fed water supply).
- Shut down and cover exposed non-essential equipment where possible.
- Consider dependency on critical services and take steps to increase resilience.
- Ensure backup power generators are in working condition.
- Cover water tanks.
- Cover/close external air intakes. Where this is not possible, install extra (and heavier) filters.
- Seal entrances and openings (doors, windows, dampers).
- Select an entry point that can be used as an 'ash lock.' Two sets of doors separated by a few meters are ideal. Ash-covered clothing and footwear should be left in this area.
- Establish an entry room or cleaning and decontamination rooms for people entering the building. Provide vacuum cleaners and brushes for people to remove as much ash as possible from clothing, and provide shoe covers and disposable caps as appropriate. Remove outdoor clothing before entering a building as appropriate.
- Establish any necessary, extra cleaning procedures to protect the interior environment.
- Stockpile cleaning supplies, duct tape, disposal containers, vacuum cleaner bags, and filters.

## 2.5 Notification and Alert and Warning

The MOA will be provided notice of potential or actual ashfall events from the Alaska Volcano Observatory and the Alaska Division of Homeland Security and Emergency Management (DHS & EM).

Volcano-alert notifications are produced by Volcano Observatory scientists and are based on the analysis of data from monitoring networks, direct observations, and satellite sensors. They are issued for both increasing and decreasing volcanic activity and include text about the nature of the unrest or eruption, potential or current hazards, and likely outcomes. Scientists describe a volcano's status using the alert levels and color codes and issue different types of notifications to address specific information needs. All notifications are publicly available and can be accessed at <https://volcanoes.usgs.gov/vhp/updates.html>.

The USGS alert-level system for volcanic activity has two parts: 1) ranked terms to inform people on the ground about a volcano's status and 2) ranked colors to inform the aviation sector about airborne hazards.

*Table 1: Volcano Activity Notice (VAN) Level*

Level	Description
Normal	Volcano is in typical background, noneruptive state or, after a change from a higher level, volcanic activity has ceased, and the volcano has returned to a noneruptive background state.
Advisory	Volcano is exhibiting signs of elevated unrest above known background level or, after a change from a higher level, volcanic activity has decreased significantly but continues to be closely monitored for possible renewed increase.
Watch	Volcano is exhibiting heightened or escalating unrest with increased potential of eruption, timeframe uncertain, OR eruption is underway but poses limited hazards.
Warning	Hazardous eruption is imminent, underway, or suspected.

*Table 2: Volcano Observatory Notification for Aviation (VONA)*

Green	Volcano is in typical background, noneruptive state or, after a change from a higher level, volcanic activity has ceased, and the volcano has returned to a noneruptive background state.
Yellow	Volcano is exhibiting signs of elevated unrest above known background level or, after a change from a higher level, volcanic activity has decreased significantly but continues to be closely monitored for possible renewed increase.
Orange	Volcano is exhibiting heightened or escalating unrest with increased potential of eruption, timeframe uncertain, OR eruption <i>with no or minor volcanic-ash emissions (ash-plume height specified, if possible)</i> .
Red	Eruption is eminent with significant emission of volcanic ash into the atmosphere likely, OR eruption is underway or suspected with significant emission of volcanic ash into the atmosphere (ash-plume height specified, if possible).

## 2.6 Selection and Implementation of Protective Actions

- **Evacuation or shelter-in-place.** Evacuation or temporary in-place sheltering may be appropriate depending on the severity of ashfall, direct impacts on public health, and potential for cascading impacts through secondary hazards, such as utility outages, transportation impacts, and wildfires.
- **Public information.** Public information will be critical in the delivery of public health information, including tips for protecting home and business infrastructure and use of personal protective equipment (PPE) and clean air rooms. The distribution of two publications from the International Volcanic Health Hazard Network (IVHHN) can support these efforts:
  - *The Health Hazards of Volcanic Ash: A Guide for the Public* is available at <https://pubs.er.usgs.gov/publication/70170800>.
  - *Guidelines on Preparedness Before, During, and After an Ashfall* is available at <https://pubs.er.usgs.gov/publication/70170787>.
- **Reduce air exchange and introduction of ash into interiors.**
  - Monitor HVAC systems and minimize use if operation is necessary.
  - Place damp towels at the bottom of external doors. Close and seal (e.g., with duct tape) non-essential doors, windows, vents, and other gaps.
  - Use ash foot baths (cleans ash off shoes to avoid ingress).

## 2.7 Short-term Stabilization Actions

- **Medical aid.** Provision of Emergency Medical Services (EMS) and rapid transport to appropriate level care facilities will be needed for individuals suffering from ashfall exposure.
- **Medical surge.** Facilities should be prepared for triage; planning should anticipate the need to handle large numbers of people impacted by ashfall. This may include direct impacts, such as breathing ash, or indirect, such as accidents caused by slick roads. Consider locations and capacities of medical care facilities within the jurisdiction and in surrounding jurisdictions, especially those with respiratory care; depending on the nature of the accident, the most appropriate medical care facility may not necessarily be the closest.
- **Utility restoration.** Utilities may be impacted by buildup or atmospheric ashfall. Rapid utility restoration is critical for incident stabilization and to reduce cascading effects.
- **Mass care.** Mass care and shelter activities may be undertaken to support MOA evacuations or as a host to nearby jurisdictions with greater direct impact from volcanic eruptions.

## 2.8 Recovery Actions

- **Damage assessments.** A thorough accounting of damage to infrastructure - such as roadway, runway, railway, or port - should be completed as quickly as possible. This assessment should include not only the financial impact but also account for operational capacity.

- **Debris removal.** Ashfall should be removed as soon as possible; it can impact transportation, block water flow, impact communication systems, and damage natural and agricultural environments. Remove ash from rooftops as soon as it is safe to do so. Ash loads on roofs can cause damage.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.

### 3. Related Training

The following courses are suggested for those involved in response to volcanic activity. This list is not exhaustive. Contact MOA for more information about course registration.

#### FEMA Residential/Non-Residential / Indirect Courses

- E0102: Science for Disasters

#### Additional Training

- COMET / Met Ed training on Volcanic Ash: Introduction
- COMET / Met Ed training on Volcanic Ash: Volcanism
- COMET / Met Ed training on Volcanic Ash: Impacts to Aviation, Climate, Maritime Operations, and Society
- COMET / Met Ed training on Volcanic Ash: Observation Tools and Dispersion Methods
- AWR-233 Volcanic Crises Awareness Course, University of Hawaii, National Disaster Preparedness Training Center
- AWR-310 Natural Disaster Awareness for Community Leaders, University of Hawaii, National Disaster Preparedness Training Center
- AWR-379 Coastal Hazard Awareness, University of Hawaii, National Disaster Preparedness Training Center
- Any local training provided by researchers, higher education partners, etc.
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation.

<b>PLAN NAME</b>	<b>Wildfire</b>
<b>PLAN TYPE</b>	<b>Hazard Appendix</b>
<b>CEOP SECTION</b>	<b>Section 3, Plan Designation LL</b>
<b>LEAD COORDINATING AGENCIES</b>	<b>Anchorage Fire Department Division of Forestry</b>
<b>SUPPORT AGENCIES AND ORGANIZATIONS</b>	<b>Anchorage Police Department Anchorage Office of Emergency Management Emergency Operations Center Chugiak Volunteer Fire Department Girdwood Fire Department Southcentral Forestry Regional Headquarters Pioneer Peak Interagency Hotshot Crew Alaska Interagency Coordination Center Additional Aid</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

## 1. Introduction

### 1.1 Purpose

A wildland-urban interface (WUI) fire is a fire that burns within the line, area, or zone where structures and other human development meet with undeveloped wildland or vegetative fuels; while wildfires are a disaster emergency, they can also create secondary hazards, such as hazardous material incidents, dangerous air quality conditions, and utility outages.

The purpose of the Municipality of Anchorage (MOA) Wildfire Appendix (Appendix) is to identify and describe specific concerns, capabilities, training, agencies, and resources to mitigate against, prepare for, respond to, and recover from wildfires. The Appendix is intended to:

- Establish the policies and procedures under which the MOA will respond and operate in the event of wildfires.
- Establish a mechanism for coordinating a response to such an event.
- Identify roles and responsibilities of MOA departments, agencies, and partners in responding to and recovering from wildfires that impact the MOA.
- Provide decision-makers with options that can be used to prepare for and respond to wildfires.

This Appendix supports the MOA Comprehensive Emergency Operations Plan (CEOP) Section 1: Base Plan.

### 1.2 Scope

For this Appendix, a wildfire is defined as an uncontrolled fire that burns in the wildland vegetation, often in rural areas. Wildfires can burn in forests, grasslands, and other ecosystems.

This Appendix provides an overview of the roles and responsibilities of departments, agencies, and community-based organizations (CBOs) during wildfires within the MOA. It outlines and describes

response objectives and critical tasks and outlines the prevention, protection, mitigation, response, and recovery actions that can be taken to manage wildfire incidents.

As an operational plan, this Appendix does not address response tactics. Response tactics are outlined in the subject or threat-specific plans and procedures created and maintained by relevant agencies and departments. Such plans and procedures are cited within this Appendix and listed in the CEOP Section 4: Attachments. During the use of this and other plans and procedures, the overall emergency management concepts, policies, and procedures contained in the MOA CEOP remain in place. Additionally, information including community profiles, risk assessments, response, mitigation strategies, and memoranda of understanding (MOUs) in relation to wildfires can be found in the *Community Wildfire Protection Plan (CWPP)*.

### 1.3 Situation

According to the 2022 All Hazards Mitigation Plan (AHMP), Anchorage is vulnerable to natural, technological, and human/societal hazards. These hazards are measured in terms of their frequency and severity. Frequency is the number of times the hazard has occurred. Severity measures how bad the situation may be and is based on several factors including, but not limited, to the number of deaths/injuries, how long critical facilities are shut down, the extent of property damage, the effect on the economy, and the impact on response systems. Based on current conditions within the MOA, the wildfire hazard has a high probability of occurrence with the likelihood of resulting in critical impacts on people, property, and the environment.

The MOA's location in the boreal forest makes wildfires a concern. Fuel, weather, and topography influence wildland fire behavior. The amount of fuel determines how much energy the fire releases, how quickly the fire spreads, and how much effort is needed to contain the fire. Weather is the most variable and uncontrollable factor in wildland firefighting. Spring is typically a dry period in Anchorage, which could contribute to an increase in wildfire risk. A warming climate is likely to further increase the frequency and size of wildfires. According to the fourth National Climate Assessment, Alaska is among the fastest warming regions on Earth.

The Anchorage Fire Department (AFD) has identified a 345,309-acre study area for wildfire exposure. Approximately 17,088 acres of this study area are exposed to hazardous wildfire conditions. The exact location of the wildfire hazard changes because it depends on a combination of factors, including the availability of fuels, availability of ignition sources, and weather. Wildfires in the MOA are more likely to be caused by humans than by other sources. As development increases in areas with high wildfire potential, the chances of wildfire also increase.

Additional information on historical incidents, economic risk, and infrastructure vulnerability specific to wildfires can be found within the AHMP.

### 1.4 Planning Assumptions

The following assumptions were taken into consideration during the development of this Appendix:

- In a catastrophic incident, damage control and disaster relief will be required from the state, federal, and other local governments as well as private organizations.

- The MOA Emergency Operations Center (EOC) may or may not be activated in support of an event or emergency. EOC activation will be determined based on the scope and scale of the event.
- Wildfire incidents may develop slowly over days and weeks, or they may occur suddenly with little warning.
- Storms with lightning can cause sporadic fires.
- The entire MOA has the potential for wildfires due to the extensive use of the greenbelt and undeveloped land within the jurisdiction.
- Volcanic eruptions can cause fires.
- Wildfires have the potential to disrupt community lifelines for weeks to months.
- Residents could be displaced, requiring shelter and social-service needs. Sheltering activities could be short-term or long-term depending on the severity of the incident.
- Existing transportation infrastructure is already limited for emergency ingress and egress. Transportation infrastructure could be further damaged and limit its use or be rendered impassable.
- Communications infrastructure could be damaged, disrupting land-line telephone, cellular telephone, radio, microwave, computer, and other communication services.
- Wildfires can occur at any time throughout the year but have a higher potential during periods of drought or little rainfall.
- The primary fuels in wildland fires are living and dead vegetation.
- Weather is the most variable and uncontrollable factor in wildland firefighting.
- Topography directs the movement of air, which can also affect fire behavior. When the terrain funnels air, as in a canyon, it can result in a faster spreading of fire.
- Response activities guided by this Appendix will be conducted in an inclusive, culturally competent manner to ensure that all affected individuals in the MOA are effectively served with fair and equitable treatment.

## 2. Concept of Operations

### 2.1 General

Virtually all forested lands in Alaska are covered by the Alaska Interagency Fire Management Plan, which was developed in the 1980s to provide a coordinated and cost-effective approach to fire management on all lands regardless of ownership. The plan is an interagency document and has been signed by all major landowners in Alaska. It classifies forested lands into four fire management categories: critical, full, modified, and limited. The fire management levels are evaluated based on the protection of human life, private property, and pre-identified high-value resources. All of the lands in the MOA (except for some uninhabited areas in the Chugach Mountains) are classified as critical, full, or modified protection areas and receive aggressive initial attack.

Anchorage is a declared a community-at-risk for wildfire by the U.S. Department of Agriculture (USDA) Forest Service. The factors contributing to Anchorage's wildfire risk include mixed hardwood and conifer forests that burn readily in high fire danger conditions. Additionally, residential and rural neighborhoods exist throughout forested stands that have been affected by the spruce bark beetle. In the MOA, this area extends over 85,000 acres. The dead trees resulting from beetle attacks contribute to forest fuel accumulations that create a high risk for wildfire. Many neighborhoods in the MOA have limited ingress and egress routes for suppression apparatus to enter in and for residents to evacuate.

An effective response to a wildfire is supported by early identification of an imminent threat, successful evacuation of threatened individuals, coordination with the Anchorage National Weather Service (NWS) Weather Forecast Office, and timely restoration of impacted lifelines and critical facilities.

### **2.1.1 OPERATIONAL PRIORITIES**

For overarching operational priorities, please refer to the MOA CEOP Section 1: Base Plan.

### **2.1.2 INCIDENT OBJECTIVES**

In the MOA, the response and activation for a wildfire will be dictated and driven by the scope and location of an event. Most wildfires occur in backcountry environments that do not pose a major threat to large populations or infrastructure. The MOA's wildfire response strategy is based on the following objectives:

- Ensure the safety of the public and response personnel.
- Manage a coordinated response effort.
- Protect environmentally sensitive areas.
- Minimize economic impacts.
- Reestablish essential services.
- Keep the public informed of response activities.

### **2.1.3 CRITICAL TASKS**

In a wildfire response, critical tasks may include the following:

- Engage subject matter experts to understand the scope and severity of the threat.
- Provide timely, verified, and actionable information to the public and manage rumors and misinformation.
- Evacuate individuals at risk from wildfire.
- Establish perimeters around areas of high risk and enact road closures on threatened or impacted roadways.
- Locate individuals who have been affected by the wildfires; rescue and transport as able without risking the safety of first responders.
- Restore function of lifelines and critical facilities promptly.

### **2.1.4 IMPACTS**



Wildfires can cause the following impacts on public safety in the MOA:

- Injury and loss of life
- Infrastructure damage
- Disruptions to government and privately provided services
- Environmental damage, including destroyed ground cover, that can lead to future landslide activity
- Impacts on local industry and commerce
- Excessive costs associated with wildfire-fighting services, clean-up operations, and repairs to damaged structures
- Reduction in ability to fight day-to-day fires due to overextended use of assets

## 2.2 Identification of Operational Lead and Primary Support(s)

Anchorage Fire Department leads the initial attack on wildfire and may establish unified command with the Division of Forestry. Support may be provided from surrounding agencies including the Chugiak Volunteer Fire Department, Girdwood Fire Department, Southcentral Forestry Regional Headquarters in Palmer, Pioneer Peak Interagency Hot Shot Crew, other pre-staged hotshot crews, and other sources.

The Alaska Interagency Coordination Center (AICC) is the Geographic Area Coordination Center for Alaska. AICC serves as the focal point for initial attack resource coordination, logistics support, and predictive services for all state and federal agencies involved in wildland fire management and suppression in Alaska.

In addition, AICC is the focal point for coordinating and providing support for all-hazards emergency response activities for federal landholding agencies in Alaska and for providing support to the Alaska Bureau of Land Management (BLM) for non-emergency resource activities.

The *Master Cooperative Wildland Fire Management and Stafford Act Agreement* (Agreement) documents how the coordination and exchange of personnel, equipment, supplies, services, and funds among the Parties to the Agreement sustain wildland fire management activities. These include prevention, preparedness, communication and education, fuel treatment and hazard mitigation, fire planning, response strategies, tactics and alternatives, suppression, and post-fire rehabilitation and restoration activities. The Agreement and supporting documentation are accessible at <https://fire.ak.blm.gov/administration/asma.php>.

## 2.3 Assessment and Control of the Hazard

The following types of events could precede a wildfire event:

- Storms that produce lightening
- Volcanic eruptions
- Accidents that ignite vegetation, shrubs, and trees
- Drought conditions

Indicators of the potential for a larger-scale wildfire incident include:

- High winds and gusts
- Severe drought conditions
- Long durations of low humidity
- Climate change
- Homelessness and urban camping

## 2.4 Prevention and Infrastructure Protection Activities

Preventative and infrastructure protection activities for wildfires may include the following:

- Create defensible space to separate structures from flammable vegetation.
- Adhere to local fire and building codes.
- Close or restrict forest and other land-use areas to prevent fire starts.
- Use fire-resistant materials when building, renovating, and retrofitting structures and designing landscapes around them.
- Utilize prescribed burning.
- Distribute public messaging on preventing wildfires during drought and other periods of high susceptibility.
- Create and conduct a wildfire public education campaign and programs on fire safety.
- Monitor local weather conditions.

## 2.5 Notification and Alert and Warning

AICC provides Alaska's fire predictive services. These may be accessed at <https://fire.ak.blm.gov/predsvcs/weather.php> and include information on fire weather, fire danger, fuels, air quality, outlooks, maps, and intelligence reporting.

Fire Weather Watch information is available through the National Weather Service at <https://www.weather.gov/arh/fire>.

Warning times are often a function of distance from the fire and its rate of spread. Thus, depending on the situation, warning times can vary from no-notice events to several days.

Citizens should report fires to 911; AFD will then notify the Office of Emergency Management (OEM) for situational awareness during normal business hours or the OEM duty officer after hours. AFD will relay any support needs to OEM, and the EOC will be activated as necessary.

## 2.6 Selection and Implementation of Protective Actions

Proactive actions that may be implemented in response to wildfire include:

- **Public messaging.** Public messaging should inform the public about actions they can take to mitigate the threat to their lives and property and may include messages from Ready, Set, Go and Firewise programs.
- **Evacuations.** Evacuations should be implemented by authorities in MOA Code 3.80.060 whenever indicators for wildfire incidents have been observed and pose threats to life and infrastructure. These evacuations should stay in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.
- **Shelter-in-place.** Residents and visitors may be advised to shelter-in-place and to create a clean air room within their home or facility in order to reduce exposure to wildfire smoke.
- **Road closures / perimeter establishment.** Road closures / perimeter establishments should be put in place around locations in which active wildfire poses a threat to life and infrastructure. These road closures / perimeter establishments should remain in place until experts have certified that the affected areas no longer pose a threat to life and infrastructure.

## 2.7 Short-term Stabilization Actions

Short-term stabilization actions that may be implemented in response to wildfires include:

- **Firefighting.** Crews should be prepared to respond to a multitude of business, home, and car fires. Resource limitation may require prioritization of incident response.
- **Medical aid.** Provision of Emergency Medical Services (EMS) and rapid transport to appropriate level care facilities for injured persons, first responders, and others.
- **Utility restoration.** The rapid restoration of utilities is critical to stabilize the incident and prevent further deterioration of the incident.
- **Debris removal.** Debris from wildfires can block roads and make access to portions of the community impassable.
- **Mass care.** Mass care, including shelter operations for populations displaced from the events of wildfire, should be coordinated and mobilized as quickly as possible.

## 2.8 Recovery Actions

The objective of short-term recovery following wildfire response is to provide restoration of the lifeline services and critical facilities and return individuals to their homes and businesses.

Recovery operations may include:

- **Damage assessments.** Accounting for the amounts of damage sustained to infrastructure should be completed as quickly as possible. This assessment should include not only the financial damages but also account for operational capacity.
- **Repopulation.** Providing structural damage evaluation and other safety clearances to open neighborhoods and business districts for repopulation is critical for housing and economic recovery.

- **Mass care.** Mass care, including shelter operations for populations displaced from the events of wildfire, may need to be coordinated through Federal Emergency Management Agency (FEMA) and CBOs for longer-term recovery operations

### 3. Related Training

AFD has improved its firefighter response capability through wildland fire training and certifications, and Chugiak and Girdwood volunteer fire departments have improved their preparedness for wildland fires through increased training and Red Card certification. All MOA firefighters are trained in basic wildland firefighting tactics and fire behavior, and the AFD flight crew trains in helicopter operations. AFD command staff are trained for advanced wildland fire operations, incident management, and public information. Annual wildland fire safety refresher courses are provided to all emergency response staff throughout the municipality.

Wildfire simulation drills are hosted by AFD nearly every year. These drills incorporate mutual aid response agencies, such as the Alaska Division of Forestry, U.S. Forest Service, and municipal departments that would help with incident management and recovery. At each drill, the Anchorage Police Department has practiced residential evacuation procedures.

The following courses are suggested for those involved in response to wildfires. This list is not exhaustive. Contact MOA for more information about course registration.

#### FEMA Independent Study

- IS-320 Wildfire Mitigation Basics for Mitigation Staff
- IS-1027 Fire Management Assistance Grant (FMAG)

#### National Fire Academy Residential / Non-Residential Courses

- F/N/O597 Introduction to Wildland Urban Interface Evacuation Planning and Procedures
- F/N/O614 Wildland Urban Interface – Fire Adapted Communities

#### Additional Training

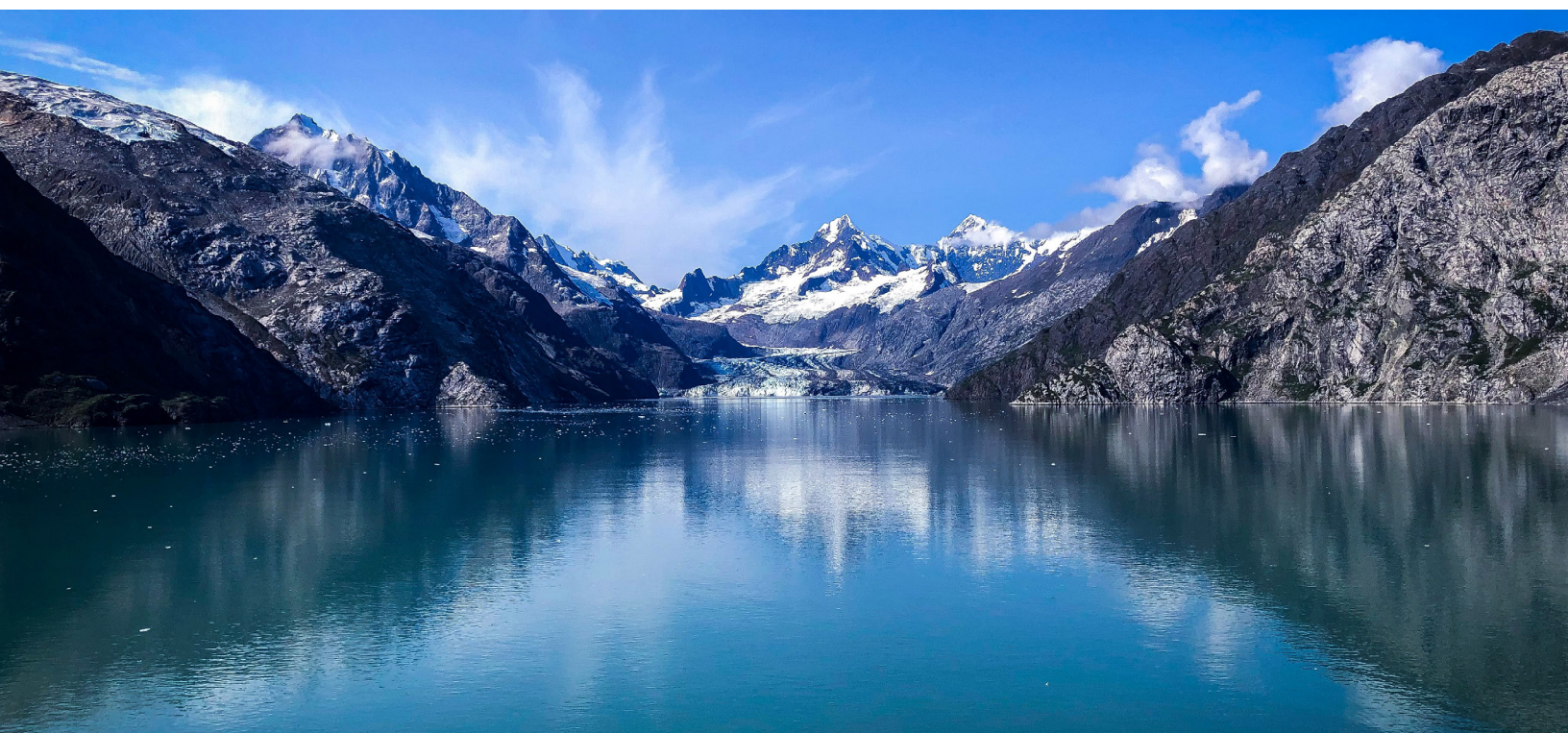
- COMET / Met Ed training on Tactical Fire Weather Forecasting
- COMET / Met Ed training on Navigating the National Weather Service Fire Weather Program
- COMET / Met Ed training on Extreme Wildland Fire Behavior
- National Wildfire Coordinating Group course offerings
- Tactical training offered through the Alaska Department of Natural Resources Division of Forestry
- Any additional training mandated by state or federal regulations

To support the integration of DAFN communities in emergency response, training should incorporate DAFN planning considerations and representation

**Municipality of Anchorage**

# Comprehensive Emergency Operations Plan

## Section 4 Attachments



**Section 4: Attachments contains the following components:**

- Acronyms
- Glossary
- Authorities
- References
- Emergency Operation Center Job Aids
- Lifelines Situation Reports

**Each attachment is unique in structure.**

<b>DOCUMENT NAME</b>	<b>Acronym List</b>
<b>DOCUMENT TYPE</b>	<b>Attachment</b>
<b>CEOP SECTION</b>	<b>Section 4, Plan Designation 01</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

**AAR:** After-Action Report

**ACS:** Alternate Care Sites

**ADA:** Americans with Disabilities Act

**AEA:** Atomic Energy Act

**AFD:** Anchorage Fire Department

**AHMP:** All Hazards Mitigation Plan

**AIAC:** Alaska Information Analysis Center

**AICC:** Alaska Interagency Coordination Center

**AIMAS:** Alaska Intrastate Mutual Aid System

**ALMR:** Alaska Land Mobile Radio Repeater

**AM:** Amplitude Modulation

**AMC:** Anchorage Municipal Code

**ANSS:** Advanced National Seismic System

**APD:** Anchorage Police Department

**APIE:** Analyze, Plan, Implement, and Evaluate

**ARC:** American Red Cross

**ASD:** Anchorage School District

**ASL:** American Sign Language

**ASPR:** Assistant Secretary for Preparedness and Response

**AWARN:** Anchorage Wide Area Radio Network

**BLEVE:** Boiling Liquid Expanding Vapor Explosion

**BLM:** Bureau of Land Management

**C&D:** Construction and Demolition

**CB:** Citizens Band

**CBO:** Community Based Organization



**CBRNE:** Chemical, Biological, Radiological, Nuclear, and Explosives

**CCP:** Citizen Corp Program

**CDC:** Center for Disease Control

**CDP:** Center of Domestic Preparedness

**CEOP:** Comprehensive Emergency Operations Plan

**CISM:** Critical Incident Stress Management

**CHEMM:** Chemical Hazards Emergency Medical Management

**CHRIS:** Chemical Hazard Response Information System

**CMIST:** Communication, Maintaining Health, Independence, Support and Safety, and Transportation

**COG:** Continuity of Government

**COML:** Communications Unit Leader

**COMT:** Communications Unit Technicians

**COOP:** Continuity of Operations

**COP:** Common Operating Picture

**CPG:** Comprehensive Planning Guide

**CPR:** Cardiopulmonary Resuscitation

**CRCLA:** Comprehensive Environmental Response, Compensation, and Liability Act

**CRS:** Community Rating System

**CSC:** Crisis Standards of Care

**CTN:** Critical Transportation Needs

**CWPP:** Community Wildfire Protection Plan

**DA:** Disaster Assessment

**DAFN:** Disabilities and Access and Functional Needs

**DAT:** Damage Assessment Team

**DEC:** Department of Environmental Conservation

**DHHS:** Department of Health and Human Services

**DHS:** Department of Homeland Security

**DHS&EM:** Division of Homeland Security and Emergency Management

**DMORT:** Disaster Mortuary Operational Response Team



**DMVA:** Department of Military and Veterans Affairs

**DNR:** Department of Natural Resources

**DOC:** Department Operations Center

**DOD:** Department of Defense

**DOE:** Department of Energy

**DOI:** Department of Interior

**DOT:** Department of Transportation

**DPW:** Department of Public Works

**DRC:** Disaster Recovery Center

**DRI:** Disaster Response Interpreter

**DRM:** Disaster Recovery Manager

**DST:** Damage Survey Team

**EAS:** Emergency Alert System

**EAP:** Emergency Action Plan

**EAP:** Employee Assistance Program

**EEl:** Essential Elements of Information

**EEOC:** Equal Employment Opportunity Commission

**EEW:** Early Earthquake Warning

**EMAC:** Emergency Management Assistance Compact

**EMAP:** Emergency Management Accreditation Program

**EMI:** Emergency Management Institute

**EMPG:** Emergency Management Performance Grant

**EMPP:** Emergency Management Professional Program

**EMS:** Emergency Medical Services

**EOC:** Emergency Operations Center

**EOP:** Emergency Operations Plan

**EPA:** Environmental Protection Agency

**ERG:** Emergency Response Guide

**ESF:** Emergency Support Function

**FAA:** Federal Aviation Administration

**FBI:** Federal Bureau of Investigation

**FCC:** Federal Communications Commission

**FDA:** Food and Drug Administration

**FE:** Functional Exercise

**FEMA:** Federal Emergency Management Agency

**FIRM:** Flood Insurance Rate Map

**FM:** Frequency Modulation

**FMAG:** Fire Management Assistance Grant

**FMS:** Federal Medical Station

**FNARS:** Federal National Radio System

**FOSC:** Federal On-Scene Coordinator

**FRA:** Federal Railroad Administration

**FSE:** Full-Scale Exercise

**FTA:** Federal Transit Administration

**FTS:** Field Treatment Sites

**GETS:** Government Emergency Telecommunications Services

**GIS:** Geographic Information Systems

**GPS:** Global Positioning System

**HA:** Housing Assistance

**HAZMAT:** Hazardous Materials

**HAZUS:** Hazard United States

**HCO:** Health Care Organization

**HEARNet:** Hospital Emergency Alert Response Channel

**HF:** High Frequency

**HHS:** U.S. Department of Health and Human Services

**HHW:** Household Hazardous Waste

**HIPAA:** Health Insurance Portability and Accountability

**HMA:** Hazardous Materials Awareness

**HMGP:** Hazard Mitigation Grant Program

**HMO:** Hazardous Materials Operations

**HMP:** Hazard Mitigation Plan

**HMT:** Hazardous Materials Technician

**HQ:** Headquarters

**HSEEP:** Homeland Security Exercise and Evaluation Program

**IA:** Individual Assistance

**IAP:** Incident Action Plan

**IAPPG:** Individual Assistance Program and Policy Guide

**IC:** Incident Commander

**ICP:** Incident Command Post

**ICS:** Incident Command System

**ICU:** Intensive Care Unit

**IDA:** Initial Damage Assessment

**IEMC:** Integrated Emergency Management Course

**IHSS:** In-Home Support Services

**IP:** Improvement Plan

**IPAWS:** Integrated Public Alert and Warning System

**IT:** Information Technology

**IVHHN:** International Volcanic Health Hazard Network

**JBER:** Joint Base Elmendorf-Richardson

**JIC:** Joint Information Center

**JIS:** Joint Information System

**JPDA:** Joint Preliminary Damage Assessment

**LEP**” Limited English Proficiency

**LEPC:** Local Emergency Planning Committee

**LiDAR:** Light Detection and Ranging

**LOSC:** Local On-Scene Coordinator

**MAA:** Mutual Aid Agreement

**MAC Groups:** Multiagency Coordination Groups

**MACS:** Multiagency Coordination System

**MCI:** Mass Casualty Incident

**MCM:** Medical Countermeasures

**MCSO:** Mass Care and Shelter Operations

**MEF:** Mission Essential Functions

**MGMEF:** Municipal Government Mission Essential Functions

**MHS:** Manufacture Housing Units

**MMRS:** Metropolitan Medical Response System

**MOA:** Municipality of Anchorage

**MOA:** Memoranda of Agreement

**MOU:** Memorandum of Understanding

**mph:** Miles per Hour

**NDRF:** National Disaster Recovery Framework

**NEHRP:** National Earthquake Hazard Reduction Program

**NFIP:** National Flood Insurance Program

**NGO:** Nongovernmental Organizations

**NIMS:** National Incident Management System

**NIOSH:** National Institute for Occupational Safety and Health

**NOAA:** National Oceanic and Atmospheric Administration

**NPI:** Non-Pharmaceutical Intervention

**NS/EP:** National Security / Emergency Preparedness

**NRF:** National Response Framework

**NRT:** National Response Team

**NTAS:** National Terrorism Advisory System

**NTED:** National Training and Education Division

**NTSB:** National Transportation Safety Board

**NTWC:** National Tsunami Warning Center

**NWS:** National Weather Service

**OCS:** Office of Children's Services

**OEM:** Office of Emergency Management

**ONA:** Other Needs Assistance

**OPEC:** Office of Environmental Policy and Compliance

**OSHA:** Occupational Safety and Health Administration

**PAPPG:** Public Assistance Policy and Procedure Guide

**PDA:** Preliminary Damage Assessment

**PHMSA:** Pipeline and Hazardous Materials Safety Agency

**PHO:** Public Health Official

**PII:** Personally Identifiable Information

**PNP:** Public Non-Profit

**POA:** Port of Alaska

**POD:** Points of Distribution

**POETE:** Planning, Organization, Equipment, Training, and Exercises

**POST:** Prioritizing Operations Support Tool

**PPE:** Personal Protective Equipment

**PSA:** Personal Service Assistants

**PSAP:** Public Safety Answering Point

**PW:** Project Worksheet

**RCA:** Riot Control Agents

**RCRA:** Resource Conservation and Recovery Act

**RHRC:** Regional Hub Reception Center

**ROC:** Response Operations Center

**ROW:** Right of Way

**RPOSC:** Responsible Party On-Scene Coordinator

**RRT:** Regional Response Team

**RV:** Recreational Vehicle

**SA:** Situational Assessment

**SAR:** Synthetic Aperture Radar

**SBA:** Small Business Administration

**SDA:** Safety Data Sheet

**SECOM:** Security Command

**SEOC:** State Emergency Operation Center

**SHARES:** SHARed RESources

**SHSP:** State Homeland Security Program

**SitRep:** Situation Report

**SLTT:** State, Local, Tribal, and Territorial

**SMEO:** State Medical Examiner's Office

**SNAP:** Special Needs Awareness Program

**SNM:** Special Nuclear Materials

**SNS:** Strategic National Stockpile

**SOG:** Standard Operating Guide

**SOP:** Standard Operating Procedure

**SOSC:** State On-Scene Coordinator

**SPR:** Spill Prevention and Response

**TDA:** Transportation Disaster Assistance

**TDD:** Telecommunication Devices for the Deaf

**THG:** Temporary Housing Grant

**TIM:** Traffic Incident Management

**TRACEM:** Thermal, Radiological, Asphyxiation, Chemical, Etiological, or Mechanical

**TRC:** Temporary Reception Center

**TSA:** Transportation Security Administration

**TSA:** Transitional Sheltering Assistance

**TSAIA:** Ted Stevens Anchorage International Airport

**TSP:** Telecommunications Service Priority

**TTX:** Tabletop Exercise

**TTY:** TeleTYpe

**UC:** Unified Command

**U.S.:** United States

**USAR:** Urban Search and Rescue

**USDA:** U.S. Department of Agriculture

**USDOT:** United State Department of Transportation

**USGS:** United States Geological Survey

**UST:** Underground Storage Tank

**VoIP:** Voice over Internet Protocol

**VRI:** Video Remote Interpreting

**TTX:** Tabletop Exercise

**VPN:** Virtual Private Network

**WEA:** Wireless Emergency Alert

**WHO:** World Health Organization

**WISER:** Wireless Information System for Emergency Responders

**WMD:** Weapons of Mass Destructions

**WUI:** Wildland Urban Interface

**WPS:** Wireless Priority Service

<b>DOCUMENT NAME</b>	<b>Glossary</b>
<b>DOCUMENT TYPE</b>	<b>Attachment</b>
<b>CEOP SECTION</b>	<b>Section 4, Plan Designation 02</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

**After-Action Report/Improvement Plan (AAR/IP):** The main product of the Evaluation and Improvement Planning process. The After-Action Report/Improvement Plan (AAR/IP) has two components: an After-Action Report (AAR), which captures observations of an exercise or event and makes recommendations for post-exercise/post-event improvements; and an Improvement Plan (IP), which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

**All-hazards:** A classification encompassing all conditions, environmental or human-caused, that have the potential to cause injury, illness, or death; damage to or loss of equipment, infrastructure services, or property; or alternatively causing functional degradation to social, economic or environmental aspects. These include accidents, technological events, natural disasters, space weather, domestic and foreign-sponsored terrorist attacks, acts of war, weapons of mass destruction and chemical, biological (including pandemic), radiological, nuclear or explosive events.

**American Red Cross:** The American Red Cross is a humanitarian organization, led by volunteers, that provides relief to victims of disasters and helps people prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

**CBRNE:** Chemical, biological, radiological, neurological and explosive weapons. An example of CBRNE-specific equipment is a monitor. A CBRNE-specific pharmaceutical is an item such as an autoinjector.

**Center for Disease Control (CDC):** A U.S. federal government agency whose mission is to protect public health by preventing and controlling disease, injury, and disability. The CDC promotes healthy behaviors and safe, healthy environments. It keeps track of health trends, tries to find the cause of health problems and outbreaks of disease, and responds to new public health threats. The CDC works with state health departments and other organizations throughout the country and the world to help prevent and control disease. The CDC is part of the U.S. Public Health Service of the Department of Health and Human Services (DHHS). Also called Centers for Disease Control and Prevention.

**Communications interoperability:** The ability of public safety agencies, such as police, fire, emergency medical services (EMS), and other public and private service agencies (public works, transportation, hospitals, etc.) to share tactical information within and across agencies and jurisdictions via radio and associated communications systems, exchanging voice, data, and/or video with one another on-demand, in real-time, when needed, and when authorized.

**Community:** A political entity which has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each State defines its own political subdivisions and forms of government.



**Concept of operations:** Presents a clear picture of the sequence and scope of the planned emergency response, what should happen, when, and at whose direction.

**Contamination:** The undesirable deposition of a chemical, biological, or radiological material on the surface of structures, areas, objects, or people.

**Continuity of government:** A coordinated effort within the executive, legislative, or judicial branches to ensure that essential functions continue to be performed before, during, and after an emergency or threat. Continuity of government is intended to preserve the statutory and constitutional authority of elected officials at all levels of government across the United States.

**Continuity of operations:** An effort within individual organizations to ensure that essential functions continue to be performed during the disruption of typical operations.

**Common operating picture:** A common operation picture (COP) is a continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated communication, information management, and intelligence and information sharing systems. The goal of a COP is real-time situational awareness across all levels of incident management and across jurisdictions.

**Critical infrastructure:** Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Dam:** A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water.

**Damage assessment:** The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a man-made or natural disaster.

**Debris:** Includes, but is not limited to, vegetative debris, construction and demolition debris, sand, mud, silt, gravel, rocks, boulders, white goods, and vehicle and vessel wreckage.

**Debris management:** The capability of the jurisdiction to manage disaster debris in a coordinated, safe, historically responsible, environmentally responsible, and cost-effective manner.

**Decontamination:** The reduction or removal of a chemical, biological, or radiological material from the surface of a structure, area, object, or person.

**Disability and access and functional needs:** Persons who may have additional needs before, during and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; live in institutionalized settings; are seniors; are children; are from diverse cultures; have limited English proficiency or are non-English speaking; or are transportation disadvantaged.

**Disaster:** An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries.

**Disaster declaration:** A formal statement by the jurisdiction's chief public official that a disaster or emergency situation exceeds their response capabilities. It allows public officials to exercise emergency powers in reacting to a disaster and preserving life, property, and public health and opens the door for assistance by state and/or federal government.

**Earthquake:** The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

**Emergency:** Any incident, whether natural, technological, or human-caused, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an 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.

**Emergency Alert System (EAS):** The Emergency Alert System (EAS) is a national warning system in the United States designed to allow authorized officials to coordinate and disseminate emergency alerts and warning messages to the public via terrestrial and satellite radio and television, including broadcast and multichannel television.

**Emergency medical services (EMS):** Services, including personnel, facilities, and equipment required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). EMS specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

**Emergency operations center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

**Emergency operations plan:** A document that: describes how people and property will be protected in disaster and disaster threat situations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

**Erosion:** a) The collapse, undermining or subsidence of land along the shore of a lake or other body of water. Erosion is a covered peril if it is caused by waves or currents of water exceeding their cyclical levels which result in flooding. b) The process of the gradual wearing away of land masses. Erosion can occur along coasts, rivers, and streams.

**Evacuation:** The organized, phased, and supervised withdrawal, dispersal, or removal of students, personnel, and visitors from dangerous or potentially dangerous areas.

**Evacuees:** All persons removed or moving from areas threatened or struck by a disaster.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Federal Emergency Management Agency (FEMA):** 1) An agency within the U.S. Department of Homeland Security charged with responding to Presidentially-declared disasters. 2) Federal Emergency Management Agency (FEMA). The Federal agency under which the NFIP is administered. In March 2003, FEMA became part of the newly created U.S. Department of Homeland Security.

**Flash flood:** Follows a situation in which rainfall is so intense and severe and runoff so rapid that it precludes recording and relating it to stream stages and other information in time to forecast a flood condition.

**Flood:** A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Hazardous material (HAZMAT):** Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

**Incident:** An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident action plan:** A document outlining the control objectives, operational period objectives, and response strategy defined by the incident command during response planning.

**Incident command:** The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

**Incident commander:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The Incident Commander has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident command system (ICS):** A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and

communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Individual Assistance (IA):** IA refers to FEMA's Individuals and Households Program. Homeowners and renters may be eligible for federal help to defray the costs of damage or losses they incurred as a result of a declared disaster.

Assistance may provide help in renting alternative accommodations or repairs to make living quarters safe, sanitary and functional. Even if insurance covers some of the losses, FEMA might be able to make up for shortfalls in cases of underinsurance. Other types of IA can help with medical, dental, funeral, personal property, transportation, moving and storage and other eligible expenses.

An applicant may be referred to the U.S. Small Business Administration (SBA) before being considered for certain FEMA assistance. If the disaster loan application is approved, you are not obligated to accept an SBA loan but failure to submit the application may disqualify you from other possible FEMA assistance.

**Infectious disease.** Infectious diseases are caused by pathogenic microorganisms, such as bacteria, viruses, parasites, or fungi; the diseases can be spread, directly or indirectly, from one person to another.

**Integrated Public Alert and Warning System (IPAWS):** The Integrated Public Alert and Warning System (IPAWS) is an architecture that unifies the United States' Emergency Alert System, National Warning System, Wireless Emergency Alerts, and NOAA Weather Radio, under a single platform. IPAWS was designed to modernize these systems by enabling alerts to be aggregated over a network and distributed to the appropriate system for public dissemination.

**Joint Information Center:** A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating Federal, State, and local agencies that are collocated at the JIC.

**Joint Information System:** A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the Joint Information System is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Local government:** Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized

tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

**Mass care:** The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.

**Mass casualty incident:** An incident that generates more patients at a time than locally available resources can manage when using routine procedures. It requires exceptional emergency arrangements and additional or extraordinary assistance.

**Mass fatality incident:** A mass fatality incident is any situation where the number of fatalities exceeds the ability of local resources to manage the number of fatalities. The primary functions of a mass fatality response are body recovery, morgue operations, and assisting the decedents' family members and loved ones.

**National Response Framework (NRF):** A guide establishing a comprehensive, national, all-hazards approach to domestic incident response. It intends to capture specific authorities and best practices for managing incidents ranging from serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

**Natural hazard:** Hazard related to weather patterns and/or physical characteristics of an area. Often natural hazards occur repeatedly in the same geographical locations.

**Nongovernmental organization (NGO):** An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of nongovernmental organizations include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

**Preliminary Damage Assessment:** A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the State as a basis for the Governor's request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor's request. PDAs are made by at least one State and one Federal representative. A local government representative familiar with the extent and location of damage in the community often participates; other State and Federal agencies and voluntary relief organizations also may be asked to participate, as needed.

**Protective actions:** The capability of the jurisdiction to prepare for, execute, and communicate the safe and effective sheltering-in-place of a population at-risk (and pets and service animals), and/or the organized and managed evacuation of the population at-risk (and pets and service animals) to areas of safe refuge in response to a potential or dangerous environment. In addition, protective actions encompass the safe reentry of the population when feasible.

**Public Assistance (PA):** PA provides reimbursement to local, tribal and state government agencies and certain nonprofit organizations for the costs of emergency response, debris removal and restoration of disaster-damaged public facilities and infrastructure. Organizations that provide essential public services, such as schools, public utilities, medical facilities, museums, zoos, parks, houses of worship and others may be eligible for Public Assistance grants.

The damage or losses must have been a direct result of the declared disaster and must have occurred during the incident period specified in the declaration.

**Public health and medical services:** The capability of a jurisdiction to provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support to all affected populations.

**Public information:** Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO):** A member of the Command Staff who serves as the conduit for information to internal and external stakeholders, including the media or other organizations seeking information directly from the incident or event.

**Recovery:** Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Examples: Short-term recovery focuses on crisis counseling and restoration of lifelines such as water and electric supply, and critical facilities. Long-term recovery includes more permanent rebuilding.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities during an incident or at an Emergency Operations Center.

**Resource management:** Those actions taken by a government to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.

**Secondary hazard:** A threat whose potential would be realized as the result of a triggering event that of itself would constitute an emergency. For example, dam failure might be a secondary hazard associated with earthquakes.

**Standard operating procedures:** A set of instructions constituting a directive, covering those features of operations that lend themselves to a definite, step-by-step process of accomplishment. SOPs supplement EOPs by detailing and specifying how tasks assigned in the EOP are to be carried out.

**Terrorism:** The use of--or threatened use of--criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large

numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").

**Trapline:** A series of large signboards that are placed strategically throughout an area, "trapping" interested residents and visitors with incident information, including maps. Traplines are routinely used by public information officers to provide information during wildfire incidents but can be used for any type of incident in which it is deemed useful.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice. Examples: Lockdown, shelter-in-place, evacuation of students, search and rescue operations, fire suppression, etc.

**State of Emergency:** The Governor declares a State of Emergency when he/she believes a disaster has occurred or may be imminent that is severe enough to require State aid to supplement local resources in preventing or alleviating damages, loss, hardship or suffering. This declaration authorizes the Governor to speed State agency assistance to communities in need. It enables him to make resources immediately available to rescue, evacuate, shelter, provide essential commodities (i.e., heating fuel, food etc.) and quell disturbances in affected localities. It may also position the State to seek federal assistance when the scope of the event exceeds the State's resources.

**Technological hazards:** These hazards originate from technological or industrial accidents, infrastructure failures, or certain human activities. These hazards cause the loss of life or injury, property damage, social and economic disruption, or environmental degradation, and often come with little to no warning.

**Transportation coordination:** The capability of a jurisdiction to provide infrastructure access and transportation services to support the evacuation of people and animals as well as the delivery of response personnel, equipment, and services during an incident.

**Warning:** The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause. A warning issued by the National Weather Service (e.g., severe storm warning, tornado warning, tropical storm warning) for a defined area indicates that a particular type of severe weather is imminent in that area.

**Watch:** Indication by the NWS that, in a defined area, conditions are favorable for the specified type of severe weather (e.g., flash flood watch, severe thunderstorm watch, tornado watch, tropical storm watch).

<b>DOCUMENT NAME</b>	<b>Authorities List</b>
<b>DOCUMENT TYPE</b>	<b>Attachment</b>
<b>CEOP SECTION</b>	<b>Section 4, Plan Designation 03</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

The Municipality of Anchorage (MOA) adopts this Comprehensive Emergency Operations Plan (CEOP) under the following local, state, quasi-governmental, and federal authorities:

#### **Federal**

- Robert T. Stafford Disaster Relief and Emergency Assistance Act
- Homeland Security Presidential Policy Directive 5
- Homeland Security Presidential Policy Directive 8
- Title 44 of the Code of Regulations, Emergency Management and Assistance
- Post-Katrina FEMA Reform Act
- Disaster Mitigation Act of 2000
- 42 U.S.C. § 116 Emergency Planning and Community Right to Know
- 42 U.S.C. § 12101 Americans with Disabilities Act of 1990
- Executive Order 13407 Public Alert and Warning
- Integrated Public Alert and Warning Modernization Act of 2015

#### **Volunteer, Quasi-Governmental**

- American National Red Cross Federal Charter

#### **State**

- AS 26.20 Homeland Security & Civil Defense
- AS 26.23, Article 1 Alaska Disaster Act
- 4 AAC 05.090 Discontinuation or Closure of Schools
- AS 09.65.090 Civil Liability for Emergency Aid
- AS 12.65.005 Duty to Notify State Medical Examiner
- AS 12.65.020 Medical Death Investigations
- AS 18.08 Emergency Medical Services
- AS 18.15 Disease Control and Threats to Public Health
- AS 18.15.355 Prevention and Control of Conditions of Public Health Importance
- AS 18.15.360 Data Collection
- AS 18.65 Police Protection
- AS 18.70.075 Authority of Fire Department Officers
- AS 26.20.140 Providing for Immunity of Government
- AS 26.23.010 Alaska Disasters Act, Purposes



- AS 26.23.040 Homeland security duties of the Alaska Division of Homeland Security and Emergency Management
- AS 29.25.030 Emergency Ordinances
- AS 29.35.040 Emergency Disaster Powers
- AS 40.25.110 Public Records

#### **Local**

- Charter § 5.02 Powers of The Mayor
- Charter § 5.03 Manager
- Charter § 7.01 Determining Vacancies
- Charter § 7.02 Filling Vacancies in Elective Office
- Charter § 17.13 Definitions
- AMC 3.20.020 Powers of Mayor
- AMC 3.20.045 Office of the Municipal Manager
- AMC 3.80 Civil Emergency
- AMC 3.80.020 Succession to office of mayor and acting mayor
- AMC 3.80.030 Definitions
- AMC 3.80.040 Authority to issue emergency proclamation
- AMC 3.80.080 Termination of emergency proclamation
- AMC 3.80.085 Termination of individual emergency orders or regulations
- AMC 05.20 Unlawful Discrimination
- AMC 7.20.090 Emergency Procurement
- AMC 8.30.010 Resisting or Interfering with Peace Officer
- AMC 8.30.015 Failure or refusal to comply with official orders during emergency proclamation
- AMC 9.08.010 Authority of Police and Fire Department Officials

<b>DOCUMENT NAME</b>	<b>Reference List</b>
<b>DOCUMENT TYPE</b>	<b>Attachment</b>
<b>CEOP SECTION</b>	<b>Section 4, Plan Designation 04</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

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<b>DOCUMENT NAME</b>	<b>Emergency Operation Center Job Aids</b>
<b>DOCUMENT TYPE</b>	<b>Attachment</b>
<b>CEOP SECTION</b>	<b>Section 4, Plan Designation 05</b>
<b>LAST UPDATED</b>	<b>September 2022</b>

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The following positions are covered within this section:

- EOC Director
- Public Information Officer
- Liaison Officer
- Safety Officer
- Human Resources Specialist
- Operations Section Chief
- Deputy Operations Section Chief
- Emergency Operations Center/Incident Command Post Liaison
- Fire Branch Director
- Law Enforcement Branch Director
- Health and Medical Branch Director
- Public Works Branch Director
- Planning Section Chief
- Deputy Planning Section Chief
- Situation Unit Leader
- Documentation Unit Leader
- Logistics Section Chief
- Deputy Logistics Section Chief
- Service Branch Director
- Support Branch Director
- Emergency Operations Center IT Customer Service Manager
- Communications Unit Leader
- Finance/Administration Section Chief
- Deputy Finance/Administration Section Chief
- Cost Unit Leader
- EOC Recovery Group

## EOC Director

**PRIMARY: Emergency Management Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Policy Group**

### General Duties

- Serve as the Director of Emergency Management for the MOA.
- Make executive decisions based on the direction of the Policy Group.
- Develop and issue rules, regulations, proclamations and orders in coordination with the Policy Group and Mayor.
- Establish the appropriate level of organization, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Branches or Units as dictated by the situation.
- Exercise overall management responsibility for the coordination of the response efforts within the affected area. In conjunction with the General Staff, set priorities for response efforts, and ensure that all agency actions are accomplished within the priorities established.
- Ensure that multi-agency or inter-agency coordination is accomplished effectively within the EOC.
- Coordinate all visits to the EOC.

### Your Responsibility

- Overall management of the MOA's emergency response and recovery effort.
- Facilitate the overall functioning of the EOC, coordinate with other agencies.

### Checklist Actions

#### ACTIVATION

- ☐ Determine the operational status and appropriate level of activation based on situation as known.
- ☐ Activate the EOC, or, as appropriate, respond to the EOC (if activated by the Mayor or Municipal Manager).
- ☐ Mobilize appropriate personnel for initial activation of the EOC.
- ☐ Activate an alternate EOC as required. When there is damage to the primary EOC sufficient to render it unusable, prepare to relocate to the alternate EOC.
- ☐ Obtain briefing from whatever sources are available.

#### POSITION START-UP ACTIONS

- ☐ Review your position responsibilities.
- ☐ Identify yourself as the EOC Director by putting on the vest with your title. Print your name on the EOC organizational chart next to your assignment.
- ☐ Direct the implementation of the MOA Comprehensive Emergency Operations Plan.
- ☐ Confirm level of EOC activation and ensure that EOC positions and ICS field positions are filled as needed.



- ☐ Notify the State of Alaska Department of Homeland Security and Emergency Management (State of Alaska DHS & EM) and nearby jurisdictions of the EOC activation as appropriate.
- ☐ Assign staff to initiate check-in procedures. (ICS Form 211)
- ☐ Ensure that the EOC Organization and staffing chart is posted and that arriving team members are assigned by name.
- ☐ Ensure that EOC is properly set up and ready for operations.
- ☐ Appoint and ensure that Section Chiefs (General Staff) are in place as soon as possible and are staffing their respective sections.
  - ☐ Operations Section Chief
  - ☐ Planning Section Chief
  - ☐ Logistics Section Chief
  - ☐ Finance/Administration Section Chief
- ☐ Ensure that the Management Section is staffed as soon as possible at the level needed.
  - ☐ Public Information Officer
  - ☐ Liaison Officer
  - ☐ Safety Officer
  - ☐ Human Resources Specialist
- ☐ Request additional personnel to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - ☐ Current situation assessment.
  - ☐ Identification of specific job responsibilities.
  - ☐ Identification of co-workers within the job function and/or geographical assignment.
  - ☐ Availability of communications.
  - ☐ Location of work area.
  - ☐ Identification of eating and sleeping arrangements as appropriate.
  - ☐ Procedural instructions for obtaining additional supplies, services and personnel.
  - ☐ Identification of operational period work shifts.
- ☐ Prepare work objectives for Section staff, brief staff and make staff assignments.
- ☐ Open and maintain a position log.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report (ICS Form 214) and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Ensure that all meetings and policy decisions are documented by a scribe.
- ☐ Ensure that telephone, radio and data communications with other facilities are established and tested.
- ☐ Ensure that all departments account for personnel and work assignments.
- ☐ Confirm the delegation of authority. Obtain any guidance or direction as necessary.
- ☐ Determine appropriate delegation of purchasing authority to the Finance Section.

- ☐ Schedule the first planning meeting.
- ☐ Confer with Operations Section Chief and other General Staff to determine what representation is needed at the EOC from other agencies.
- ☐ Ensure that the field agency representatives have been assigned to other facilities as necessary.
- ☐ Determine need and establish, if necessary, a deputy director position.
- ☐ Establish the frequency of briefing sessions.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section Unit.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of Sections not currently staffed.
- ☐ Make a list of key issues currently facing the MOA to be accomplished within the next operational period.
- ☐ Ensure that all logs and files are maintained.
- ☐ Monitor EOC activities and adjust organization as appropriate.
- ☐ Resolve problems that arise in conducting MOA responsibilities.
- ☐ Anticipate potential situation changes. Develop backup plans for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for the EOC. Ensure all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Ensure that all personnel and equipment time records and a record of expendable materials used are provided to the Time Unit and Cost Unit Leader of the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **POSITION OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of all other Sections not currently staffed.
- ☐ Assess situation, work in progress, resources and estimate incident duration.
- ☐ Set up EOC planning meeting schedule with all Section Chiefs.
- ☐ Develop overall strategy with the Section Chiefs.
- ☐ Ensure that Sections are carrying out their principle duties:
  - ☐ Implement operational objectives per the EOC Incident Action Plan.
  - ☐ Prepare action plans and status reports.
  - ☐ Provide adequate facility and operational support.
  - ☐ Provide administrative and fiscal record-keeping and support.
- ☐ Develop and issue appropriate rules, regulations, proclamations and orders.
- ☐ Initiate Emergency Proclamations as needed
- ☐ Conduct periodic briefing sessions with the entire EOC to update the overall situation.
- ☐ Conduct periodic briefing sessions with the Policy Group to update the overall situation.
- ☐ Set priorities for restoration of MOA services.

- ☐ Hold action planning meeting with Sections, Branches, Units and Agency Representatives (as required) and other key staff. The activities to be covered in an action planning meeting are:
  - ☐ Provide briefings on current and forecasted situation and major reportable incidents within the MOA.
  - ☐ Obtain any additional information from other sources on the current situation assessment.
  - ☐ Review availability and status of ordered enroute or staged resources.
  - ☐ Establish with staff the next Operational Period for which the EOC Incident Action Plan should be developed.
  - ☐ Define priority actions to be accomplished or undertaken within the next Operational Period in light of the known and forecasted situation and status of available resources.
  - ☐ Establish assignments for available and incoming resources based on current and forecast situation and established priorities.
  - ☐ Determine need for additional resources. Establish specific responsibilities for ordering.
  - ☐ Discuss and resolve any internal coordination issues.
  - ☐ Ensure that staff is clear on the EOC Incident Action Plan. Have pertinent elements documented for distribution as necessary.
  - ☐ Establish time for next action planning meeting.
- ☐ Approve and authorize the implementation of the EOC Incident Action Plan developed and prepared by the Planning Section.
- ☐ In conjunction with the Public Information Officer, coordinate and conduct news conferences and review media releases as required. Establish procedures for information releases affecting inter-agency coordination.
- ☐ Authorize Public Information Officer to release information to the media and to access Emergency Alert System (EAS) as needed through appropriate channels.
- ☐ Monitor performance of EOC personnel for signs of stress or under-performance; initiate Critical Incident Stress Debriefing as appropriate in coordination with Personnel Unit of the Logistics Section.
- ☐ In conjunction with the Safety Officer, establish and maintain a safe working environment.
- ☐ Ensure that proper security of the EOC is maintained at all times.
- ☐ Ensure that the Liaison Officer is providing for and maintaining positive and effective inter-agency coordination.
- ☐ Establish and maintain contacts with adjacent jurisdictions/agencies and with other organizational levels as appropriate.
- ☐ Monitor section level activities to assure that all appropriate actions are being taken.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **DEACTIVATION**

- ☐ Authorize deactivation of sections, Units or units when they are no longer required.
- ☐ Notify the State of Alaska DHS & EM and any adjacent facilities and other EOCs as necessary of planned time for deactivation.
- ☐ Ensure that any open actions not yet completed will be taken care of after deactivation.
- ☐ Ensure that all required forms or reports are completed prior to deactivation.

- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate the EOC and closeout logs when emergency situation no longer requires activation.
- ☐ Proclaim termination of the emergency and proceed with recovery operations.

## Public Information Officer

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Serve as the dissemination point for all media releases within the affected area. Other agencies wishing to release information to the public should coordinate through the Public Information function.
- Coordinate as necessary to ensure that the public within the affected area receives complete, accurate, timely, and consistent information about lifesaving procedures, health preservation instructions, emergency status and other information, and relief programs and services.
- Review and coordinate all related information releases.
- Maintain a relationship with the media representatives and hold periodic press conferences as required.

### Your Responsibility

- Ensure that information support is provided on request; that information released is consistent, accurate, and timely and that appropriate information is provided to all required agencies.
- In larger events, the Public Information function may, as conditions and or activation levels require, expand into a Joint Information System (JIS) and may operate from a Joint Information Center (JIC).

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check-in upon arrival at the EOC.
- ☐ Report to EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Determine if situation requires a PIO on-site or if telework is adequate for the response.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Public Information Officer by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Open and maintain a position log.
- ☐ Coordinate with area PIOs as required for consistent messaging.
- ☐ Determine 24-hour staffing requirements and request additional support as required.
- ☐ Determine the need for group or unit establishment. Make required personnel assignments as staff arrives at the EOC.
- ☐ Request additional resources through the appropriate Logistics Section Unit.

- ☐ Based on the situation as known or forecast determine likely future Unit needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Keep up to date on the situation and resources associated with your Position. Maintain current status reports and displays.
- ☐ Keep the EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate support requirements and forward to appropriate Section Chief.
- ☐ Monitor your position activities and adjust staffing and organization to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Ensure that your personnel and equipment time records and a record of expendable materials used are provided to your EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **POSITION OPERATIONAL DUTIES**

- ☐ Secure guidance from the EOC Director regarding the release of available information.
- ☐ Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Provide an estimate of the impact and severity and make recommendations as appropriate.
- ☐ Coordinate all media events with the EOC Director.
- ☐ Ensure that all departments, agencies and response organizations in the jurisdiction are aware that they must coordinate release of emergency information through the Public Information Officer and that all press releases must be cleared with the EOC Director before releasing information to the media.
- ☐ Establish a Media Information Center at a site away from the EOC, Command Post and incident for media use and dissemination of information. Provide necessary work space, materials,

telephones and staffing. Media Information Center Location: TBA. Announce safe access routes to Media Information Center for media.

- ☐ Schedule and post times and locations of news briefings in the EOC, Media Information Center and other appropriate areas.
- ☐ Prepare and provide approved information to the media. Post news releases in the EOC, Media Information Center and other appropriate areas.
- ☐ Develop an information release program.
- ☐ Interact with other Units to provide and obtain information relative to public information operations.
- ☐ Coordinate with the Unit Leader of the Planning Section and define areas of special interest for public information action. Identify means for securing the information as it is developed.
- ☐ Maintain an up-to-date picture of the situation for presentation to media.
- ☐ Obtain, process, and summarize information in a form usable in presentations.
- ☐ Provide periodic briefings and press releases about the disaster situation throughout the affected areas. Refer media representatives to incident level Public Information Officers for specific information.
- ☐ As required, periodically prepare briefings for the jurisdiction executives or elected officials.
- ☐ Respond to information requests from the EOC Director and EOC Team.
- ☐ Ensure that a rumor control function is established as necessary, and has the means for identifying false or erroneous information. Develop procedure to be used to squelch such information.
- ☐ Provide sufficient staffing and telephones to efficiently handle incoming media and public calls and to gather status information.
- ☐ Consider establishing and staffing a hot-line to answer inquiries from the public. Use of the automated voice-mail disaster information system is to be encouraged.
- ☐ Prepare, update and distribute to the public a Disaster Assistance Information Directory containing locations to obtain food, shelter, supplies, health services, etc.
- ☐ Prepare a briefing sheet to be distributed to all employees at the beginning of each shift so they can answer questions from the public, such as shelter locations, water distribution sites, DACs, etc.
- ☐ Broadcast emergency information/updates on local Cable Channels either through the message board or live taping of EOC Director.
- ☐ Arrange for meetings between media and MOA officials or incident personnel.
- ☐ Provide escort service to the media and VIPs; arrange for tours and photo opportunities when available staff and time permit. Coordinate VIP tours with Liaison Officer.
- ☐ Assist in making arrangements with adjacent jurisdictions for media visits.
- ☐ Determine which radio and TV stations are operational.
- ☐ Determine requirements for support to the emergency public information function at other EOC levels.
- ☐ Monitor broadcast media, and use information to develop follow-up news releases and rumor control.
- ☐ When federal emergency response teams respond, coordinate activities through the EOC to ensure coordination of local, state and federal public information activities.

- ☐ Ensure that announcements, information and materials are translated and prepared for special populations (non-English speaking; non-readers; elderly; the hearing, sight and mobility impaired; etc.).
- ☐ Prepare materials that describe the health risks associated with each hazard, the appropriate self-help or first aid actions and other appropriate survival measures.
- ☐ Prepare instructions for people who must evacuate from a high-risk area, including the following information for each threat: evacuation routes; suggestions on types and quantities of clothing, food, medical items, etc. the evacuees should bring; location of shelters.
- ☐ During periods of increased national readiness, or in time of need, prepare materials that address national security survival tips.
- ☐ Issue timely and consistent advisories and instructions for life safety, health and assistance:
  - ☐ What to do and why.
  - ☐ What not to do and why.
  - ☐ Hazardous areas and structures to stay away from.
  - ☐ Evacuation routes, instructions, and arrangements for persons without transportation or special needs (non-ambulatory, sight-impaired, etc.).
  - ☐ Location of mass care shelters, first aid stations, food, and water distribution points, etc.
  - ☐ Location where volunteers can register and be given assignments.
  - ☐ Street and freeway overpass conditions, congested areas to avoid and alternate routes to take.
  - ☐ Instructions from the coroner and public health officials pertaining to dead bodies, potable water, human waste, and spoiled food disposal.
  - ☐ Weather hazards when appropriate.
  - ☐ Public information hotline numbers.
  - ☐ Status of Local Proclamation, Governor's Proclamation or Presidential Declaration.
  - ☐ Local, state, and federal assistance available; locations and times to apply.
  - ☐ Disaster Assistance Center (DAC) locations, opening dates and times.
  - ☐ How and where people can obtain information about relatives/friends in the emergency/disaster area. (Coordinate with the Red Cross on the release of this information.)
- ☐ Issue other information pertaining to the emergency/disaster (acts of heroism, historical property damaged or destroyed, prominence of those injured or killed, other human-interest stories)
- ☐ Through the EOC, coordinate with state, federal or private sector agencies to get technical information (health risks, weather, etc.) for release to the public and media.
- ☐ Ensure file copies are maintained of all information released.
- ☐ Provide copies of all releases to the EOC Director.
- ☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

#### DEACTIVATION

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.



- ☐ Deactivate the Public Information Officer position and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Liaison Officer

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Coordinate with Agency Representatives assigned to the EOC and handle requests from other agencies for sending liaison personnel to other EOCs.
- Function as a central location for incoming Agency Representatives, provide workspace and arrange for support as necessary.
- Interact with other sections and Units within the EOC to obtain information, assist in coordination and ensure the proper flow of information.
- Ensure that all developed guidelines, directives, actions plans and appropriate situation information is disseminated to Agency Representatives.

### Your Responsibility

- Serve as the point of contact for Agency Representatives from assisting organizations and agencies outside the MOA government structure; aid in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.
- Multi-agency or inter-agency coordination is defined as the participation of agencies and disciplines involved at any level of the incident working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check-in upon arrival at EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Liaison Officer by putting on the ID Tag with your title. Print your name on the EOC organizational chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignments and what others in the organization do.
- ☐ Open and maintain a position log.
- ☐ Determine 24-hour staffing requirements and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit.
- ☐ Based on the situation as known or forecast determine likely future Unit needs.

- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Keep up to date on the situation and resources associated with your position. Maintain current status reports and displays.
- ☐ Keep the EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate support requirements and forward to appropriate Section Chief.
- ☐ Monitor your position activities and adjust staffing and organization to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Ensure that your personnel and equipment time records and a record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **POSITION OPERATIONAL DUTIES**

- ☐ Arrange and coordinate VIP tours with Public Information Officer and EOC Director.
- ☐ Contact all on-site Agency Representatives. Make sure:
  - ☐ They have signed into the EOC.
  - ☐ They understand their assigned function.
  - ☐ They know their work location.
  - ☐ They understand EOC organization and floor plan (provide both).
- ☐ Determine if outside liaison is required with other agencies such as:
  - ☐ Local/state/federal agencies
  - ☐ Schools
  - ☐ Volunteer organizations
  - ☐ Private sector organizations
  - ☐ Utilities not already represented

- ☐ Determine status and resource needs and availability of other agencies.
- ☐ Brief Agency Representatives on current situation, priorities and EOC Incident Action Plan.
- ☐ Request Agency Representatives contact their agency, determine level of activation of agency facilities, and obtain any intelligence or situation information that may be useful to the EOC.
- ☐ Notify and coordinate with adjacent jurisdictions on facilities and/or dangerous releases which may impose risk across boundaries.
- ☐ Respond to requests for liaison personnel from other agencies.
- ☐ Act as liaison with state or federal emergency response officials and appropriate city personnel.
- ☐ Determine if there are any communication problems in contacting outside agencies. Provide information to the Communications Unit of the Logistics Section.
- ☐ Know the working location for any Agency Representative assigned directly to a Unit
- ☐ Compile list of Agency Representatives (agency, name, EOC phone) and make available to all Section and Unit Chiefs.
- ☐ Respond to requests from sections and Units for Agency information. Direct requesters to appropriate Agency Representatives.
- ☐ Provide periodic update briefings to Agency Representatives as necessary.

#### **DEACTIVATION**

- ☐ Release Agency Representatives no longer required in the EOC after coordination with the EOC Director and rest of the General Staff.
- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Liaison Officer position and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Safety Officer

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Ensure that all facilities used in support of EOC operations have safe operating conditions.
- Monitor all EOC and related facility activities to ensure that they are being conducted in as safe a manner as possible under the circumstances which exist.
- Stop or modify all unsafe operations.

### Your Responsibility

- Identify and mitigate safety hazards and situations of potential MOA liability during EOC operations and ensure a safe working environment in the EOC.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check-in upon arrival at the EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Safety Officer by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Open and maintain a position log.
- ☐ Determine 24-hour staffing requirements and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit.
- ☐ Based on the situation as known or forecast determine likely future Unit needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.

**GENERAL OPERATIONAL DUTIES**

- ☐ Keep up to date on the situation and resources associated with your position. Maintain current status reports and displays.
- ☐ Keep the EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.
- ☐ Establish operating procedure with the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate support requirements and forward to appropriate Section Chief.
- ☐ Monitor your position activities and adjust staffing and organization to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Ensure that your personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

**POSITION OPERATIONAL DUTIES**

- ☐ Secure information regarding emergency conditions.
- ☐ Tour the entire facility area and determine the scope of on-going operations.
- ☐ Evaluate conditions and advise the EOC Director of any conditions and actions which might result in liability—e.g. oversights, improper response actions, etc.
- ☐ Coordinate with the Personnel Unit of the Logistics Section to ensure that training for personnel includes safety and hazard awareness and is in compliance with OSHA requirements.
- ☐ Study the facility to learn the location of all fire extinguishers, fire hoses and emergency pull stations.
- ☐ Be familiar with particularly hazardous conditions in the facility.
- ☐ Ensure that the EOC location is free from environmental threats (i.e., radiation exposure, air purity, potable water, etc.)
- ☐ If the events which caused activation is an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
- ☐ Obtain assistance for any special safety requirements.
- ☐ Keep the EOC Director advised of safety conditions.
- ☐ Coordinate with Human Resources Specialist and Finance/Administration Section on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.

**DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.

- ☐ Deactivate the Safety Officer position and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Human Resources Specialist

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Support and advise the EOC Director regarding any Human Resources matters.
- Support and provide resources to the EOC Team throughout the course of the activation.

### Your Responsibility

- To provide Human Resources support to the EOC Team.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check-in upon arrival at the EOC.
- ☐ Report to EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the EOC Human Resources Specialist by putting on the vest with your title. Print your name on the EOC organizational chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the EOC organization do.
- ☐ Open and maintain a position log.
- ☐ Determine 24-hour staffing requirements and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit.
- ☐ Based on the situation as known or forecast determine likely future needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### GENERAL OPERATIONAL DUTIES

- ☐ Keep up to date on the situation and resources associated with your position. Maintain current status reports and displays.



- ☐ Keep the EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate support requirements and forward to appropriate Section Chief.
- ☐ Monitor your position activities and adjust staffing and organization to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Ensure that your personnel and equipment time records and a record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **POSITION OPERATIONAL DUTIES**

- ☐ Determine current EOC staffing gaps and assist in identifying solutions in coordination with the EOC Director.
- ☐ Determine needs for special communications. Make needs known to the Communications Unit of the Logistics Section.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Human Resources Specialist position and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Operations Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: As Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Ensure that the Operations Section function is carried out, including the coordination of response for Fire, Law, Health and Medical, and Public Works.
- Establish and maintain staging areas for incoming resources.
- Develop and ensure that the EOC Incident Action Plan's operational objectives are carried out.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Report to the EOC Director on all matters pertaining to Section activities.

### Your Responsibility

- Coordinate all jurisdictional operations in support of the emergency response through implementation of the MOA's EOC Incident Action Plan and coordinate all requests for mutual aid and other operational resources.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Operations Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staffs are at the EOC.
- ☐ Confirm that all key Operations Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements.
  - Deputy Operations Section Chief
  - Emergency Operations Center/Incident Command Post Liaison
  - Fire Branch

- Law Enforcement Branch
- Health and Medical Branch
- Public Works Branch
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.
  - Identification of operational period work shifts.
- ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Section Chiefs.
- ☐ From the Situation Unit Leader of the Planning Section, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Operations Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the Logistics Section or established ordering procedures, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Operations Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.

- ☐ Brief the EOC Director on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Ensure that all your Section personnel and equipment time records and record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Establish field communications with affected areas.
- ☐ Evaluate the field conditions associated with the disaster/emergency and coordinate with the Situation Unit Leader of the Planning Section.
- ☐ Determine the need to evacuate and issue evacuation orders in coordination with the LE Branch.
- ☐ Determine the need for In-Place Sheltering and issue notification orders in coordination with the LE Branch.
- ☐ In coordination with the Situation Unit Leader of the Planning Section, designate primary and alternate evacuation routes for each incident
- ☐ Display on maps the primary and alternate evacuation routes which have been determined for the incident.
- ☐ Identify, establish and maintain staging areas for Operations-related equipment and personnel.
- ☐ Direct Operations Branch Directors to maintain up-to-date Incident Charts, Incident Reports and Unit specific maps. Ensure that only ACTIVE, ESSENTIAL information is depicted on the charts and maps. All unit-related items of interest should be recorded on an Incident Report.

- ☐ Provide copies of the daily Incident Report to the Documentation Unit of the Planning Section at end of each operational period
- ☐ Coordinate the activities of all departments and agencies involved in the operations.
- ☐ Determine resources committed and resource needs.
- ☐ Receive, evaluate and disseminate information relative to the Operations of the disaster/emergency.
- ☐ Provide all relevant emergency information to the Public Information Officer.
- ☐ Conduct periodic Operations Section briefings and work to reach consensus for forthcoming operational periods.
- ☐ Work closely with the Planning Section Chief in the development of the EOC Incident Action Plan.
- ☐ Work closely with each Unit leader to ensure Operations Section objectives as defined in the current EOC Incident Action Plan are being addressed.
- ☐ Ensure that intelligence information from Unit leaders is made available to the Planning Section.
- ☐ Ensure that unusual weather occurrences within the jurisdiction are reported to the National Weather Service (NWS).
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section, i.e., notification of all emergency expenditures.
- ☐ Review suggested list of resources to be released and initiate recommendations for their release. Notify the Logistics Section.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Deputy Operations Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: As Designated by Primary**

**SUPERVISOR: Operations Section Chief**

### General Duties

- Act as the Operations Section Chief in their absence.
- Ensure that the Operations Section function is carried out, including the coordination of response for Fire, Law, Health and Medical, and Public Works.
- Establish and maintain staging areas for incoming resources.
- Develop and ensure that the EOC Incident Action Plan's operational objectives are carried out.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Report to the Operations Section Chief on all matters pertaining to Section activities.

### Your Responsibility

- Coordinate all jurisdictional operations in support of the emergency response through implementation of the MOA's EOC Incident Action Plan and coordinate all requests for mutual aid and other operational resources.
- Support the Operations Section Chief with duties as assigned.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Operations Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Deputy Operations Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staffs are at the EOC.
- ☐ Confirm that all key Operations Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements.
  - Fire Branch

- Law Enforcement Branch
- Health and Medical Branch
- Public Works Branch
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.
  - Identification of operational period work shifts.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Deputy Section Chiefs.
- ☐ From the Situation Unit Leader of the Planning Section, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Operations Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the Logistics Section or established ordering procedures, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Operations Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the Operations Section Chief on major problem areas that need or will require solutions.

- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC meetings as assigned.
- ☐ Ensure that all your Section personnel and equipment time records and record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Establish field communications with affected areas.
- ☐ Evaluate the field conditions associated with the disaster/emergency and coordinate with the Situation Unit Leader of the Planning Section.
- ☐ Determine the need to evacuate and issue evacuation orders in coordination with the LE Branch.
- ☐ Determine the need for In-Place Sheltering and issue notification orders in coordination with the LE Branch.
- ☐ In coordination with the Situation Unit Leader of the Planning Section, designate primary and alternate evacuation routes for each incident
- ☐ Display on maps the primary and alternate evacuation routes which have been determined for the incident.
- ☐ Identify, establish and maintain staging areas for Operations-related equipment and personnel.
- ☐ Direct Operations Branch Directors to maintain up-to-date Incident Charts, Incident Reports and Unit specific maps. Ensure that only ACTIVE, ESSENTIAL information is depicted on the charts and maps. All unit-related items of interest should be recorded on an Incident Report.



- ☐ Provide copies of the daily Incident Report to the Documentation Unit of the Planning Section at end of each operational period
- ☐ Coordinate the activities of all departments and agencies involved in the operations.
- ☐ Determine resources committed and resource needs.
- ☐ Receive, evaluate and disseminate information relative to the Operations of the disaster/emergency.
- ☐ Provide all relevant emergency information to the Public Information Officer.
- ☐ Conduct periodic Operations Section briefings and work to reach consensus for forthcoming operational periods.
- ☐ Work closely with the Planning Section Chief in the development of the EOC Incident Action Plan.
- ☐ Work closely with each Unit leader to ensure Operations Section objectives as defined in the current EOC Incident Action Plan are being addressed.
- ☐ Ensure that intelligence information from Unit leaders is made available to the Planning Section.
- ☐ Ensure that unusual weather occurrences within the jurisdiction are reported to the National Weather Service (NWS).
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section, i.e., notification of all emergency expenditures.
- ☐ Review suggested list of resources to be released and initiate recommendations for their release. Notify the Logistics Section.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Emergency Operations Center/Incident Command Post Liaison

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: As Designated by Primary**

**SUPERVISOR: Operations Section Chief**

### General Duties

- Ensure timely and effective communications between the Incident Command Post (ICP) and the Emergency Operations Center (EOC).
- Exercise overall responsibility for the coordination of activities between the ICP and EOC.

### Your Responsibility

- Coordinate all interface between the Incident Command Post and the Emergency Operations Center.
- Deploy on-site to the Incident Command Post or the Emergency Operations Center as directed.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Report to the ICP or EOC as directed.
- ☐ Obtain a briefing on the situation from the Incident Commander or designee.
- ☐ Establish contact with cooperating agency liaisons and the Liaison Officer.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the EOC/ICP Liaison by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC/ICP. Know where to go for information or support.
- ☐ Determine if other Section staffs are at the EOC/ICP.
- ☐ Confirm that all key Operations Section personnel or alternates are in the EOC/ICPP or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Inform the Incident Commander and Operations Section Chief when you are fully operational.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.

- ☐ Review responsibilities of your role. Develop plan for carrying out all responsibilities.
- ☐ From the EOC/ICP, obtain and review major incident reports and additional field operational information that may pertain to or affect Operations Section activities. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future ICP needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the Logistics Section or established ordering procedures, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing the ICP to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your role. Maintain current status and displays at all times.
- ☐ Brief the Operations Section Chief on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your logs and files are maintained.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the ICP and/or EOC Director's action planning meetings.
- ☐ Ensure that all your personnel and equipment time records and record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Establish field communications with affected areas.
- ☐ Evaluate the field conditions associated with the disaster/emergency and coordinate with the Situation Unit Leader of the Planning Section.
- ☐ Determine resources committed and resource needs.

- ☐ Receive, evaluate and disseminate information relative to the Operations of the disaster/emergency.
- ☐ Provide all relevant emergency information to the Public Information Officer.
- ☐ Ensure that unusual weather occurrences within the jurisdiction are reported to the National Weather Service (NWS).
- ☐ Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section, i.e., notification of all emergency expenditures.
- ☐ Review suggested list of resources to be released and initiate recommendations for their release. Notify the Resources Unit of the Logistics Section.

#### **DEACTIVATION**

- ☐ Ensure that any open actions are handled or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate and closeout logs when authorized by the Operations Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Fire Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Operations Section Chief**

### General Duties

- Coordinate the prevention, control and suppression of fires and hazardous materials incidents.
- Coordinate fire agency provision of field emergency medical care.
- Coordinate all fire agency operations.
- Implement that portion of the EOC Incident Action Plan appropriate to the Fire Branch.

### Your Responsibility

- Coordinate personnel, equipment and resources committed to the fire, field medical, search and rescue and hazardous materials elements of the incident.

### Checklist Actions

#### BRANCH START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Operations Section Chief and obtain a briefing.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Obtain a briefing from the field command post(s) or DOC, if activated, prior to assuming EOC assignment and brief the Operations Section Chief.
- ☐ Identify yourself as the Fire Branch Director by putting on the vest with your title and your ID tag. Print your name on the EOC organization chart next to your assignment.
- ☐ Ensure that all required supplies are available and equipment is working properly (phones, radios, forms, lists, maps, etc.)
- ☐ Ascertain if all key Fire personnel are in the EOC or have been notified.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Branch, establish work area, assign duties and ensure Branch journal/log is opened.
- ☐ Ensure that all responding fire agencies have been alerted and notified of the current situation.
- ☐ Consider requesting fire agencies to notify off-duty fire personnel of call-back status (when they should report), in accordance with their current internal department emergency procedures.
- ☐ Ensure that all fire agencies have completed status check on equipment, facilities and operational capabilities.
- ☐ Ensure that field units begin safety/damage assessment survey of critical facilities and report status information to the Planning Section through the Operations Section.
- ☐ Determine 24-hour EOC staffing requirement and request additional support as required.

- ☐ Request additional EOC resources through the Logistics Section or established ordering procedures, as needed.
- ☐ Ensure that all your incoming Branch personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Branch needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Branch operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Branch. Maintain current status reports and displays. Use Incident Action Plan (IAP).
- ☐ Ensure that the Safety/Damage Assessment plan is being carried out by field units.
- ☐ Obtain regular briefings from field command post(s) or DOC.
- ☐ Maintain contact with established DOCs and dispatch centers to coordinate resources and response personnel.
- ☐ Direct DOCs to report pertinent information (casualties, damage observations, evacuation status, radiation levels, chemical exposures, etc.) to the appropriate EOC Operations Section.
- ☐ Keep the Operations Section Chief advised of your Branch status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all unit-planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Branch. Ensure they are aware of priorities.
- ☐ Monitor your Branch activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.

- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decision making process if requested.
- ☐ Ensure that all your Branch personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

## **OPERATIONAL DUTIES**

- ☐ Assess the impact of the disaster on the Fire and Rescue operational capacity.
- ☐ Set Fire and Rescue priorities based on the nature and severity of the disaster.
- ☐ Attend planning meetings at the request of the Operations Section Chief.
- ☐ Assist in the preparation of the EOC Incident Action Plan.
- ☐ Coordinate with fire agencies to estimate need for fire mutual aid.
- ☐ Request mutual aid resources through proper channels when approved by the Operations Section Chief.
- ☐ Order all fire resources through appropriate mutual aid channels.
- ☐ Order all other resources through the Logistics Section.
- ☐ Report to the Operations Section Chief when:
  - ☐ EOC Incident Action Plan needs modification.
  - ☐ Additional resources are needed or surplus resources are available.
  - ☐ Significant events occur.
- ☐ Report to the area Fire Chiefs on major problems, actions taken and resources available or needed.
- ☐ Alert all emergency responders to the dangers associated with hazardous materials and fire.
- ☐ Provide field emergency medical care and transportation of injured to appropriate facilities.
- ☐ Assist in dissemination of warnings to the public.
- ☐ Provide fire protection and safety assessment of shelters.
- ☐ Provide support for radiation monitoring and decontamination operations.
- ☐ Check with the other Operations Section Branches for a briefing on the status of the emergency.
- ☐ Coordinate with DOCs and the Procurement and Facilities Units of the Logistics Section for feeding and shelter of fire personnel.
- ☐ Determine if current and forecasted weather conditions will complicate large and intense fires, hazardous material releases, major medical incidents and/or other potential problems.
- ☐ Review and approve accident and medical reports originating with fire personnel assigned to the EOC.
- ☐ Resolve logistical problems as requested by fire agencies.
- ☐ Implement Radiological Protection Procedures as needed.

## **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.

- ☐ Deactivate the Fire Branch position and closeout logs when authorized by the Operations Section Chief or EOC Director and leave forwarding phone number where you can be reached.



## Law Enforcement Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Operations Section Chief**

### General Duties

- Alert and notify the public of the pending or existing emergency.
- Activate any public warning systems.
- Coordinate all law enforcement and traffic control operations during the disaster.
- Ensure the provision of security at incident facilities.
- Coordinate incoming law enforcement mutual aid resources during the emergency.
- Coordinate and assume responsibility as necessary for Medical Examiner/Coroner Operations.

### Your Responsibility

- Alert and warn the public, coordinate evacuations, enforce laws and emergency orders, establish safe traffic routes, ensure that security is provided at incident facilities, ensure access control to damaged areas, order and coordinate appropriate mutual aid resources and assume responsibility for the Medical Examiner/Coroner function. Necessary units or groups may be activated as needed to carry out these functions.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Operations Section Chief and obtain a briefing.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Obtain a briefing from the field command post(s) or DOC prior to assuming EOC assignment and brief the Operations Section Chief.
- ☐ Identify yourself as the Law Enforcement Branch Director by putting on the vest with your title and your ID tag. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Branch, establish work area, assign duties and ensure Branch journal/log is opened.
- ☐ Determine EOC 24-hour staffing requirement and request additional support as required.
- ☐ Request additional EOC resources through the Logistics Section or established ordering procedures, as needed.
- ☐ Ensure that all your incoming Branch personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Branch needs.
- ☐ Think ahead and anticipate situations and problems before they occur.

- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Branch operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Branch. Maintain current status reports and displays.
- ☐ Obtain regular briefings from field command post(s) or DOC.
- ☐ Keep the Operations Section Chief advised of your Branch status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to appropriate Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe weather or aftershocks, in all Branch planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Branch. Ensure they are aware of priorities.
- ☐ Monitor your Branch activities and adjust EOC staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decision making process if requested.
- ☐ Ensure that all your Branch personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

### **Operational Duties**

- ☐ Branch Operational Duties are organized into categories: Mobilization, Initial Response, Alerting/Warning, Evacuation, Security, Other, and Additional Actions in Response to Hazardous Materials, Air Crash, or Flooding/Dam Failure.

**MOBILIZATION**

- ☐ Ensure that all Law Enforcement and Public Safety agencies have been alerted and notified of the current situation.
- ☐ Consider requesting that agencies notify that all off-duty Law Enforcement and Public Safety personnel of call-back status, (when they should report) in accordance with current agency emergency procedures.
- ☐ Ensure that Law Enforcement and Public Safety agencies have completed status checks on equipment, facilities, and operational capabilities.
- ☐ Suggest the altering of normal patrol procedures to accommodate the emergency situation.

**INITIAL RESPONSE**

- ☐ Ensure that DOCs begin safety/damage assessment survey of critical facilities and report status information to the Planning Section through the Operations Section.
- ☐ Notify Law Enforcement agencies of activation, as appropriate.
- ☐ When requested by law agencies, coordinate with the appropriate units of the Logistics Section for supplies, equipment, personnel, and transportation for field operations.
- ☐ Support a multi-purpose staging area as required.
- ☐ Maintain contact with established DOCS and dispatch centers to coordinate resources and response personnel.
- ☐ Direct DOCs to report pertinent field information (casualties, damage observations, evacuating status, radiation levels, chemical exposure, etc.) to the appropriate EOC Operations Section.

**ALERTING/WARNING OF PUBLIC**

- ☐ Designate area to be warned and/or evacuated.
- ☐ Develop the warning/evacuation message to be delivered. At a minimum the message should include:
  - Nature of the emergency and exact threat to public
  - Threat areas
  - Time available for evacuation
  - Evacuation routes
  - Location of evacuee assistance center
  - Radio stations carrying instructions and details
- ☐ Coordinate all emergency warning and messages with the EOC Director and the Public Information Officer. Consider following dissemination methods:
  - Notifying police units to use loudspeakers and sirens to announce warning messages.
  - Determining if helicopters are available and/or appropriate for announcing warnings.
  - Using cable TV, local radio stations or local low-power radio stations to deliver warning or emergency messages upon approval of the EOC Director.
  - Using the Emergency Alert System (EAS) for local radio and television delivery of warnings.
  - Using reverse 9-1-1, volunteers, reserves and other personnel as necessary to help with warnings. Request through the Logistics Section.

- Ensure that dispatch notifies special facilities requiring warning and/or notification (i.e. hospitals, schools, government facilities, special industries, etc.)
- Warn all non-English speaking and hearing impaired persons of the emergency situation/hazard by:
  - Using bilingual employees whenever possible.
  - Translating all warnings, written and spoken, into appropriate languages.
  - Contacting media outlets (radio/television) that serve the languages you need.
  - Utilizing TDD machines and 9-1-1 translation services to contact the deaf.
  - Using pre-identified lists of disabled and hearing impaired persons for individual contact.
- Check vacated areas to ensure that all people have received warnings.

## EVACUATION

- Implement the evacuation portion of the EOC Incident Action Plan.
- Establish emergency traffic routes in coordination with field IC and the Public Works Branch.
- Coordinate with the Public Works Branch engineering to determine capacity and safety of evacuation routes and time to complete evacuation.
- Ensure that evacuation routes do not pass through hazard zones.
- Identify alternate evacuation routes where necessary.
- Through field unit requests, identify persons/facilities that have special evacuation requirements; i.e. disabled, hospitalized, elderly, institutionalized, incarcerated etc. Check status. Evacuate if necessary. Coordinate with the Logistics Section for transportation.
- Consider use of agency vehicles if threat is imminent. Coordinate use of agency vehicles (trucks, vans, etc.) with the Logistics Section. Encourage the use of private vehicles if possible.
- Establish evacuation assembly points
- Coordinate the evacuation of hazardous areas with neighboring jurisdictions and other affected agencies.
- Coordinate with the EOC Manager to open evacuation centers.
- Establish traffic control points and provide traffic control for evacuation and perimeter control for affected areas.
- Place towing services on stand-by to assist disabled vehicles on evacuation routes
- Monitor status of warning and evacuation processes.
- Coordinate with the Public Works Branch to obtain necessary barricades and signs.

## SECURITY

- Enforce curfew and other emergency orders, as identified in the EOC Incident Action Plan.
- When requested by field Incident Commanders, obtain mutual aid assistance through the proper channels.
- Coordinate security in the affected areas to protect public and private property.
- Coordinate security for critical facilities and resources.
- Coordinate with the Public Works Branch for street closures and board up of buildings.
- Coordinate law enforcement and crowd control services at mass care and evacuation centers.
- Provide information to the Public Information Officer on matters relative to public safety.

- ☐ Ensure that detained inmates are protected from potential hazards. Ensure adequate security, and relocate if necessary.
- ☐ Consider vehicle security and parking issues at incident facilities and coordinate security if necessary.
- ☐ Develop procedures for safe re-entry into evacuated areas.

## **CORONER**

- ☐ Assume coordination responsibility in the event that normal Coroner procedures cannot meet the needs of the MOA in a disaster.
- ☐ Coordinate resources for collection, identification and disposition of deceased persons and human tissue. Select qualified personnel to staff temporary morgue sites. Identify mass burial sites. Establish and maintain records of fatalities.
- ☐ Ensure that Medical Examiner/Coroner notification has been made.
- ☐ Coordinate the removal and disposition of the dead.
- ☐ Establish temporary morgue facilities.
- ☐ Coordinate with local morticians for assistance.
- ☐ Coordinate with the Logistics Section to arrange for cold storage locations and transportation for temporary body storage.
- ☐ Coordinate with the Logistics and Finance/Administration Sections for procurement of body bags, tags, gloves, masks, stretchers and other support items.
- ☐ Coordinate with Public Works and Fire Branches on removal procedures for bodies within unstable or hazardous structures.
- ☐ Inform all personnel involved in body recovery operations of the specific documentation requirements.
- ☐ Ensure that assigned personnel and volunteers are monitored for stress, morale or psychological problems related to body recovery operations.
- ☐ Consider changing shifts at 6 hour intervals if involved in body recovery.
- ☐ Arrange for Critical Incident Stress Debriefing for all personnel involved in coroner operations through the Personnel Unit of the Logistics Section.
- ☐ Maintain list of known dead. Maintain a log of body recovery operations.
- ☐ Provide assistance to the Medical Examiner/Coroner in the identification of remains if requested.
- ☐ Notify next of kin only as advised by the Medical Examiner/Coroner.
- ☐ Provide data on casualty counts to the Planning Section.
- ☐ In a hazardous materials incident, determine if special body handling procedures will be required to avoid contamination.
- ☐ Be prepared to relocate morgue facilities if they are located in flood-prone or dam inundation areas.
- ☐ Assist and coordinate the reburial of any coffins that may be washed to the surface of inundated cemeteries.
- ☐ Maintain contact with established DOCs and dispatch centers to coordinate resources and response personnel.

- ☐ Request DOCs to advise field units to report pertinent information (casualties, damage observations, evacuation status, radiation levels, chemical exposures, etc.) to the appropriate EOC Operations Section.

#### **OTHER**

- ☐ Coordinate with appropriate animal care agencies and the Logistic Section as well as the Health and Medical Branch. Take required animal control measures as necessary.
- ☐ If requested, assist the Medical Examiner/Coroner with removal and disposition of the dead.

#### **ADDITIONAL ACTIONS IN RESPONSE TO HAZARDOUS MATERIALS INCIDENTS**

- ☐ Ensure that all personnel remain upwind or upstream of the incident site. This may require repositioning of personnel and equipment as conditions change.
- ☐ Notify appropriate local, state, and federal hazard response agencies.
- ☐ Consider wind direction and other weather conditions. Contact the Situation Unit Leader of the Planning Section for updates.
- ☐ Assist with the needs at the Unified Command Post as requested.
- ☐ Assist in efforts to identify spilled substances, including locating shipping papers and placards.

#### **ADDITIONAL ACTIONS IN RESPONSE TO A MAJOR AIR CRASH**

- ☐ Notify the Federal Aviation Agency or appropriate military command.
- ☐ Request temporary flight restrictions.

#### **ADDITIONAL ACTIONS IN RESPONSE TO FLOODING AND/OR DAM FAILURE**

- ☐ Notify all DOCs to advise units in and near inundation areas of flood arrival time.
- ☐ Direct mobile units to warn public to move to higher ground immediately. Continue warning as long as needed.
- ☐ Coordinate with Public Information Officer to notify radio stations to broadcast warnings.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Law Enforcement Branch Director position and closeout logs when authorized by the Operations Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Health and Medical Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Operations Section Chief**

The Anchorage Health Department in coordination with the hospitals that may become designated as Casualty Collection Points (CCP) sites is responsible for assigning mutual aid medical staff to CCPs.

### General Duties

- Monitor and coordinate all tactical operations of triage, emergency medical care and treatment of the sick and injured resulting from the incident.
- Assess medical casualties and needs.
- Coordinate resources and communication with medical/health care facilities and transportation companies for the evacuation and continual patient care consistent with the EOC Incident Action Plan.
- Coordinate preventive health services and other health-related activities and advise on general sanitation matters.

### Your Responsibility

- Manage personnel, equipment and resources to provide the best patient care possible consistent with the EOC Incident Action Plan. Coordinate the provision of public health and sanitation consistent with the EOC Incident Action Plan.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Operations Section Chief and obtain a briefing.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Obtain a briefing from the field command post(s) or DOCs, if activated, prior to assuming EOC assignment and brief the Operations Section Chief.
- ☐ Identify yourself as the Health and Medical Branch Director by putting on the vest with your title and ID tag. Print your name on the EOC organization chart next to your assignment.
- ☐ Ensure that all required supplies are available and equipment is working properly (phones, radios, forms, lists, maps, etc.)
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Branch, establish work area, assign duties and ensure Branch journal/log is opened.
- ☐ Ensure that a status check on equipment, facilities and operational capabilities has been completed.

- ☐ Request that DOCs ensure that field units begin safety/damage assessment survey of critical facilities and report status information to the Planning Section through the Operations Section.
- ☐ Determine EOC 24-hour staffing requirement and request additional support as required.
- ☐ Request additional EOC resources through the Logistics Sections or established ordering procedures, as needed.
- ☐ Ensure that all your incoming Branch personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Branch needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Branch operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Branch. Maintain current status reports and displays.
- ☐ Obtain regular briefings from field command post(s) or DOC.
- ☐ Maintain contact with established DOCs and dispatch centers to coordinate resources and response personnel.
- ☐ Direct field units to report pertinent information (casualties, damage observations, evacuation status, radiation levels, chemical exposures, etc.) to the appropriate EOC Operations Section
- ☐ Keep the Operations Section Chief advised of your Branch status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe weather and aftershocks, in all Branch planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Branch. Ensure they are aware of priorities.
- ☐ Monitor your Branch activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.



- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decision making process if requested.
- ☐ Ensure that all your Branch personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **OPERATIONAL DUTIES**

- ☐ Access mutual aid medical/health response by contacting the regional partners.
- ☐ Arrange for emergency medical support and hospital care for disaster victims during and after an incident.
- ☐ Determine number and location of casualties that require hospitalization.
- ☐ Identify hospitals, nursing homes and other facilities that could be expanded into emergency treatment centers for disaster victims and inform regional partners.
- ☐ In the event of an evacuation, coordinate with the Law Enforcement Branch to reduce the patient population in hospitals, nursing homes and other care facilities.
- ☐ Provide continued medical care for patients who cannot be moved when hospitals, nursing homes and other health care facilities are evacuated.
- ☐ Establish and staff medical care stations at shelter facilities.
- ☐ Establish and operate first aid stations for emergency workers as appropriate to the incident.
- ☐ Coordinate with the Logistics Section to obtain additional local health/medical personnel.
- ☐ In conjunction with the Logistics Section, coordinate transportation and care of injured persons to treatment areas.
- ☐ Provide information on the disaster routes established within the EOC Incident Action Plan to local hospitals, health care facilities, ambulance companies, etc.
- ☐ Provide to the Public Information Officer the locations of shelters, first aid facilities, Casualty Collection Points (CCPs), public health hazards and mitigation procedures and other information for press release.
- ☐ In conjunction with the Situation Unit Leader of the Planning Section, establish a patient tracking system.
- ☐ Protect sources of potable water and sanitary sewage systems from effects of potential hazards.
- ☐ Identify sources of contamination dangerous to the health of the community and post as needed.
- ☐ Coordinate inspection of health hazards in damaged buildings.
- ☐ Coordinate with regional partners in developing procedures to distribute medications to shelters or treatment areas as needed.
- ☐ Coordinate with regional partners in appropriate disease prevention measures, i.e., inoculation, water purification, pest control, inspection of foodstuffs and other consumables, etc.

#### **ADDITIONAL ACTIONS IN RESPONSE TO FLOODING AND/OR DAM FAILURE**

- ☐ Identify facilities subject to flooding and prepare to move people from facilities.

#### **ADDITIONAL ACTIONS IN RESPONSE TO HAZARDOUS MATERIAL INCIDENTS**

- ☐ Identify patients and notify hospitals if contaminated or exposed patients are involved.
- ☐ Implement the Radiological Protection Procedures as needed.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Health and Medical Branch position and closeout logs when authorized by the Operations Section Chief or EOC Director
- ☐ Leave forwarding phone number where you can be reached.

## Public Works Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Operations Section Chief**

### General Duties

- Receive and process all field resource requests for Public Works resources. Coordinate those requests internally and externally as necessary to make sure there are no duplicate orders.
- Coordinate with the Logistics Section on the acquisition of all resources and support supplies, materials and equipment.
- Determine the need for and location of general staging areas for unassigned resources. Coordinate with the Logistics Section and participate in any action planning meetings pertaining to the establishment of additional locations.
- Prioritize the allocation of resources to individual incidents. Monitor resource assignments. Make adjustments to assignments based on requirements.

### Your Responsibility

- Coordinate all Public Works operations; maintain public facilities, surviving utilities and services, as well as restore those that are damaged or destroyed; assist other functions with traffic issues, search and rescue, transportation, etc. as needed.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Operations Section Chief and obtain a briefing.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Obtain a briefing from the field command post(s) or DOC, if activated, prior to assuming EOC assignment and brief the Operations Section Chief.
- ☐ Identify yourself as the Public Works Branch Director by putting on the vest with your title and ID Tag. Print your name on the EOC organization chart next to your assignment.
- ☐ Ensure that all required supplies are available and equipment is working properly (phones, radios, forms, lists, maps, etc.)
- ☐ Ascertain if all key Public Works Department personnel are in the EOC or have been notified.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Branch, establish work area, assign duties and ensure Branch journal/log is opened.
- ☐ Ensure that all on-duty Public Works personnel have been alerted and notified of the current situation.

- ☐ Ensure that all off-duty Public Works personnel have been notified of call-back status (when they should report), in accordance with current department emergency procedures.
- ☐ Ensure that all Public Works personnel have completed status check on equipment, facilities and operational capabilities.
- ☐ Begin the immediate inspection for re-occupancy of key MOA facilities by departments responsible for emergency response and recovery.
- ☐ Provide the engineering support as requested for other Operations Section Units; i.e. Urban Search and Rescue teams.
- ☐ Coordinate investigation and safety assessment of damage to buildings, structures and property within the MOA for the purpose of:
  - ☐ Identifying life-threatening hazardous conditions for immediate abatement.
  - ☐ Inspecting and identifying buildings and property for re-occupancy and posting and declaring unsafe conditions.
  - ☐ Determining the cost and percentage of damage to all buildings, structures and properties.
- ☐ Provide safety assessment information and statistics to the Damage Assessment Unit of the Planning Section.
- ☐ Impose emergency building regulations as determined from performance of structures.
- ☐ Coordinate investigation of building code performance. Determine the extent of damage to buildings and structures and develop recommendations for building code changes.
- ☐ Determine EOC 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the Logistics Section or established ordering procedures, as needed.
- ☐ Ensure that all your incoming Branch personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Branch needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### **GENERAL DUTIES**

- ☐ Develop a plan for your Branch operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Branch. Maintain current status reports and displays.
- ☐ Ensure that the Safety/Damage Assessment plan is being carried out by field units.
- ☐ Obtain regular briefings from field command post(s) or DOC.

- ☐ Maintain contact with established DOCs and dispatch centers to coordinate resources and response personnel.
- ☐ Direct field units to report pertinent information (casualties, damage observations, evacuation status, radiation levels, chemical exposures, etc.) to the appropriate EOC Operations Section.)
- ☐ Keep the Operations Section Chief advised of your Branch status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Branch planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Branch. Ensure they are aware of priorities.
- ☐ Monitor your Branch activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Branch personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **OPERATIONAL DUTIES**

- ☐ Receive and process all requests for Public Works resources.
- ☐ Maintain back-up power in the EOC.
- ☐ Assure that all emergency equipment has been moved from unsafe areas.
- ☐ Mobilize personnel, heavy equipment and vehicles to designated general staging areas.
- ☐ Obtain Public Works resources through the Logistics Section, utilizing mutual aid process when appropriate.
- ☐ Allocate available resources based on requests and EOC priorities.
- ☐ Determine priorities for identifying, inspecting and designating hazardous structures to be demolished.
- ☐ Ensure that sources of potable water and sanitary sewage systems are available and protected from potential hazards.
- ☐ Develop priorities and coordinate with utility companies for restoration of utilities to critical and essential facilities.
- ☐ In coordination with Alaska Department of Transportation and Bureau of Highway Patrol, determine status of the Disaster Routes and other transportation routes into and within the

affected area. Determine present priorities and estimated times for restoration. Clear and reopen Disaster Routes on a priority basis.

- Coordinate with the Law Enforcement Branch to ensure the safety of evacuation routes following a devastating event.
- Coordinate with the Logistics Section for sanitation service during an emergency.
- Support clean-up and recovery operations during disaster events.
- Clear debris from waterways to prevent flooding. Drain flooded areas, as needed.
- Develop a debris removal plan to facilitate MOA's clean-up operations, which addresses:
  - Identification of key agencies (based on impacts) and coordination of the debris removal process.
  - Identification of and cooperation with landfills (consider fee waivers, modification of landfill operating hours, and public concerns).
  - Cooperation with various waste management regulatory agencies to address associated debris removal problems.
  - Identification and establishment of debris collection sites.
  - Evaluation of potential recycling of debris.
  - Prioritization and completion of the debris removal process.

## BUILDINGS

- Coordinate with the incorporated areas Building and Safety departments regarding local jurisdictional needs.
- Activate the Damage Assessment Annex. It should include inspection of the following critical facilities (priority) and other facilities:
  - EOC/DOCs
  - Police stations
  - Fire stations
  - \*Hospitals
  - \*Congregate care facilities (including private schools, convalescent care facilities, board and care facilities, day care centers, etc.)
  - \*Public schools
  - Public Works facilities
  - Potential HazMat facilities, including gas stations
  - Designated shelters
  - Un-reinforced masonry buildings
  - Concrete tilt-up buildings
  - Multi-story structures—commercial, industrial and residential
  - \*Mobile homes/modular structures
  - Single-family dwellings

**Note:** Certain facilities may fall under the jurisdiction of State inspectors. These agencies may exercise their jurisdictional authority to inspect these facilities. As a practical matter, there are very few State inspectors available, and they may not be able to respond in a timely manner during the initial stages of the emergency/disaster.

- Use a three-phase approach to inspection based upon existing disaster intelligence:

- General Area Survey of structures
  - Rapid Inspection
  - Detailed Inspection
- ☐ Be prepared to start over due to aftershocks.
- ☐ After completion of the safety/damage survey, develop a preliminary estimate of the need for mutual aid assistance.
- ☐ Assess the need and establish contacts for requesting or providing mutual aid assistance.
- ☐ Alert and stage safety assessment teams as needed.
- ☐ Implement procedures for posting of building occupancy safety status.
- ☐ Activate data tracking system to document and report safety assessment information and forward to the Damage Assessment Unit of the Planning Section.
- ☐ Arrange for necessary communications equipment from the Logistics Section and distribute to all field personnel (e.g., radios, cellular phones, etc.)
- ☐ Brief all personnel on Department Emergency Operating Procedures and assignments.
- ☐ Assess the need to require potentially unsafe structures to be vacated.
- ☐ Provide structural evaluation of mass care and shelter facilities as requested.
- ☐ Consider establishing an area field site to direct and coordinate safety assessment and inspection teams.
- ☐ Coordinate with the Public Works Unit on immediate post-event issues (i.e., debris removal, demolition, fences, etc.)
- ☐ Provide policy recommendations to appropriate MOA officials for:
  - Emergency Building and Safety ordinances.
  - Expediting plan checking and permit issuance on damaged buildings
- ☐ Coordinate with the Public Information Officer to establish public information and assistance hotlines.
- ☐ Consider using 24-hour inspection call-in lines (i.e. voice mail system) to take damage reports and requests for safety inspections.
- ☐ Direct field personnel to advise property owners and tenants that multiple inspections of damage property will be required by various assisting agencies, including American Red Cross; FEMA; State of Alaska DHS & EM; insurance carriers and other local, state and federal agencies.
- ☐ If needed, request police escort of safety assessment and inspection

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Public Works Branch Director position and closeout logs when authorized by the Operations Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Planning Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Ensure that the Planning function is performed consistent with NIMS Guidelines, including:
  - Collecting, analyzing and displaying situation information.
  - Preparing periodic situation reports.
  - Initiating and documenting the MOA's Action Plan and After-Action /Corrective Action Report.
  - Advance planning.
  - Planning for demobilization.
  - Providing Geographic Information Services and other technical support services to the various organizational elements within the EOC.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Branches or Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Section activities within the Section.
- Report to the EOC Director on all matters pertaining to Section activities.

### Your Responsibility

- Collect, evaluate, forecast, formulate, disseminate and use of information about the development of the incident and status of resources.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Planning Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staffs are at the EOC.
- ☐ Confirm that all key Planning Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.



- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements:
  - Deputy Planning Section Chief
  - Situation Unit Leader
  - Documentation Unit Leader
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.
  - Identification of operational period work shifts.
- ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Section Chiefs.
- ☐ Review major incident reports and additional field operational information that may pertain to or affect Section operations.
- ☐ Obtain and review major incident reports and other reports from adjacent areas that have arrived at the EOC.
- ☐ Direct the Situation Unit Leader to initiate collection and display of significant disaster events.
- ☐ Direct the Documentation Unit leader to initiate collection and organization of disaster information and documents.
- ☐ Designate individual/team to initiate the entire After Action Report/Improvement Plan (AAR/IP) process for the event.
- ☐ Based on the situation as known or forecast, determine likely future Planning Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.

## **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Planning Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the EOC Director on major problem areas that need or will require solutions.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Ensure that all your Section personnel and equipment time records and record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Assess the impact of the disaster/emergency on the MOA, including the initial safety/damage assessment by field units.
- ☐ Develop situation analysis information on the impact of the emergency from the following sources:
  - Fire Department
  - Police Department
  - Public Works Department
  - School Districts
  - Transportation Providers

- Red Cross, nonprofit partners
- Media (Radio and Television)
- ☐ Ensure that pertinent disaster/emergency information is disseminated through appropriate channels to response personnel, MOA EOC section staff, MOA departments, State EOC
- ☐ Review and approve reconnaissance, MOA status and safety/damage assessment reports for transmission by the Situation Unit Leader to the State EOC.
- ☐ Working with the EOC Director and the Documentation Unit, prepare an EOC Incident Action Plan to identify priorities and objectives.
- ☐ Assemble information on alternative strategies.
- ☐ Identify the need for use of special resources.
- ☐ Initiate the EOC Incident Action Plan development for the current and forthcoming operational periods.
- ☐ Direct the coordination of periodic disaster and strategy plans briefings to the EOC Director and General Staff, including analysis and forecast of incident potential.
- ☐ Ensure coordination of collection and dissemination of disaster information and intelligence with other sections.
- ☐ Establish an After Action Report/Improvement Plan (AAR/IP) Team, as necessary, to assist in the development process.
- ☐ Conduct Hot Wash involving all those activated or participating in the event; document, collect all Hot Wash comments, and consolidate into one overall report.
- ☐ Initiate development of the AAR/IP Report using all the compiled information/data from the Hot Wash and the AAR/IP Report surveys.
- ☐ Begin planning for recovery.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Deputy Planning Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Planning Section Chief**

### General Duties

- Act as the Planning Section Chief in their absence.
- Ensure that the Planning function is performed consistent with NIMS Guidelines, including:
  - Collecting, analyzing and displaying situation information.
  - Preparing periodic situation reports.
  - Initiating and documenting MOA's After-Action Report/Improvement Plan
  - Advance planning.
  - Planning for demobilization.
  - Providing Geographic Information Services and other technical support services to the various organizational elements within the EOC.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Branches or Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Section activities within the Section.
- Report to the Planning Section Chief on all matters.

### Your Responsibility

- Collect, evaluate, forecast, formulate, disseminate and use of information about the development of the incident and status of resources.
- Support the Operations Section Chief with duties as assigned.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Planning Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Planning Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staffs are at the EOC.

- ☐ Confirm that all key Planning Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements:
  - ☐ Situation Unit Leader
  - ☐ Documentation Unit Leader
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - ☐ Current situation assessment.
  - ☐ Identification of specific job responsibilities.
  - ☐ Identification of co-workers within the job function and/or geographical assignment.
  - ☐ Availability of communications.
  - ☐ Location of work area.
  - ☐ Identification of eating and sleeping arrangements as appropriate.
  - ☐ Procedural instructions for obtaining additional supplies, services and personnel.
  - ☐ Identification of operational period work shifts.
- ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Deputy Section Chiefs.
- ☐ Review major incident reports and additional field operational information that may pertain to or affect Section operations.
- ☐ Obtain and review major incident reports and other reports from adjacent areas that have arrived at the EOC.
- ☐ Direct the Situation Unit Leader to initiate collection and display of significant disaster events.
- ☐ Direct the Documentation Unit leader to initiate collection and organization of disaster information and documents.
- ☐ Designate individual/team to initiate the entire AAR/IP process for the event.
- ☐ Based on the situation as known or forecast, determine likely future Planning Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed.

## **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Planning Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the Planning Section Chief on major problem areas that need or will require solutions.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in meeting as requested.
- ☐ Ensure that all your Section personnel and equipment time records and record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Assess the impact of the disaster/emergency on the MOA, including the initial safety/damage assessment by field units.
- ☐ Develop situation analysis information on the impact of the emergency from the following sources:
  - Fire Department
  - Police Department
  - Public Works Department
  - School Districts
  - Transportation providers

- Red Cross, nonprofit partners
- Media (Radio and Television)
- ☐ Ensure that pertinent disaster/emergency information is disseminated through appropriate channels to response personnel, EOC staff, MOA departments, State EOC
- ☐ Review and approve reconnaissance, MOA status and safety/damage assessment reports for transmission by the Situation Unit Leader to the State EOC
- ☐ Working with the EOC Director and the Documentation Unit, prepare an EOC Incident Action Plan to identify priorities and objectives.
- ☐ Assemble information on alternative strategies.
- ☐ Identify the need for use of special resources.
- ☐ Initiate the EOC Incident Action Plan development for the current and forthcoming operational periods.
- ☐ Support the coordination of periodic disaster and strategy plans briefings to the EOC Director and General Staff, including analysis and forecast of incident potential.
- ☐ Ensure coordination of collection and dissemination of disaster information and intelligence with other sections.
- ☐ Establish an AAR/IP Report Team, as necessary, to assist in the AAR/IP Report development process.
- ☐ Conduct AAR/IP Hot Wash involving all those activated or participating in the event; document, collect all Hot Wash comments, and consolidate into one overall report.
- ☐ Initiate development of the AAR/IP Report using all the compiled information/data from the Hot Wash and the AAR/IP Report surveys.
- ☐ Begin planning for recovery.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Situation Unit Leader

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Planning Section Chief**

### General Duties

- Collect, organize and analyze situation information from EOC sources.
- Provide current situation assessments based on analysis of information received from a variety of sources and reports.
- Develop situation reports for dissemination to Planning Section Chief, EOC Director and other section Chiefs to initiate the action planning process.
- Transmit approved reports to the State EOC.
- Develop and maintain current maps and other displays (locations and types of incidents).
- Assess, verify and prioritize situation information into situation intelligence briefings and situation status reports.
- Seek from any verifiable source available information which may be useful in the development of current situation assessments of the affected area.
- Evaluate the content of all incoming field situation and major incident reports. Provide incoming intelligence information directly to appropriate EOC Sections, summarize and provide current information on central maps and displays.
- Monitor and ensure the orderly flow of disaster intelligence information within the EOC.

### Your Responsibility

- Collect and organize incident status and situation information and evaluate, analyze and display information for use by EOC staff.

### Checklist Actions

#### UNIT START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Planning Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Situation Unit Leader by putting on your position ID tag. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Unit, establish work area, assign duties and ensure Unit journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed.



- ☐ Ensure that all your incoming Unit personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Unit needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Unit operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Unit. Maintain current status reports and displays.
- ☐ Keep the Planning Section Chief advised of your Unit status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Unit planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Unit. Ensure they are aware of priorities.
- ☐ Monitor your Unit activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Unit personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

### **UNIT OPERATIONAL DUTIES**

- ☐ Direct the collection, organization and display of status of disaster events according to the format that the Documentation Unit is utilizing, including:

- Location and nature of the disaster/emergency.
- Special hazards.
- Number of injured and deceased persons.
- Road closures and disaster routes.
- Structural property damage (estimated dollar value).
- Personal property damage (estimated dollar value).
- MOA resources committed to the disaster/emergency.
- MOA resources available.
- Assistance provided by outside agencies and resources committed.
- Shelters, type, location and number of people that can be accommodated.
- ☐ Prepare and maintain EOC displays.
- ☐ Post to the significant events log casualty information, health concerns, property damage, fire status, size of risk area, scope of the hazard to the public, number of evacuees, etc.
- ☐ Develop sources of information and assist the Planning Section Chief in collecting, organizing and analyzing data from the following:
  - EOC Director
  - Operations Section
  - Logistics Section
  - Finance/Administration Section
- ☐ Provide for an authentication process in case of conflicting status reports on events
- ☐ Meet with the Planning Section Chief and the EOC Director to determine needs for planning meetings and briefings.
- ☐ Determine if there are any special information needs.
- ☐ Meet with the Public Information Officer to determine best methods for exchanging information and providing the Public Information Officer with Situation Unit Leader information.
- ☐ Provide information to the Public Information Officer for use in developing media and other briefings.
- ☐ Establish and maintain an open file of situation reports and major incident reports for review by other sections/units.
- ☐ Determine weather conditions—current and upcoming. Keep up-to-date weather information posted.
- ☐ Identify potential problem areas along evacuation routes; i.e., weight restrictions, narrow bridges, road sections susceptible to secondary effects of an incident, etc.
- ☐ In coordination with the Operations Section, estimate the number of people who will require transportation out of the risk areas. Coordinate with the Logistics Section on transportation methods.
- ☐ As needed, develop methods for countering potential impediments (physical barrier, time, lack of transportation resources, etc.) to evacuation.
- ☐ Provide resource and situation status information in response to specific requests.
- ☐ Prepare an evaluation of the disaster situation and a forecast on the potential course of the disaster event(s) at periodic intervals or upon request of the Planning Section Chief.
- ☐ Prepare required MOA reports. Obtain approval from the Planning Section Chief and transmit to the State EOC.

- ☐ Prepare written situation reports at periodic intervals at the direction of the Planning Section Chief.
- ☐ Assist at planning meetings as required. Provide technical support.
- ☐ During a radiological incident, activate the Radiological Protection Procedures as needed for reporting and documentation.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Situation Unit Leader position and closeout logs when authorized by the Planning Section Chief or EOC Director and leave forwarding phone number where you can be reached.

## Documentation Unit Leader

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Planning Section Chief**

### General Duties

- Maintain an accurate and complete record of significant disaster events.
- Assist other parts of the EOC organization in setting up and maintaining files, journals and special reports.
- Collect and organize all written forms, logs, journals and reports at completion of each shift from all sections.
- Establish and operate a Message Center at the EOC, and assign appropriate internal and external message routing.
- Provide documentation and copying services to EOC staff.
- Maintain and preserve disaster/emergency files for legal, analytical and historical purposes.
- Compile copy and distribute the EOC Incident Action Plans as directed by the Section Chiefs.
- Compile copy and distribute the AAR/IP with input from other sections/units.

### Your Responsibility

- Compile and distribute MOA's EOC Incident Action Plans and AAR/IP; maintain accurate and complete incident files; establish and operate an EOC Message Center; provide copying services to EOC personnel and preserve incident files for legal, analytical and historical purposes.

### Checklist Actions

#### UNIT START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Planning Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Documentation Unit leader by putting on the ID tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Unit, establish work area, assign duties and ensure Unit journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed. Obtain necessary equipment and supplies (forms, paper, pens, date/time stamp, copy machine, computer, software, etc.).

- ☐ Ensure that all your incoming Unit personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Unit needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Unit operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Unit. Maintain current status reports and displays.
- ☐ Keep the Planning Section Chief advised of your Unit status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Unit planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Unit. Ensure they are aware of priorities.
- ☐ Monitor your Unit activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Unit personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **UNIT OPERATIONAL DUTIES**

- ☐ Meet with the Planning Section Chief to determine what EOC materials should be maintained for official records.

- ☐ Contact other EOC sections and units and inform them of the requirement to maintain official records. Assist them as necessary in setting up a file records system.
- ☐ Coordinate documentation with the Situation Unit Leader.
- ☐ Following planning meetings, assist in the preparation of any written action plans or procedures.
- ☐ Ensure that the EOC Incident Action Plans and AAR/IP are compiled, approved, copied and distributed to EOC Sections and Units.
- ☐ Documentation Unit Lead passes all event documentation to the AAR/IP POC.
- ☐ Identify all organizations responding to the event.
- ☐ Establish a reporting system to collect after action and corrective action information from all organizations involved in the event. (AAR/IP Survey or Briefing/Hot Wash Survey)
- ☐ Develop a timeline or work plan for completing the AAR/IP report.
- ☐ Identify when and where the AAR/IP Hot Wash will occur send out AAR/IP survey form to those involved with the event.
- ☐ Identify POC's for each organization that will receive the AAR/IP.
- ☐ Establish suspense dates throughout the process for completing and forwarding AAR/IP to meet any compliance deadlines.
- ☐ Ensure distribution and use of message center forms to capture a written record of actions requiring application of resources, requests for resources or other directions/information requiring use of the message center form.
- ☐ Ensure the development of a filing system to collect, log and compile copies of message center forms according to procedures approved by the Planning Section Chief.
- ☐ Identify and establish a "runner" support system for collecting, duplicating journals, logs and message center forms throughout the EOC.
- ☐ Establish copying service and respond to authorized copying requests.
- ☐ Establish a system for collecting all section and unit journal/logs at completion of each operational period. Periodically collect, maintain and store messages, records, reports, logs, journals and forms submitted by all sections and units for the official record.
- ☐ Prepare an overview of the documented disaster events at periodic intervals or upon request from the Planning Section Chief.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Documentation Unit position and closeout logs when authorized by the Planning Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached

## Logistics Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: EOC Director**

### General Duties

- Ensure the logistics function is carried out consistent with NIMS guidelines, including:
- Resources management and tracking.
- Managing all radio, data and telephone needs of the EOC.
- Coordinating transportation needs and issues.
- Managing personnel issues and registering volunteers.
- Obtaining all materials, equipment and supplies to support emergency operations.
- Coordinating management of facilities used during disaster response and recovery.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Coordinate the provision of logistical support for the EOC.
- Report to the EOC Director on all matters pertaining to Section activities.

### Your Responsibility

- Support the response effort and oversee the acquisition, transportation and mobilization of resources.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Logistics Section Chief by putting on the vest and ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staff are at the EOC.
- ☐ Confirm that all key Logistics Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.

- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements:
  - Deputy Logistics Section Chief
  - Service Branch Director
  - Support Branch Director
  - EOC IT Customer Service Manager
  - Communications Unit Leader
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.
  - Identification of operational period work shifts.
- ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Section Chiefs.
- ☐ From Planning Section Chief, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Logistics Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Logistics Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.



- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the EOC Manager on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ Provide briefing to the General Staff on operating procedure for use of telephone, data and radio systems.
- ☐ From Planning Section and field sources, determine status of transportation system into and within the affected area. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to other Sections.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Ensure that all your Section personnel and equipment time records and a record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Meet with Finance/Administration Section Chief and review financial and administration support needs and procedures. Determine level of purchasing authority to be delegated to Logistics Section.
- ☐ Following action planning meetings, ensure that orders for additional resources necessary to meet known or expected demands have been placed and are being coordinated within the EOC and field units.
- ☐ Keep the State EOC apprised of overall situation and status of resource requests.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.

- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Deputy Logistics Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Logistics Section Chief**

### General Duties

- Act as the Logistics Section Chief in their absence.
- Ensure the logistics function is carried out consistent with NIMS guidelines, including:
- Resources management and tracking.
- Managing all radio, data and telephone needs of the EOC.
- Coordinating transportation needs and issues.
- Managing personnel issues and registering volunteers.
- Obtaining all materials, equipment and supplies to support emergency operations.
- Coordinating management of facilities used during disaster response and recovery.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Coordinate the provision of logistical support for the EOC.
- Report to the Logistics Section Chief on all matters pertaining to Section activities.

### Your Responsibility

- Support the response effort and oversee the acquisition, transportation and mobilization of resources.
- Support the Logistics Section Chief with duties as assigned.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Logistics Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Deputy Logistics Section Chief by putting on the vest and ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staff are at the EOC.

- ☐ Confirm that all key Logistics Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements:
  - ☐ Service Branch Director
  - ☐ Support Branch Director
  - ☐ EOC IT Customer Service Manager
  - ☐ Communications Unit Leader
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - ☐ Current situation assessment.
  - ☐ Identification of specific job responsibilities.
  - ☐ Identification of co-workers within the job function and/or geographical assignment.
  - ☐ Availability of communications.
  - ☐ Location of work area.
  - ☐ Identification of eating and sleeping arrangements as appropriate.
  - ☐ Procedural instructions for obtaining additional supplies, services and personnel.
  - ☐ Identification of operational period work shifts.
- ☐ Inform the Logistics Section Chief when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Section Chiefs.
- ☐ From Planning Section Chief, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Logistics Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Logistics Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.

- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the Logistics Section Chief on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ Provide briefing to the General Staff on operating procedure for use of telephone, data and radio systems.
- ☐ From Planning Section and field sources, determine status of transportation system into and within the affected area. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to other Sections.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Ensure that all your Section personnel and equipment time records and a record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Meet with Finance/Administration Section Chief and review financial and administration support needs and procedures. Determine level of purchasing authority to be delegated to Logistics Section.
- ☐ Following action planning meetings, ensure that orders for additional resources necessary to meet known or expected demands have been placed and are being coordinated within the EOC and field units.
- ☐ Keep the State EOC apprised of overall situation and status of resource requests.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the Logistics Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Service Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Logistics Section Chief**

### General Duties

- Provide for the coordination of MOA government services or agency needs.
- Ensure that care and shelter services are available for disaster victims as required.
- Coordinate care and welfare services for animals displaced during the emergency, including those which belong to persons in shelters.
- Provide internal and external communications services to meet and support EOC operating requirements, in coordination with the EOC IT Customer Service Manager and the Communications Unit Leader.

### Your Responsibility

- Support the response effort and oversee the acquisition, transportation and mobilization of resources.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Logistics Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Branch workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Service Branch Director by putting on the vest and ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Branch staff are at the EOC.
- ☐ Request additional personnel for the Branch to maintain a 24-hour operation as required.
- ☐ Brief incoming Branch personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.

- Identification of operational period work shifts.
- ☐ Inform the Logistics Section Chief when your Group is fully operational.
- ☐ Open and maintain Group logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - Messages received
  - Action taken
  - Decision justification and documentation
  - Requests filled
  - EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of your Group. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Group staff and make staff assignments.
- ☐ Based on the situation as known or forecast, determine likely future Group needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Logistics Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Group to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Group. Maintain current status and displays at all times.
- ☐ Brief the Logistics Section Chief on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ From Planning Section and field sources, determine status of transportation system into and within the affected area. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to other Sections.
- ☐ Obtain and maintain current status on Communications, Care & Shelter operations, agency requirements, and Animal Care operations being conducted in the MOA.
- ☐ Ensure that your Group logs and files are maintained.
- ☐ Monitor your Section activities and adjust Group organization as appropriate.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Group responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Group. Ensure that all organizational elements are aware of priorities.



- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in EOC meetings.
- ☐ Ensure that all your Group personnel and equipment time records and a record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Group when they are no longer required.
- ☐ Ensure that any open actions are handled by your Group or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Group and closeout logs when authorized by the Logistics Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Support Branch Director

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Logistics Section Chief**

### General Duties

- Ensure transportation services are available to EOC and field personnel as required.
- Ensure essential facilities are obtained and furnished to support response efforts.
- Ensure supplies and materials not normally available through mutual aid are available to support response efforts.
- Ensure all resource requests are logged, prioritized and tracked throughout the emergency.

### Your Responsibility

- The Support Branch provides for the coordination of MOA support services to meet incident, or agency needs. These services will include transportation, facilities, supplies and procurement, and resource tracking support.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Logistics Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Branch workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Support Branch Director by putting on the vest and ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Branch staff are at the EOC.
- ☐ Request additional personnel for the Branch to maintain a 24-hour operation as required.
- ☐ Brief incoming Branch personnel prior to their assuming their duties. Briefings should include:
  - Current situation assessment.
  - Identification of specific job responsibilities.
  - Identification of co-workers within the job function and/or geographical assignment.
  - Availability of communications.
  - Location of work area.
  - Identification of eating and sleeping arrangements as appropriate.
  - Procedural instructions for obtaining additional supplies, services and personnel.
  - Identification of operational period work shifts.

- ☐ Inform the Logistics Section Chief when your Group is fully operational.
- ☐ Open and maintain Group logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of your Group. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Group staff and make staff assignments.
- ☐ Based on the situation as known or forecast, determine likely future Group needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Logistics Section Units that are not currently staffed.
- ☐ Prepare objectives for the Support Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Group to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Group. Maintain current status and displays at all times.
- ☐ Brief the Logistics Section Chief on major problem areas that need or will require solutions.
- ☐ Coordinate with all EOC sections/branches/units regarding transportation requirements.
- ☐ Coordinate with all EOC sections/branches/units regarding essential facility requirements to support emergency efforts.
- ☐ Ensure that appropriate supplies and materials are made available to EOC and field response teams.
- ☐ Continually monitor all resources requests from other sections and field locations; ensure all requests are prioritized and tracked. Escalate problem situations to the Logistics Section Chief
- ☐ Provide situation and resources information to the Situation Unit Leader of the Planning Section on a periodic basis or as the situation requires.
- ☐ From Planning Section and field sources, determine status of transportation system into and within the affected area. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to other Sections.
- ☐ Obtain and maintain current status on Communications, Care & Shelter operations, agency requirements, and Animal Care operations being conducted in the MOA.
- ☐ Ensure that your Group logs and files are maintained.

- ☐ Monitor your Section activities and adjust Group organization as appropriate.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Group responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Group. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in EOC meetings.
- ☐ Ensure that all your Group personnel and equipment time records and a record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Group when they are no longer required.
- ☐ Ensure that any open actions are handled by your Group or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Group and closeout logs when authorized by the Logistics Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Emergency Operations Center IT Customer Service Manager

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Logistics Section Chief**

### General Duties

- Ensure the logistics function is carried out consistent with NIMS guidelines, including:
- Resources management and tracking.
- Managing all IT needs of the EOC.
- Obtaining all IT materials, equipment and supplies to support emergency operations.
- Coordinating management of facilities used during disaster response and recovery.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Coordinate the provision of logistical support for the EOC.
- Report to the Logistics Section Chief on all matters.

### Your Responsibility

- Support the response effort and oversee the acquisition, transportation and mobilization of resources.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Logistics Section Chief
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Emergency Operations Center IT Customer Service Manager by putting on the vest and ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staff are at the EOC.
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Inform the Logistics Section Chief when your Section is fully operational.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Based on the situation as known or forecast, determine likely future IT needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate channels, as needed.

### **GENERAL OPERATIONAL DUTIES**

- ☐ Make a list of key IT issues currently facing the EOC to be accomplished within the next operational period.
- ☐ Ensure all hardware (computers, printers, tablets, etc.) are fully functional for EOC staff, coordinating with vendors where necessary to troubleshoot or obtain warranty support.
- ☐ Provide troubleshooting support to EOC staff as requested.
- ☐ Monitor and maintain shared file and print services to assure printing is available.
- ☐ Monitor and maintain backup service to assure files are backed up and recoverable.
- ☐ Document all IT systems and services supporting the EOC activation to inform the AAR/IP.
- ☐ Monitor for any cyber concerns or issues that may impact the EOC. Advise the EOC Director as appropriate.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the Logistics Section Chief on major problem areas that need or will require solutions.
- ☐ Provide briefing to the General Staff on operating procedures for IT systems, updates or issues.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in EOC meetings.
- ☐ Ensure that all personnel and equipment time records and a record of expendable materials used are provided to the Finance/Administration Section at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the Logistics Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Communications Unit Leader

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Logistics Section Chief**

### General Duties

- Notify support agencies and oversee the installation, activation and maintenance of all radio, data and telephone communications services inside of the EOC and between the EOC and outside agencies.
- Determine the appropriate placement of all radio transmitting equipment brought to the EOC to support operations. Approve all radio frequencies to minimize interference conditions.
- Provide necessary communication system operators, and ensure effective continuous 24-hour operation of all communications services.
- Copy and log incoming radio, data and telephone reports on situation reports, major incident reports, resource requests and general messages.
- Make special assignment of radio, data and telephone services as directed by the EOC Manager.
- Organize, place and oversee the operation of amateur radio services working in support of the EOC. These functions are to be directly managed by the Law Enforcement Branch of the Operations Section.
- Coordinate with the EOC IT Service Unit Manager.

### Your Responsibility

- Manage all radio, data, and telephone needs of the EOC staff.

### Checklist Actions

#### UNIT START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Logistics Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Communications Unit leader by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Unit, establish work area, assign duties and ensure Unit journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section, as needed.
- ☐ Ensure that all your incoming Unit personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Unit needs.



- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Unit operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Unit. Maintain current status reports and displays.
- ☐ Keep the Logistics Section Chief advised of your Unit status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure for use of telephone, radio and data systems and provide to other units.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Unit planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Unit. Ensure they are aware of priorities.
- ☐ Monitor your Unit activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Unit personnel and equipment time records and a record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **UNIT OPERATIONAL DUTIES**

- ☐ Coordinate with all sections and Units on operating procedures for use of telephone, data and radio systems. Receive any priorities or special requests.

- ☐ Monitor operational effectiveness of EOC communications systems. Obtain additional communications capability as needed.
- ☐ Coordinate frequency and network activities with other MOA elements.
- ☐ Provide communications briefings as requested at action planning meetings.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Closeout logs when authorized by the Logistics Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Finance/Administration Section Chief

**PRIMARY: AS DESIGNATED BY EOC DIRECTOR**

**ALTERNATE: DESIGNATED BY PRIMARY**

**SUPERVISOR: EOC DIRECTOR**

### General Duties

- Ensure that the Finance/Administration function is performed consistent with NIMS, FEMA and MOA Guidelines, including:
  - Implementing a Disaster Accounting System.
  - Maintaining financial records of the emergency.
  - Tracking and recording of all agency staff time.
  - Processing purchase orders and contracts in coordination with Logistics Section.
  - Processing worker's compensation claims received at the EOC.
  - Handling travel and expense claims.
  - Providing administrative support to the EOC.
- Supervise the Finance/Administration Section staff.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Ensure that the Section is supporting other EOC sections consistent with priorities established in the EOC Incident Action Plan.
- Keep the EOC Director updated on all significant financial developments.

### Your Responsibility

- Supervise the financial support, response and recovery for the disaster/emergency; ensure that the payroll and revenue collection process continues and activate the Disaster Accounting System.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the EOC Director.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Finance/Administration Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.

- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staff are at the EOC.
- ☐ Confirm that all key Finance/Administration Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements.
  - ☐ Deputy Finance Section Chief
  - ☐ Cost Unit Leader
  - ☐ EOC Recovery Group
- Request additional personnel for the Section to maintain a 24-hour operation as required.
- Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - ☐ Current situation assessment.
  - ☐ Identification of specific job responsibilities.
  - ☐ Identification of co-workers within the job function and/or geographical assignment.
  - ☐ Availability of communications.
  - ☐ Location of work area.
  - ☐ Identification of eating and sleeping arrangements as appropriate.
  - ☐ Procedural instructions for obtaining additional supplies, services and personnel.
  - ☐ Identification of operational period work shifts.
- ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Section Chiefs.
- ☐ From the Planning Section Chief, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Finance/Administration Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed.

**GENERAL OPERATIONAL DUTIES**

- ☐ Carry out responsibilities of the Finance/Administration Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the EOC Director on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Planning Section on a periodic basis or as the situation requires.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

**SECTION OPERATIONAL DUTIES**

- ☐ Authorize use of the Disaster Accounting System.
- ☐ Ensure that the payroll process continues.
- ☐ Ensure that the revenue collection process continues.
- ☐ Collect your Section personnel and equipment time records and record of expendable materials used and provide copies to the Financial/Administrative Section at the end of each operational period.

- ☐ Ensure that all personnel and equipment time records and record of expendable materials used are received from other Sections and submitted to the Cost Unit Leader at the end of each operational period.
- ☐ Organize, manage, coordinate and channel the donations of money received during and following the emergency from individual citizens and volunteer groups.
- ☐ Coordinate with the Cost Unit Leader to make recommendations for cost savings to the General Staff.
- ☐ Meet with assisting and cooperating agency representatives as required.
- ☐ Provide input in all planning sessions on finance and cost analysis matters.
- ☐ Ensure that all obligation documents initiated during the emergency/disaster are properly prepared and completed.
- ☐ Keep the General Staff apprised of overall financial situation.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## Deputy Finance/Administration Section Chief

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Finance/Administrative Section Chief**

### General Duties

- Act as the Finance/Administration Section Chief in their absence.
- Ensure that the Finance/Administration function is performed consistent with NIMS, FEMA and MOA Guidelines, including:
  - Implementing a Disaster Accounting System.
  - Maintaining financial records of the emergency.
  - Tracking and recording of all agency staff time.
  - Processing purchase orders and contracts in coordination with Logistics Section.
  - Processing worker's compensation claims received at the EOC.
  - Handling travel and expense claims.
  - Providing administrative support to the EOC.
- Supervise the Finance/Administration Section staff.
- Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional Units as dictated by the situation.
- Exercise overall responsibility for the coordination of Unit activities within the Section.
- Ensure that the Section is supporting other EOC sections consistent with priorities established in the EOC Incident Action Plan.
- Keep the EOC Director updated on all significant financial developments.

### Your Responsibility

- Supervise the financial support, response and recovery for the disaster/emergency; ensure that the payroll and revenue collection process continues and activate the Disaster Accounting System.
- Support the Finance/Administration Section Chief with duties as assigned.

### Checklist Actions

#### SECTION START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Finance/Administration Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Set up your Section workstation, including maps and status boards. Use your EOC Section materials and on-site supplies.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Deputy Finance/Administration Section Chief by putting on the vest with your title. Print your name on the EOC organization chart next to your assignment.

- ☐ Clarify any issues you may have regarding your authority and assignment and what others in the organization do.
- ☐ Review organization in place at the EOC. Know where to go for information or support.
- ☐ Determine if other Section staff are at the EOC.
- ☐ Confirm that all key Finance/Administration Section personnel or alternates are in the EOC or have been notified. Recall the required staff members necessary for the emergency.
- ☐ Activate organizational elements within your Section as needed and designate leaders for each element or combination of elements.
  - ☐ Cost Unit Leader
  - ☐ EOC Recovery Group
- ☐ Request additional personnel for the Section to maintain a 24-hour operation as required.
- ☐ Brief incoming Section personnel prior to their assuming their duties. Briefings should include:
  - ☐ Current situation assessment.
  - ☐ Identification of specific job responsibilities.
  - ☐ Identification of co-workers within the job function and/or geographical assignment.
  - ☐ Availability of communications.
  - ☐ Location of work area.
  - ☐ Identification of eating and sleeping arrangements as appropriate.
  - ☐ Procedural instructions for obtaining additional supplies, services and personnel.
  - ☐ Identification of operational period work shifts.
  - ☐ Inform the EOC Director and General Staff when your Section is fully operational.
- ☐ Open and maintain Section logs.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by the State of Alaska DHS & EM and FEMA.
- ☐ Review responsibilities of Units in your Section. Develop plan for carrying out all responsibilities.
- ☐ Prepare work objectives for Section staff and make staff assignments.
- ☐ Meet with other activated Deputy Section Chiefs.
- ☐ From the Planning Section Chief, obtain and review major incident reports and additional field operational information that may pertain to or affect your Section operations. Provide information to appropriate Units.
- ☐ Based on the situation as known or forecast, determine likely future Finance/Administration Section needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed.

## **GENERAL OPERATIONAL DUTIES**



- ☐ Carry out responsibilities of the Finance/Administration Section Units that are not currently staffed.
- ☐ Evaluate the need for Critical Incident Stress Debriefing for all affected personnel, victims and bystanders. Arrange debriefings through the Personnel Unit of the Logistics Section.
- ☐ Make a list of key issues currently facing your Section to be accomplished within the next operational period.
- ☐ Keep up to date on situation and resources associated with your Section. Maintain current status and displays at all times.
- ☐ Brief the Finance/Administration Section Chief on major problem areas that need or will require solutions.
- ☐ Provide situation and resources information to the Planning Section on a periodic basis or as the situation requires.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, data and radio systems. Make any priorities or special requests known.
- ☐ Determine status of transportation system into and within the affected area in coordination with the Logistics Section. Find out present priorities and estimated times for restoration of the disaster route system. Provide information to appropriate Units.
- ☐ Ensure that your Section logs and files are maintained.
- ☐ Monitor your Section activities and adjust Section organization as appropriate.
- ☐ Ensure internal coordination between Unit leaders.
- ☐ Update status information with other sections as appropriate.
- ☐ Resolve problems that arise in conducting your Section responsibilities.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- ☐ Participate in the EOC Director's action planning meetings.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **SECTION OPERATIONAL DUTIES**

- ☐ Authorize use of the Disaster Accounting System.
- ☐ Ensure that the payroll process continues.
- ☐ Ensure that the revenue collection process continues.
- ☐ Collect your Section personnel and equipment time records and record of expendable materials used and retain copies at the end of each operational period.
- ☐ Ensure that all personnel and equipment time records and record of expendable materials used are received from other Sections and retain copies at the end of each operational period.

- ☐ Organize, manage, coordinate and channel the donations of money received during and following the emergency from individual citizens and volunteer groups.
- ☐ Coordinate with the Cost Unit Leader to make recommendations for cost savings to the General Staff.
- ☐ Meet with assisting and cooperating agency representatives as required.
- ☐ Provide input in all planning sessions on finance and cost analysis matters.
- ☐ Ensure that all obligation documents initiated during the emergency/disaster are properly prepared and completed.
- ☐ Keep the General Staff apprised of overall financial situation.

#### **DEACTIVATION**

- ☐ Authorize deactivation of organizational elements within your Section when they are no longer required.
- ☐ Ensure that any open actions are handled by your Section or transferred to other EOC elements as appropriate.
- ☐ Ensure that any required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Deactivate your Section and closeout logs when authorized by the Finance/Administration Section Chief.
- ☐ Leave forwarding phone number where you can be reached.

## Cost Unit Leader

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Finance/Administration Section Chief**

### General Duties

- Provide all cost analysis activity associated with EOC operation.
- Obtain and record all cost data for the emergency/disaster.
- Ensure the proper identification of all equipment and personnel requiring payment.
- Analyze and prepare estimates of EOC costs.
- Maintain accurate record of EOC costs.

### Your Responsibility

- Provide cost analysis data for the incident to help the planning and recovery efforts. Ensure that all pieces of equipment and personnel that require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs and maintain accurate records of incident costs.
- The Cost Unit Leader will be increasingly tasked to support the planning function in terms of cost estimates of resources used. The Unit must maintain accurate information on the actual costs for the use of all assigned resources.

### Checklist Actions

#### UNIT START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Finance/Administration Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the Cost Unit Leader by putting on the ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Unit, establish work area, assign duties and ensure Unit journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the appropriate Logistics Section Unit, as needed.
- ☐ Ensure that all your incoming Unit personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Unit needs.
- ☐ Think ahead and anticipate situations and problems before they occur.
- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

#### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Unit operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Unit. Maintain current status reports and displays.
- ☐ Keep the Finance/Administration Section Chief advised of your Unit status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Unit planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Unit. Ensure they are aware of priorities.
- ☐ Monitor your Unit activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Unit personnel time records are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

#### **UNIT OPERATIONAL DUTIES**

- ☐ Collect and record all cost data.
- ☐ Maintain a fiscal record of all expenditures related to the emergency/disaster.
- ☐ Prepare and provide periodic cost summaries for the Finance/Administration Section Chief and the EOC Director.
- ☐ Maintain cumulative emergency/disaster cost records.
- ☐ Ensure that all financial obligation documents are accurately prepared.

- ☐ Prepare resources-use cost estimates.
- ☐ Maintain accurate information on the actual cost for the use of all assigned resources.
- ☐ With the Time Unit, ensure that all pieces of equipment under contract and dedicated personnel are properly identified.
- ☐ Ensure that all EOC sections maintain proper supporting records and documentation to support claims.
- ☐ Make recommendations for cost savings to the Finance/Administration Section Chief.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the Cost Unit Leader position and closeout logs when authorized by the Finance/Administration Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached.

## EOC Recovery Group

**PRIMARY: As Designated by EOC Director**

**ALTERNATE: Designated by Primary**

**SUPERVISOR: Finance/Administration Section Chief**

### General Duties

- Document recovery information passed down from the state and federal governments, and distribute to partners.
- Coordinate recovery efforts with disaster assistance agencies, MOA departments and the community.
- Liaise on cost recovery efforts.

### Your Responsibility

- Coordinate the MOA's recovery effort, ensuring that critical infrastructure and facilities are restored.
- Determine impacts of the emergency that require recovery planning.
- Initiate recovery planning meetings with stakeholders, develop an initial recovery plan and strategy.
- Ensure that appropriate agencies are kept informed of recovery efforts and have opportunity to participate.
- Support the transition from recovery planning in the EOC to broader post-emergency recovery efforts following EOC demobilization.

### Checklist Actions

#### START-UP ACTIONS

- ☐ Check in upon arrival at the EOC.
- ☐ Report to the Finance/Administration Section Chief.
- ☐ Obtain a briefing on the situation.
- ☐ Determine your personal operating location and set up as necessary.
- ☐ Review your position responsibilities.
- ☐ Identify yourself as the EOC Recovery Group by putting on the ID Tag with your title. Print your name on the EOC organization chart next to your assignment.
- ☐ Clarify any issues regarding your authority and assignment and what others in the organization do.
- ☐ Activate elements of your Group, establish work area, assign duties and ensure Group journal/log is opened.
- ☐ Determine 24-hour staffing requirement and request additional support as required.
- ☐ Request additional resources through the Logistics Section, as needed.
- ☐ Ensure that all your incoming Group personnel are fully briefed.
- ☐ Based on the situation as known or forecast, determine likely future Group needs.
- ☐ Think ahead and anticipate situations and problems before they occur.

- ☐ Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:
  - ☐ Messages received
  - ☐ Action taken
  - ☐ Decision justification and documentation
  - ☐ Requests filled
  - ☐ EOC personnel, time on duty and assignments
- ☐ Precise information is essential to meet requirements for possible reimbursement by State of Alaska DHS & EM and FEMA.

### **GENERAL OPERATIONAL DUTIES**

- ☐ Develop a plan for your Group operations and support of field operations as requested. Assign specific responsibilities.
- ☐ Keep up to date on the situation and resources associated with your Group. Maintain current status reports and displays.
- ☐ Keep the Finance/Administration Section Chief advised of your Group status and activity and on any problem areas that now need or will require solutions.
- ☐ Provide periodic situation or status reports to your Section Chief for updating information to the Planning Section.
- ☐ Establish operating procedure with the Communications Unit of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- ☐ Review situation reports as they are received. Verify information where questions exist.
- ☐ Anticipate potential situation changes, such as severe aftershocks, in all Group planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- ☐ Determine and anticipate your support needs and forward to appropriate Section Chief.
- ☐ Conduct periodic briefings for your Group. Ensure they are aware of priorities.
- ☐ Monitor your Group activities and adjust staffing and organization as appropriate to meet current needs.
- ☐ Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- ☐ Refer all media contacts to your Section Chief.
- ☐ Be prepared to participate in the EOC Director's action planning meetings and policy decisions if requested.
- ☐ Ensure that all your Unit personnel and equipment time records and record of expendable materials used are provided to EOC Director at the end of each operational period.
- ☐ Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

### **UNIT OPERATIONAL DUTIES**

- ☐ Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.
- ☐ Coordinate with the Sections to determine major mid-to-long range social, economic, environmental and political impacts.

- ☐ Assist the MOA as necessary in determining appropriate sites for Disaster Application Centers.
- ☐ Facilitate recovery planning meetings involving appropriate personnel and other agencies as needed.
- ☐ Develop a recovery plan and strategy for the MOA.
- ☐ Coordinate with Finance/Administration to ensure that MOA reimbursement documents and applications are consistent with the recovery strategy.
- ☐ In conjunction with Finance/Administration, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.
- ☐ Provide analyses, summaries and estimates of recovery efforts and anticipated needs for the Finance/Administration Section Chief, EOC Director and the State EOC as required.
- ☐ Prepare recommendations, as necessary for the EOC Director and Policy Group.

#### **DEACTIVATION**

- ☐ Ensure that all required forms or reports are completed prior to your release and departure.
- ☐ Be prepared to provide input to the After-Action Report.
- ☐ Determine what follow-up to your assignment might be required before you leave.
- ☐ Deactivate the EOC Recovery Group position and closeout logs when authorized by the Finance/Administration Section Chief or EOC Director.
- ☐ Leave forwarding phone number where you can be reached.



DOCUMENT NAME	Lifelines Situation Reports (SitReps)
DOCUMENT TYPE	Attachment
CEOP SECTION	Section 4, Plan Designation 06
LAST UPDATED	September 2022

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Lifelines Background Information

FEMA developed the community lifelines construct to increase the effectiveness in disaster operations, which has been codified in the National Response Framework. A lifeline enables the continuous operation of critical government and business functions, and is essential to human health and safety or economic security. The seven lifelines are depicted below. Leveraging lifelines in Situation Reports provides an outcome-based, survivor-centric construct to assist responding agencies in prioritizing response efforts using common terminology. For more information on the lifelines construct, access FEMA’s independent study course IS-2901: Introduction to Community Lifelines. Additional planning and implementation documents can be accessed at <https://www.fema.gov/emergency-managers/practitioners/lifelines>.



Situation Report Implementation Guidance

The following information is provided to aid in completing the Lifeline Situation Reports.

Lifeline Status

Colors indicate the overall condition or status of each lifeline.


- Grey indicates the extent of disruption and impacts to lifeline services is unknown.
- Red indicates lifeline services are disrupted, and no solution has been identified or is in progress.
- Yellow indicates the lifeline services are disrupted, but solutions are in progress and estimated time to stabilization has been identified.
- Green indicates the lifeline services are stabilized, re-established, or not impacted.

Assessment Categories

Each lifeline has components (for example: Transportation lifeline has a supplemental component for Mass Transit) with corresponding assessment categories. Assessment categories capture essential information for response decision makers, depicted in the Table 1 below.

Categories	Description
Component	Identify the component.
Status (What?)	Summarize the root cause(s) of disruption to lifelines services.
Impacts (So What?)	Explain the disaster impacts to specific communities, disaster survivors, and response operations. Detail how the survivor experience or response operation will improve if this component is stabilized. Specify the impacted areas and population totals.
Actions (Now What?)	Describe the actions that are being taken to stabilize and re-establish the disrupted services. Summarize the most critical actions being taken across the Whole Community.
Limiting Factors (What's the Gap?)	Express issues that are preventing services from being stabilized or re-established. Such issues can stem from another lifeline/component, resource shortfall, management, policy, etc.
Estimated Time to Status Change and Re-establishment Requirements (When?)	Provide current component condition or an estimated timeframe for when a change in condition is expected.

An example of completed assessment categories (Transportation) are shown in Table 2.

Categories	Description
Component	Mass Transit  Sub-component: Bus
Status	Bus services are unavailable due to road debris.
Impacts	100,000 survivors have no access to public transportation nor emergency support services.
Actions	Local jurisdictions are prioritizing route clearance to critical facilities, U.S. Army Corps of Engineers assigned to supplement state and local authorities with route clearance and debris removal efforts, modified mass transit schedules are being executed as roads become passable, micro transit being utilized on roads passable to smaller vehicles, but not buses, messaging of modified routes through numerous information/messaging platforms and outlets (radio, television, social media).
Limiting Factors	Full service will not resume until the routes are cleared and roads inspected.
Estimated Time to Status Change and Re-establishment Requirements	Full service estimated to resume in a week, with a modified service available as roads become clear.

# Safety and Security Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Law Enforcement/ Security				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Fire Services				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				




Search and Rescue				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Government Services				
MOA CEOP: Secton IV				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Community Safety				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

# Food, Water, Shelter Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Food				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				



Water				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Shelter				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Agriculture				
MOA CEOP: Section IV				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

# Health and Medical Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Medical Care				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Public Health				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Patient Movement				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Medical Supply Chain				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Fatality Management				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				



# Energy Situation Report

Date:	Operational Period:
Incident Name:	




Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Power Grid				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Fuel				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

# Communications Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Infrastructure				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Responder Communications				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				



Alerts, Warnings, and Messages				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Finance				
MOA CEOP: Section IV				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

911 and Dispatch				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

# Transportation Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Highway/Roadway/Motor Vehicle				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Mass Transit				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				



Railway				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Aviation				
MOA CEOP: Section IV				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

Maritime				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

# Hazardous Materials Situation Report

Date:	Operational Period:
Incident Name:	

Lifeline Status			
			
Stable	Stabilizing	Unstable	Unknown

Facilities				
Status:	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				

HAZMAT, Pollutants, Contaminants				
Condition	Stable:	Stabilizing:	Unstable:	Unknown:
Impact:				
Actions Planned:				
Limiting Factors:				