

Alaska

Emergency Response Guide for Small Communities



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Department of Military & Veteran's
Affairs

Division of Homeland Security and
Emergency Management

State Emergency Operations Center
(907) 428-7100

seoc@alaska.gov

24-Hour Emergency Number

Toll Free: (800) 478-2337

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Contact Numbers			
Agency	Contact	Telephone No.	FAX
<u>STATE OF ALASKA</u>			
ADEC, Disaster Response For Spills only	Emergency Coordinator Anchorage Fairbanks Juneau After hours spills (Main/Toll Free)	907-376-1865 907-269-3063 907-451-2121 907-465-5340 1-800-478-9300	907-376-2382
Alaska State Troopers	Commander, Bethel Commander, Fairbanks Commander, Kotzebue	907-543-2294 907-451-5100 1-800-789-3222	907-543-5102 907-451-5165 907-442-3221
AVEC	Hotline	1-800-478-1818 907-561-1818	
DCCED	Floodplain Mgmt Alaska Energy Authority	907-269-4583 907-771-3025	907-269-7066 907-771-3044
DHS&EM	State Emergency Coordination Center	907-428-7100 1-800-478-2337	907-428-7095
DNR/DOF	Coastal Region Northern Region	907-761-6225 907-451-2660	
<u>FEDERAL</u>			
American Red Cross	Director	907-646-5400 1-888-345-4367	907-276-1465
Army Corps of Engineers	Emergency Manager	907-753-2513	907-753-2748
National Weather Service	Duty Hydrologist, Alaska Pacific River Forecast Center	907-266-5160	907-266-5182
<u>Forecast Office</u> Anchorage	Meteorologist Lead Forecaster	907-266-5105 907-266-5117	907-266-5188
Fairbanks	Meteorologist Lead Forecaster	907-458-3708 907-458-3712	907-458-3703
Juneau	Meteorologist Lead Forecaster	907-790-6803 907-790-6824	907-790-6827

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FOREWARD

Each year, Alaska faces a wide array of natural and man-made disasters. These include floods, coastal storms, wildfires, earthquakes, volcanic eruptions, power outages, fuel emergencies, utility disruptions, etc. As a result, all community leaders should prepare for these events.

The State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) is committed to aiding communities prior to, during, and after a disaster. For many large communities, these actions are outlined in a formal Emergency Operations Plan (EOP) as required under Alaska Statutes (AS) Section 26.23.060(e). For smaller communities or villages and cities without a formal EOP, yet still in need of a planning tool for government leaders to prepare for, respond to, and recover from local emergencies and disasters, DHS&EM has developed the *Alaska Emergency Response Guide for Small Communities*. This guide also helps "bridge the gap" until a local EOP is developed.

The guide includes checklists for the first 72 hours of a disaster and actions to start the rebuilding process. In addition, also augments information included in a community Small Community Emergency Response Plan (SCERP). Information on SCERPs may be found on the DHS&EM Website at <http://ready.alaska.gov/Plans/SCERP>

You may download this [guide](#), along with other preparedness information from our DHS&EM website at <http://www.ready.alaska.gov>. Additional printed copies of the guide may be available by contacting the State Emergency Operations Center (SEOC) at 907-428-7100 or toll free at 1-800-478-2337, or sending an email request to seoc@alaska.gov.

We value our partnership with your community and thank you for your commitment to improving your community's disaster preparedness. If you have any questions or comments on this guide, please contact our SEOC Operations staff at the SEOC at 907-428-7100 or toll free at 1-800-478-2337.

INTRODUCTION

We cannot prevent natural disasters, but we can prepare for them. This guide outlines general procedures developed by the State of Alaska Division of Homeland Security and Emergency Management (DHS&EM) to assist local officials in preparing for, responding to, and recovering from emergency and disaster situations. We recommend that you keep this document readily available as a reference for any employees, council members or potential responders who may find it useful in time of need.

The purpose of this guide is to meet four goals:

1. Assist local officials in preparing for, responding to, and recovering from disasters and emergencies.

This guide is based on the principle of self-help at each level of government. Each level of government is responsible by law for the safety of its citizens. Citizens expect that State and local governments will keep them informed and provide assistance in the event of an emergency or disaster. All levels of government share the responsibility for working together in preparing for, responding to, and recovering from the effects of an emergency or disaster event. Local government must substantiate a need for assistance, because State and Federal government provide supplemental help.

Direction and control prior to, during, and following an emergency or disaster rests with the elected leadership of the legally recognized jurisdiction impacted by a given emergency or disaster. This authority continues throughout the stages of emergency operations or until a formal change in authority.

There are several checklists in this guide for the community. Print and share them prior to an event if possible, but definitely after a disaster event to expedite the recovery process.

2. Help local officials begin the process of developing a local Emergency Operations Plan.

Emergency Operations Plans (EOPs) address the ability to direct, control, coordinate, and manage emergency operations. For communities without an EOP, this document will help you to develop one. For communities with an EOP, this document can act as a guide to review and update the plan.

According to Alaska Statute Section 26.23.060 (e), *“Each political subdivision shall ensure that a written local or inter-jurisdictional disaster emergency plan for its area is prepared, maintained, and distributed to all appropriate officials. The disaster emergency plan must include a clear and complete statement of the emergency responsibilities of all local agencies and officials.”*

3. Provide local emergency staff with easy-to-use response guidance and helpful checklists.

This guide contains expanded information on disaster response and recovery, including several helpful checklists. It provides local community leaders with a better tool in preparing for, responding to, and recovering from all emergencies and disasters. In addition to this guide, DHS&EM recommends the Small Community Emergency Response Plan (SCERP). The SCERP was developed from content found within this guide. The SCERP is a customized flip chart booklet with essential, community-specific information for response to a disaster. The SCERP does not replace your community or borough Emergency Operations Plan. Instead, the SCERP supports it by providing a quick response reference tool designed to assist communities with limited response capabilities through the crucial first 72 hours of an event. If you are interested in the SCERP please contact mva.dhsem.plans@alaska.gov or call 907-428-7000.

4. Inform local leaders on how the State assists with local disasters.

Primary responsibility in disasters is to save lives and property. This is accomplished by coordinating all State, Federal, and private-sector efforts to support local operations. The State of Alaska DHS&EM is the lead State agency for accomplishing this mission. A few of the exceptions are outlined below:

- The Alaska Department of Environmental Conservation, Spill Prevention and Response Division is the lead State agency for responses to oil and hazardous materials releases.
- The Alaska Department of Natural Resources, Division of Forestry is the lead State agency for responding to wildland fires in the state, in accordance with (IAW) the Alaska Interagency Fire Management Plan.
- The Department of Public Safety, Division of Alaska State Troopers, is the lead State agency in search and rescue efforts, IAW the National Search and Rescue Plan.

The State Emergency Operations Center (SEOC) works with these State agencies in a supporting role during the aforementioned hazards.

Please address any questions, comments, or other requests concerning this document to DHS&EM Operations Section at 1-800-478-2337 (toll free). Additional copies of this guide, as well as Emergency Operations Plan templates and Evacuation Planning templates, can be obtained electronically from the DHS&EM home page at <http://ready.alaska.gov> or by contacting DHS&EM at the telephone number listed above.

**Don't wait until it is too late
Prepare your community now!**

PRE-DISASTER ACTIONS

You and your community are the best starting points in creating and updating a local Emergency Operations Plan. DHS&EM provides examples for you at <http://www.ready.alaska.gov> under *Quick Links—Planning*.

Alaska has the most sparsely populated and geographically remote areas of the United States. The movement of people and materials in normal situations is logistically challenging. Every community must be prepared for and respond to the emergency situations that can occur. It may take several days to overcome the physical distance, meteorological, and logistical challenges before help arrives. Every community must be prepared to stand alone.

It is crucial that you determine all the potential natural and man-made disasters that can affect your community and be prepared to protect your residents and property. Here are a few examples of the hazards that can affect your community:

Typical Alaska Hazards	
<ul style="list-style-type: none"> • Tsunami • Volcanic Eruption • Flood (river or coastal) • Earthquake • Fire (wildland and structure) • Windstorms • Coastal Sea Storms with Storm Surges 	<ul style="list-style-type: none"> • Heavy Snowfall • Extreme or Prolonged Cold Spells • Terrorism • Avalanche/Landslide • Oil/Fuel Spills and HAZMAT or Chemical Releases • Community Power/Utility Failure (or other critical infrastructure problems)

Please notify the SEOC at 1-800-478-2337 (toll free) or 907-428-7100 (local Anchorage area) of any changes to your local community contacts.

COMMUNITY EMERGENCY PLANNING STEPS

1. Call a special meeting with the city/village council, school, clinic, and utility officials.
 - a) Discuss all threats to the community.
 - b) Review emergency preparations already in place. Identify issues currently facing the community and designate primary and alternate personnel to address them.
 - Infrastructure—power, water, sewer, communications
 - Transportation—roads, airport, fuel issues, boats
 - Medical—clinic, identification of physically impaired, special-needs residents, and others needing evacuation before the event
 - Shelters—location(s), managers, food, water, power, medical. Contact the American Red Cross (ARC) for assistance in training and potential funding at 1-888-345-4376 or 1-800-451-8267 (Fairbanks, 24 hrs.).
 - Financial—local funding sources
 - c) Organize a local Incident Management Team (IMT) for emergency operations. Ensure that there is a delegation of authority under which the IMT is operating. (For information on Incident Command System training, contact the DHS&EM training officer at 907-428-7000.)
 - d) Develop an Emergency Communications Plan; include telephones and radios.

2. Remind residents to take reasonable measures to protect their homes and property and to prepare an emergency kit if they have not done so. Share Appendices A and B with the community members so they can better prepare for disasters
3. Ensure that city/tribal workers and first-responders have a plan to care for their families before recalling and/or assigning them to disaster operations.
4. Survey essential facilities, such as clinics, communications centers, broadcast stations, power-and heat-generating facilities, washateria, water distribution systems, and other utilities. Undertake all reasonable measures to protect facilities.
 - a) Water, power, and gas service may be interrupted.
 - Water shortages can become a significant limiting factor for hospitals, clinics, jails, and 24-hour care facilities, as well as for the general public. Determine early on if a rationing program should be implemented.
 - Services may gradually decline due to leaks, lack of fuel, or malfunction.
 - System restoration may take days (for electrical power) or weeks (for water and gas).
 - b) Structural damage to roads, bridges, and other facilities may take weeks or months to repair.
 - c) Plan to clear debris from critical areas. Initially, collapsed buildings, power lines, and other structures may block roads and limit movement for evacuees, response personnel, and emergency vehicles.

5. Conduct community pre-event inspections semiannually and document all maintenance. Photograph roads, utility lines, buildings, vehicles, and other equipment. *Note:* Document the date and time of inspection
6. Designate community shelters (primary and alternate) and safe areas to shelter evacuees and store critical equipment and emergency supplies of water, food, fuel, and medical items. Account for the special-needs population's shelter and transportation issues.
7. Ensure the community is aware of primary and secondary shelters and evacuation routes prior to a disaster.
8. Ensure someone will contact people in remote areas (e.g., hunters, fishermen, fish camps) or on float trips.
9. Prepare to arrange counseling for residents and responders. Long term events may have cumulative effects on their well-being.
10. Ensure important city/village records are protected from damage.
 - a) See Appendix C for protecting and recovering vital records. Review storm preparations already in place.
 - b) Identify the types of records the community has and would need to protect.
 - c) Remind residents to protect their important personal records, including vehicle titles, bills of sale, birth certificates, vaccinations, etc.
11. Ensure community-owned buildings are insured and review policies regularly. *NOTE:* For a new policy, verify the date it takes effect.

12. Arrange for the relocation, protection, and distribution of equipment (including fire suppression).
13. Ensure all power and communication systems are functioning. Charge generator-starter batteries and electrical backup.
14. Anchor fuel tanks to prevent movement. Contact Alaska Village Electric Cooperative (AVEC) at 1-800-478-1818 or 907-561-1818 or Alaska Energy Authority (AEA) at 1-888- 300-8534 or 907-771-3000 for more information.
15. Together with school officials, evaluate the potential need to use the school as an emergency shelter. Formalize a written agreement prior to use as a shelter.
16. Arrange with petroleum distributors to meet additional emergency fuel demands.
 - a) Inventory, if possible, the amounts of various fuels and oils on hand.
 - b) Establish alternative methods for pumping and distributing fuel.
17. Test the backup generators for the school, clinic, and all utilities. Ensure there is adequate fuel for extended emergencies.
18. Identify alternate care-site facilities in case you must move the clinic.
19. Identify special-needs individuals needing evacuation assistance.
20. Top off all emergency vehicles with fuel daily.
21. Check weather watch and warning reports online at <http://www.arh.noaa.gov>.

22. Compile a list of all satellite phones in the community (clinic, school, air-service agents, etc.) and consider purchasing a portable satellite telephone for your community.
 - a) If a satellite phone is available or has been provided by the Integrated Statewide Strategic Emergency Communications Plan, the steward of the phone should conduct a monthly test by calling the SEOC at 907-428-7100. If there are coverage “spots” in your community, know the locations and the times that you have a reliable satellite signal.
 - b) Ensure that you have corded telephones available. Cordless and /message telephones will not work during power outages.
23. Designate clinic staff to identify and prepare required medications and/or supplies. Have the local clinic identify residents whose medical conditions may be compromised by long-term power outages or airport disruptions. They should coordinate with the affiliated health organizations to pre-evacuate those residents as a precaution.
24. Contact DHS&EM Preparedness Section for help in coordinating an exercise or training. If you require assistance preparing a local Emergency Operations Plan, contact DHS&EM Planning Section. Both sections can be reached at 1-800-478-2337.
25. Review your local disaster debris management plan and coordinate with all potential partners. If you don't have a disaster debris management plan, contact the SEOC and we will work with you to put one together!

WHEN DISASTER THREATENS

Communities have the best chance to survive if emergency protective measures are begun quickly. Emergency protective measures are steps taken before, during, and after an event that eliminate or reduce the threat to lives, property, and the environment. Not all natural disasters or other emergencies happen suddenly. Some natural events such as seasonal flooding, coastal storms, wildfire, etc. may provide a period of warning before they impact the community. If disaster looms, consider specific actions for community safety:

1. **Account for all community members.** This is your **first** priority! Ensure they are in safe and secure locations and out of immediate danger. Be prepared to initiate search and rescue operations. Contact the SEOC at 1-800-478-2337 for useful information and guidance.
2. **Prepare to shelter people.** Homes could be destroyed or damaged beyond safe living conditions.
 - Select a shelter in a safe place on high ground or other elevated location.
 - Inform citizens to bring or prepare the following items:
 - Radio
 - Tents, sleeping gear, food, and water
 - Medicine
 - Protective clothing
 - Emergency supply kit (see Appendix A)
3. **Prioritize your needs.** Prepare a prioritized list of needs; including type and quantity necessary to support the community (see Table 3 on pg.33 for a typical list of priority needs).

4. **Monitor the status of special-needs individuals not previously evacuated.** Those with additional need of assistance may include the following:
 - Individuals with physical (hearing, sight, or mobility-impaired) or developmental disabilities
 - The aged, infirm, or those with special medical needs
 - The hospitalized or institutionalized
 - Nursing-home residents
 - Children in school or day care centers
 - Non-English speakers
 - Transient populations, including visitors and tourists
 - The incarcerated
 - People without transportation
5. **Secure your communications, power, and water systems.** Be prepared to shut down the generator if the electrical plant is threatened.
 - If certain areas of town are threatened, determine if you can isolate the power supply to those areas.
 - If necessary, remove generator batteries and take them to a safe location.
6. **Monitor the condition of airport facilities and runway.** Close the airport if conditions are unsafe. Report runway conditions to the Alaska Department of Transportation and Public Facilities (DOT&PF)
7. **Protect fuel sources and close valves.** Be aware of any potential tank farm issues.

NOTE: *If a fuel spill occurs, immediately notify the Alaska Department of Environmental Conservation (ADEC):*

Anchorage at 907-269-3063

Fairbanks at 907-451-2121

Juneau at 907-465-5340

For after business hours, please contact the ADEC hotline at 1-800-478-9300.

8. **Develop estimates based on past experiences or other data.**
 - How long will the event last?
 - If flooding is expected:
 - What is the current water level and how close is the water to flood stage.
 - What measures can be taken to eliminate obstructions or aid the runoff?
9. **If your community is threatened by a wildland fire, call 911,** then the Area Forestry Office or the Alaska Interagency Coordination Center (AICC) at 1-800-237-3633.
10. **Review your disaster debris management plan.** Pay special attention to the debris types and amounts expected, and assess the current status of local debris clearing and removal capabilities.
11. **Document costs.** It is recommended that communities threatened by disaster or event develop or establish cost codes for their city/tribal accounting and finance sections to use for tracking additional expenses incurred as a result of the event.

EVACUATION CONSIDERATIONS

The decision to evacuate a community or part of a community will be made by the local official authorized by ordinance, charter, or other authority to make such a decision. In Alaska, authority for evacuating persons from a threat is limited. Under Alaska Statutes (AS) 18.70.075 and 18.70.090, a fire department official, registered with the State fire marshal's office, has the authority to authorize an evacuation. If the community must rely on external transportation resources for evacuation, local officials will normally consult with appropriate state officials as part of the decision-making process.

Once local officials have made the decision to evacuate, if it is safe to do so, the situation and existing conditions should be reported to DHS&EM (1-800-478-2337). The SEOC can help coordinate use of available external resources with the local Incident Commander (IC). To guide the evacuation operations, see the General Evacuation Checklist in Appendix D. Several factors should be considered when contemplating an evacuation. What and where is the actual threat? It is sometimes difficult to know what areas are at risk. Weather patterns, anticipated duration, intensity, magnitude, and speed of onset can be difficult to predict. In many instances, it may be appropriate to "shelter in place," because the evacuation itself may be dangerous.

Evacuation by air from a community can be dangerous due to existing or changing conditions. Unnecessary evacuations are expensive, disruptive, and can become unpopular. The more often people evacuate when it is unnecessary, the less likely they will evacuate when it is truly required. Safety should always be the primary concern.

Evacuation vs Rescue

Evacuation is the removal of people from a threatened area to a safer area prior to an event. Rescue is the saving of people whose lives are threatened by their proximity to danger. Evacuation done timely decreases the need for rescue.

Considerations

Evacuation is one means of protecting the public by moving people away from the hazard. Decisions to evacuate should be based on a number of factors, including:

- Vulnerability: what is the risk to life and property?
- Expert opinion: National Weather Service meteorologists, Alaska Volcano Observatory geophysicists, and Division of Forestry fire behavior analyst, etc. could have information and opinion to assist with evacuation decisions.
- Clearance times: It may take hours or days to remove people from harm.

Decisions

The local official shall assess the need to evacuate, plan evacuation, coordinate support for evacuation efforts, and track evacuated individuals. Evacuation planning should resolve these questions:

- What areas or facilities are at risk and should be evacuated?
- How will the public be advised on how to proceed?
- What do evacuees need to take with them (if they are not sheltering within the community due to limited space)?
- What transportation is needed?
- What assistance will the special-needs populations require?
- Does the anticipated duration make it necessary to activate shelter and mass-care facilities?

Priorities

- Movement away from areas with immediate threats to life and safety

- Movement of the medically fragile, elderly, and disabled persons to appropriate shelters or other facilities where care may be provided.
- Movement of residents requiring shelter to an available shelter
- Evacuation of visitors and other residents if required

Options

There are generally four options available to emergency managers each based on risk (Figure 1). These are to direct people to:

- Stay where they are (e.g., Shelter-in-place) or
- Move to a safer location (i.e., high ground),
- Move to a local congregate care shelter
- Evacuation out of the community.



Figure 1. Generalized evacuation decision making diagram.

Shelter in Place

Sometimes, the safest places for residents in an emergency are in their homes or businesses. Shelter in place is typically the first option considered after receiving word of a potential threat. The direction to shelter-in-place is an instruction for people within the threatened area to remain in the buildings or structures they are in at that moment, be it home, office or elsewhere.

Movement to Safer Location

This option may be used as a precautionary step to move persons to high ground or a higher floor to protect them against floods, tsunami, etc. This option is typically a short-term option; if residents need to be out of their homes for longer times (i.e., over six hours or so), they need to be moved to congregate care shelters.

Movement to local congregate care shelter

If the threat continues for six hours or more, or the weather is poor, residents should be moved to a congregate care shelter in the community. These shelters are typically one or more larger buildings within safe zones or high ground to accommodate a significant portion of the displaced population. These buildings should have sufficient height to allow vertical evacuation for residents if the primary risk is flooding.

Evacuation out of the community

Once local jurisdiction officials make the decision to evacuate, if local resources are inadequate, they may request SEOC assistance. NOTE: The decision to evacuate rests with the local official or IC managing the incident. The SEOC will serve as a coordinating agency in the decision-making process regarding evacuation out of the community. The SEOC will coordinate external resources for the evacuation and sheltering with either the emergency management team or local officials.

Some regional health organizations have agreements with DHS&EM regarding reimbursement for evacuation and sheltering expenses outside the affected community provided the incident is declared a state disaster emergency by the Governor. Thus, there should be no expectation that the State of Alaska will cover the air fare, sheltering, feeding, or other costs for anyone that voluntarily chooses to evacuate via non-SEOC-coordinated resources, or for events that did not trigger state or federal declarations of disaster emergency.

Protective Measures

Evacuation by air and resupply of emergency survival items are emergency measures used to save lives in immediate or imminent danger from an event. Community leaders must complete local protective measures such as sheltering in place, use of local temporary shelters, and advance evacuation of special-needs persons out of the community before executing further air evacuations. These measures should be considered only as last resort after all reasonable efforts to provide safety to endangered residents have been exhausted.

Evacuation of remaining at-risk persons from the threatened community may be warranted. In bad weather, an evacuation by air can be dangerous or even impossible. Return to the community after the storm is not considered an emergency and will be subject to cost and schedule considerations.

Warning and Public Information

Advanced notice of possible evacuation will normally come from the local official or IC.

- For slow-developing events, give advance warning to residents when it is clear evacuation may be required.
- Disseminate evacuation warning through available warning systems. Make provisions to notify individuals with special needs, including hearing impaired and non-English speakers.
- In case of immediate evacuation, use siren and speaker-equipped vehicles. Consider door-to-door notification for large buildings and in rural areas.
- When the incident that generated the need for evacuation is resolved, advise the evacuees it is safe to return to their homes and businesses.

Shelter Requirements

Consider temporary shelters, short-term housing, and long-term housing during pre-incident planning. Resource and logistic considerations include food, water, security, medical supplies, facility requirements, staffing, medical care, and relocation assistance. See Appendix E for a Potential Evacuation Shelters form. If more shelter resources are needed, see Table 9 (pg. 47) for specific information to include with the request.

Special-Needs Populations

The following special-needs citizens will require transportation, shelter, and medical care during major evacuations.

- Home-bound elderly
- Economically isolated
- Public transportation dependent
- English as a second language, non-English speakers
- Medication required

Special Facilities

Special facilities are responsible for the welfare and safety of their students, clients, patients, and inmates. Virtually all of these facilities are required to maintain an emergency plan that includes provisions for an emergency evacuation; however, to implement the plan effectively, they must be warned of emergency. Give advance warning to special facilities/populations in an evacuation area as early as possible. Such facilities should review and prepare to implement evacuation plans.

- **Schools.** If evacuation of public schools is required, students will be transported outside of the risk area where parents can pick them up. With advance warning, schools will close and students will be returned home to evacuate with their family.
- **Skilled Nursing Facilities.** Special care should be taken in evacuating persons with disabilities (both physical and mental) and the elderly.
- **Hospitals and Health Clinics.** If evacuation is required, transport patients to a comparable facility with appropriate medical support. The facility operator is responsible for arrangements and coordination. In the case of short-notice or no-notice events, local government might need to assist with transportation and locating a suitable reception facility.

- **Jails and Detention Centers.** If evacuation is required, transport inmates to a comparable facility. The facility operator is responsible for transportation arrangements and coordinating with the host facility. In the case of short-notice or no-notice events, local government might need to assist with transportation and locating a suitable reception facility.
- **Pets and Animals.** If evacuation is required, transport animals to a facility at or near the shelter housing their owners. Be aware that:
 - Pet evacuation and sheltering is primarily the responsibility of the local jurisdiction.
 - Local resources will be committed before requesting assistance from higher levels of government.
 - Maintain a list of structures and areas available for housing animals.
 - Animal owners must be prepared to care for their pets and other animals.
 - Coordinate with veterinarians and animal-related organizations to provide assistance.
 - Be prepared to deal with deceased, diseased, or contaminated animals.
 - Decontaminate and dispose properly.
- All agencies and organizations will maintain accurate records of the costs incurred during disaster operations. These records will be used if emergency funding is available.

Nonresident/Tourist Evacuations

- The community must consider the nonresident seasonal worker or tourist population in planning, conducting, and recovering from events requiring evacuation. The planning effort must in

Incorporate the expected increase in population due to seasonal construction, industry, and tourism to anticipate the increase in transportation, shelter, and medical resource needs.

Returning Evacuees Back to the Community

Evacuees returning to their homes or businesses require the same consideration, coordination, and control as the original evacuation. The local official or IC will normally disseminate the decision to return evacuees through media. It may be necessary to provide transportation for those who lack vehicles.

Before evacuees are returned, the following conditions should prevail:

- The threat prompting the evacuation has been resolved or subsided.
- Sufficient debris has been removed to permit travel (roads and bridges are safe to use).
- Downed power lines have been cleared; ruptured gas, water, and sewer lines have been repaired; and other safety hazards have been eliminated. However, utility services may not be fully restored.
- Structures have been inspected and deemed safe for occupancy.
- Adequate water is available for firefighting.

Public information intended for returnees should address the following:

- Caution in reactivating utilities and damaged appliances
- Documenting damage for insurance purposes
- Cleanup instructions
- Removal and disposal of debris

DISASTER RESPONSE - THE FIRST 72 HOURS

The primary government response role is the protection of life and property. Community residents and businesses also have roles to play. They help each other survive the consequences of a disaster and prepare the community for recovery. They can accomplish this by coordinating family accountability and reunification, assisting first-responders, and ensuring business continuity.

Minimize the uncertainty in decision-making when dealing with a disaster or event. You may find it helpful to address the community's needs based on the event life-cycle (Table 1, pg. 27).

- **Response** includes activities to address the immediate actions to preserve life, property, environment, and the social, economic, and political structure of the community.
- **Relief** includes short-term assistance (less than 4 weeks) to people impacted by the emergency event and includes the repair and restoration of essential lifelines. Also known as “sustained response.”
- **Recovery** includes long-term efforts (4 weeks to several years) following an event. Planning for recovery during response speeds recovery time and reduces loss.

See Table 1 (pg. 27) for a checklist and comparison of the actions taken during the event life-cycle of response, relief, and recovery operations.

From the onset of the emergency, responders should remember the basic priorities of disaster response, also known as the “LIP” model:

- **Life safety** of responders and the public. This includes rescuing endangered residents; treating the injured; and providing for the safety, accountability, and welfare of response personnel.

Table 1. Response, Relief, and Recovery Actions Checklist		
Response (Immediate)	Relief (Short-term)	Recovery (Long-term)
<input type="checkbox"/> Search and rescue	<input type="checkbox"/> Provision of interim housing	<input type="checkbox"/> Long-term housing for displaced victims
<input type="checkbox"/> Emergency shelter, housing, food, water, fuel, and energy	<input type="checkbox"/> Repair and restoration of lifeline utilities	<input type="checkbox"/> Debris management
<input type="checkbox"/> Emergency medical and mortuary services	<input type="checkbox"/> Emergency repair of vital transportation systems	<input type="checkbox"/> Hazard mitigation
<input type="checkbox"/> Public health and safety	<input type="checkbox"/> Building-safety inspections	<input type="checkbox"/> Reconstruction of permanent housing
<input type="checkbox"/> Decontamination after a chemical, biological, or radiological incident	<input type="checkbox"/> Debris removal and cleanup	<input type="checkbox"/> Reconstruction of commercial facilities
<input type="checkbox"/> Removal of threats to the environment	<input type="checkbox"/> Critical incident stress counseling for response staff and community	<input type="checkbox"/> Reconstruction of transportation systems
<input type="checkbox"/> Emergency restoration of critical services (electric and natural gas services, water, sewer, telephone)	<input type="checkbox"/> Restoration of social and health services	<input type="checkbox"/> Implementation of long-term economic recovery
<input type="checkbox"/> Transportation, logistics, and other emergency services	<input type="checkbox"/> Restoration of normal civic services	
<input type="checkbox"/> Private sector provision of needed goods and services through contracts or donations	<input type="checkbox"/> Coordination of local, state, borough, and federal damage assessments	
<input type="checkbox"/> Secure crime scene, investigate and collect evidence	<input type="checkbox"/> Re-occupancy of structures	
<input type="checkbox"/> Planning for relief and recovery	<input type="checkbox"/> Economic recovery, including sites for business resumption	
	<input type="checkbox"/> Building demolition	

- **Incident stabilization** keeps the incident from escalating, minimizes adverse impacts, and brings the event under control.
- **Property and environmental conservation** maintains the property, infrastructure, evidence (if a criminal act), and the environment during an event.

Based on these general priorities, responders should strive to achieve the following basic objectives:

- Save Lives (**First Priority!**). Account for all community members and ensure they are in safe and secure locations.
- Reduce immediate threats to life, health, and safety for residents and responders.
- Reduce suffering and provide necessary care for casualties and supply victims with basic human needs (e.g., food, water, shelter, medical care).
- Protect personal, public, and commercial property
- Minimize further damage to vital resources, structures, and the environment.
- Maintain or restore critical facilities, utilities, and transportation infrastructure that are essential to the health, safety, and welfare of the community.
- Assess damage to infrastructure, public facilities, residences, and the environment.
- Keep the public informed.
- Expedite the restoration of services, the economy, and the community at large.
- Begin the process of recovery.

Local emergency officials need to coordinate a variety of response, relief, and recovery actions. The first 72 hours (or longer) of an emergency are especially challenging. A list of suggested actions is provided on the following pages.

The First Hour

Survive the event; safeguard others, then transition to operations mode. This is especially important in no-notice severe damage events such as earthquakes, tsunamis, flash floods, etc.

- Seek safety during event; encourage others to do so.
- Perform lifesaving measures if trained; seek help for injured
- Determine the status of family members – move them to safety
- Contact your local emergency operations center if practicable
- When safe to do so, travel to emergency operations facility – what is your first impression of community impact?
- Ensure building is safe to occupy; evaluate alternative options

Although your general priorities may not change, take a few moments to develop an initial incident action plan (IAP). This initial IAP will help you process what has happened, what actions need to be taken, and what resources are needed. Your actions should also include your initial objectives, and the available strategies and tactics to accomplish them. There are two ICS forms that may help document this information: 1) the Incident Briefing (ICS 201); and 2) the Work Analysis Matrix (ICS Form 234).

Incident Briefing (ICS 201). This document is prepared by the initial IC and serves to document the situation, objectives, actions, assigned personnel, and requested resources in the first stages of an emergency. The benefit of the ICS 201 is that it provides a foundation for efficient transition from the initial IC to an incoming IC. The document also serves as the incident Action plan until there is sufficient staff to prepare the incident IAP. A blank ICS 201 form is provided in Appendix I.

Work Analysis Matrix (ICS 234). This matrix is used to document the objectives, strategies, and tactics/work assignments for the incident response. Objectives are specific, measurable steps that can be taken to meet a goal or priority. Strategies are the actions taken or “how” an objective will be met. Tactics/work assignments are specific assignments to incident staff on how the strategy will be implemented. This can be thought of as being the “who, what, where, and when” considerations. An example of a completed ICS 234 matrix with objectives, strategies, and tactics for a flood search and rescue incident is shown in Table 2; additional examples are provided in Appendix G.

Table 2. Work Analysis Matrix (ICS 234) Example		
Operations Objectives (Desired Outcome)	Available Strategies (How)	Tactics/Work Assignments (Who, What, Where, and When)
<i>Conduct a thorough search for survivors in the flooded homes along river west of Front Street by 1800 hours. .</i>	<ul style="list-style-type: none"> ● Use on-water SAR teams ● Use aerial SAR teams ● Use ground SAR teams ● Call homes using radio, telephone, or cell phones 	Water SAR Team 1 to search door-to-door along river north of Main Street; Water SAR Team 2 to search area south of Main Street. Mark searched buildings with paint on front door. Transport victims to triage center.

The First 4 Hours

Respond to the immediate known effects of the event. If communications are possible, contact the SEOC at 1-800-478-2337.

- Direct and assist immediate life-saving rescue operations.
- Deploy public-safety and fire-suppression personnel to support response activities and maintain law and order.
- Deploy medical-service personnel where needed.

- Identify safe locations to accommodate displaced persons while emergency shelters are being opened.
- Identify and notify at-risk populations. Begin evacuation if necessary.
- Assess:
 - Situation at critical facilities including airport, clinic, power and water plant, etc.
 - Situation in areas not reporting. Determine their status. Is everything alright or are they unable to report?
 - Condition of your emergency communication systems.
- Implement local city/tribal personnel recall.
- Begin the public information messaging program. Brief the public on what happened, who is in charge, what it means to them, what immediate actions they need to take, what is being done, and any special information (e.g., safe congregation points, recommended personal protective actions, and community assistance needs, etc.).
- Consolidate your situation assessment.
- Identify affected areas and operational status of critical services.
- Consider the need of a local disaster declaration or declaration of emergency.
- Prioritize your actions based on urgency and importance. President Dwight D. Eisenhower’s decision-making matrix may be helpful here and is shown in Figure 2 (pg. 32).



Figure 2. President Eisenhower’s Urgency vs Importance Decision Matrix.

The First 12 Hours

Assemble resources for sustained response and provide basic services to the community.

- Establish and open an Emergency Operations Center (EOC) or Incident Command Post (ICP) to create a central point of operational control.
- Evaluate which basic and immediate needs are needed for the community. A list of basic and immediate needs is provided in Table 3 (pg. 33)
- Establish perimeter control around unsafe areas.
- Establish security at critical facilities and the evacuated areas.
- Provide updated emergency information to the public on a regular basis through a comprehensive public information process. Use all appropriate media formats (e.g., briefings, meetings, public service announcements, television and radio interviews, flyers, etc.).

Table 3. Basic and Immediate Needs Checklist	
Basic Needs	Immediate Needs
<input type="checkbox"/> Food	<input type="checkbox"/> Situational Awareness
<input type="checkbox"/> Water	<input type="checkbox"/> Accountability
<input type="checkbox"/> Power	<input type="checkbox"/> Evacuation
<input type="checkbox"/> Emergency Shelter	<input type="checkbox"/> Short-Term Shelter
<input type="checkbox"/> Heat/Cooling	<input type="checkbox"/> Search and Rescue
<input type="checkbox"/> Fuel	<input type="checkbox"/> Public Safety and Emergency Medical Care
<input type="checkbox"/> Communication	<input type="checkbox"/> Incident and Emergency Management
<input type="checkbox"/> Sanitation	<input type="checkbox"/> Oil/Fuel Spills, and Haz Mat, and Chemical Release Response and Cleanup
<input type="checkbox"/> Safety and Security	<input type="checkbox"/> Emergency and Public Information
<input type="checkbox"/> Short-Term Medical Care, Equipment, and Supplies	<input type="checkbox"/> Critical and Prescribed Medications
<input type="checkbox"/> Personal Hygiene	<input type="checkbox"/> Flood-Fighting Resources
<input type="checkbox"/> Clothing/Bedding	<input type="checkbox"/> Debris Clearance and Removal
<input type="checkbox"/> Mental and Behavioral Health	

- Designate primary and secondary travel routes; prioritize and implement debris clearance and traffic control for those routes per your local disaster debris management plan.
- Assess critical resource shortfalls and begin requesting mutual aid and state assistance.
 - Consider a 14-day operational period and plan for resting workers to ensure safe operations.
 - Inform incoming mutual-aid workers of any requirement for self-sufficiency.
 - Assess the transportation system and plan alternative methods for moving resources. Contact DOT&PF with runway conditions.

- Open evacuation/shelter sites. Assess the conditions at the sites and ensure they are supplied with sufficient beds, water, food, medical support, sanitation, generators, and security.
- Identify people with special support requirements and supply their needs or transfer to an appropriate care facility.
- Initiate a local status-reporting and resource-requesting process between local and state/federal counterparts (establish regular times for reporting).
- If possible, contact the SEOC to brief them on the situation. Following a disaster, the local emergency manager must rapidly access the situation in the community and obtain an accurate understanding of the emergency, impact to community, and resources needed (i.e. situational awareness). Typical questions asked by the SEOC are shown in Table 4. This information is also used to fill out the Initial Damage Assessment (Appendix H).

Table 4. 25 Questions for Emergency Managers	
1. What happened?	14. How did we learn of this incident?
2. When did it happen?	15. When did we respond?
3. Where did it happen?	16. What has been done so far?
4. What was the cause?	17. What is the status of the local response?
5. What population is affected?	18. What is the long-term situation?
6. How are they affected?	19. What is the short-term situation?
7. How long will they be affected?	20. Has mutual or outside aid been requested?
8. How many dead?	21. What are the initial PIO needs?
9. How many injured?	22. What is the short-term plan?
10. How many missing?	23. What is the long-term plan?
11. What is the extent of damage?	24. What executive actions or decisions are needed?
12. What is the current impact on local government?	25. What is our briefing schedule?
13. Who is in field command?	

Through 24 Hours

Consolidate your system for sustaining emergency response operations.

- Concentrate your efforts on supporting continued on-scene incident management and logistical support.
- Assess situation status and resource needs for affected facilities, including clinics, shelters, and sites of historical or cultural significance.
- Consolidate damage assessments of the affected areas.
- Commit incoming personnel and resources from less affected parts of the region and from state and federal agencies.
- Initiate regularly scheduled public information updates to residents. Inform them of steps that they should take, services available to them, rumor-control efforts, and ways the community can help.
- Designate staging areas and begin planning to accommodate additional incoming support personnel.
- Ensure that an adequate system is in place to fuel and maintain generators providing power to critical facilities.
- Collect critical information on the incident Table 5 (pg. 36).

Through 48 Hours

Stabilize support for affected areas and secure unaffected areas for resumption of services.

- Process ongoing logistical resource requests and mutual aid needs to support incident management.
- Implement an emergency drinking-water plan as needed.
- Establish a distribution system for drinking water and food for persons not residing in shelters or evacuation facilities.

Table 5. Critical Information for the First 24 Hours

<ul style="list-style-type: none"> ● Number and locations of deaths and injuries ● Location and extent of secondary events (fires, hazardous material spills, etc.) ● Location and number of severely damaged or collapsed homes, apartments, and commercial structures ● Requirements for evacuations and estimated number of people displaced ● Preliminary structural assessments of designated emergency shelters ● Damage to critical public buildings and other infrastructure, including the following: <ul style="list-style-type: none"> ○ Police and fire facilities ○ Hospitals and health clinics ○ Schools, including teacher housing ○ Airports, including runways and connector roads ○ Important government facilities and post offices ○ Village and tribal facilities and buildings ○ Dam and water infiltration and collection facilities and systems ● Status (open, partial closure, or full closure) of primary State and village roads, bridges, and other transportation systems. ● Status of communication systems, including the following: <ul style="list-style-type: none"> ○ Public telephone, cable, and wireless systems ○ Emergency radio systems ○ Satellite phones 	<ul style="list-style-type: none"> ● Status of and damage to major utility lifeline systems, including: <ul style="list-style-type: none"> ○ Water production, treatment, storage, and delivery systems ○ Sewer systems, lift stations ○ Power including power plants, generators, and poles ○ Natural gas and fuel storage and delivery systems ○ Heating facilities and systems ○ Public communications facilities, and telephones lines and poles ● Critical resource shortfalls impacting public safety ● Amount and location of disaster-related debris, and the location of debris atop roadways or threatening public structures that needs emergency clearance ● Assessments conducted by local businesses of their own damage that show the potential economic impact to the community and its recovery efforts.
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- Continue damage assessment with emphasis on critical facilities.
- Review and revise ongoing situation reporting and resource request processes.
- Anticipate and support initial damage assessment visits from borough, state, and federal officials to confirm the immediate and long-term recovery needs of the community.
- First-responders and other workers deployed by mutual aid providers should initially be self-sufficient. Prepare to support their housing, meals, and other needs.

Through 72 Hours

Begin the transition from immediate response efforts to sustained operations.

- Support clinic re-supply efforts.
- Prepare to manage volunteers and donations. If an Incident Management Team is established, create a Volunteers and Donations Branch in the Logistics Section.
- Begin processing the damage assessments into the initial damage estimates required by the State and Federal Emergency Management Agency (FEMA).
- Re-evaluate shelter and mass-care needs, including the following:
 - Support requirements
 - Site security
 - Feeding and medical-care arrangement needs
 - Shelter demographics (gender, children, elders, medical needs, etc.)
- Establish plans on how to provide for people with special support requirements that cannot be met long-term in the shelters.

- Transition debris operations from emergency clearance of essential roadways to debris removal, if feasible.

Sustained Operations: Beyond 72 Hours

As the third 24-hour period concludes, the focus should be on three primary operational areas:

- Ongoing rescue and other emergency measures
- Transitioning to sustained response for emergency operations based on achieved benchmarks like those shown in Table 6.
- Preparation for ongoing recovery efforts focusing on restoration of services

Table 6: Recognized Conditions for Transition to Sustained Response
<ul style="list-style-type: none">• Integrated leadership and coordination established throughout the state, situational understanding and conduction of local, state and federal impact assessments conducted• Life-saving efforts, such as Search & Rescue, are nearing completion• Emergency social services and mass care (health, shelter, food and water) are established in impact areas• Services restored to essential critical infrastructure• Initial assessment of damage complete for critical infrastructure, i.e. roads, railways, airports, ports, buildings and systems• Major hazards under control and/or not threatening or affecting operations• Establishment of federal and state staging areas with movement of relief supplies, response personnel and other critical resources and goods into the impact area• Planning for sustained response and recovery underway and key elements are ready to/are activated• Debris removal and cleanup

Because Alaska is unlike anywhere else in the country, the emergency management challenges are unique. Some challenges include the following facts; a landmass larger than California, Texas, and Montana combined; the lack of a widespread and interconnected road system; unusual and unpredictable weather, including coastal sea storms that reach hurricane-level intensities; an aging community infrastructure; isolation; and re-occurring communications issues. In some situations, it may take up to a week for resources to reach impacted communities.

Therefore, local emergency managers should develop and implement contingencies to sustain their community for up to seven days.

Below are objectives for days three through seven. Some objectives may occur immediately or in phases; objectives should be prioritized based on overall need and available resources.

- Produce, regularly update, and distribute disaster information. Include critical public information to aid people in shelters, field-response personnel, residents, and the media.
- Prepare answers to questions from the public regarding recovery Table 7 (pg. 40). The SEOC can help with this information.
- Establish teams to identify people in shelters who require special support or care and those who need to be relocated into specialized-care facilities.
- Begin widespread safety/damage assessment of public infrastructure; such as public roads, boardwalks, bridges, retaining walls, and seawalls.
- Begin locating and opening relief-supply and food-distribution points other than at evacuation centers/shelters.
- Continue the collection, transportation, segregation, recycling, and disposal of disaster debris.
- Arrange mental health counseling for people whose homes are considered structurally uninhabitable.

Table 7. Typical Questions Asked by the Public After a Disaster

Who can help with immediate housing needs?

For immediate housing needs, the American Red Cross (24 hrs. at 1-888-345-4376 or 1-800- 451-8267) and volunteer agencies can set up shelters for people who cannot return to their homes. Listen to your radio or watch local media for the location nearest you. Pets are typically not permitted in all shelters, so have a plan.

How does the community ask for state and federal assistance?

It is the local community's responsibility to declare a disaster (see Appendix J). If your community is located within an organized borough, the request should first go to the borough. Contact the SEOC at 1-800-478-2337 if you have any questions or need technical assistance.

What if homes were heavily damaged or destroyed?

The State and/or FEMA may have programs that can provide temporary housing for up to 18 months under a qualifying declared disaster/emergency.

When can victims begin repairs and/or cleanup from the disaster?

You should be able to begin clean up or repairs quickly, but before you begin, document all damages in detail and take photographs from different angles and distances to show damages, including debris.

What if disaster victims don't have any (or enough) insurance on their homes?

Disaster victims may qualify for grants from the State or FEMA or low-interest loans from the Small Business Administration (SBA). They may also qualify for tax refunds for items not covered by insurance. For federal tax information, contact the IRS at 1-800-829-1040.

What if disaster victims can't afford to rebuild?

FEMA may provide money for emergency repairs to make your home habitable. The SBA offers loans at low-interest rates for home repairs and personal property. Those ineligible for a loan can apply for a cash grant from FEMA.

What if victims lose their jobs or businesses?

People who lose their job can apply for weekly unemployment benefits and receive placement assistance. Call 1-800-462-9029 (TTY: 1-800-462-7585) or the local unemployment office. Business loans may be available through the SBA at 1-800-488-5323.

Is crisis counseling available?

When requested, counseling is provided by the State through local health agencies. Call 1-800- 462-9029 (TTY: 1-800-462-7585) for information.

- Reinforce cost-tracking guidance for local responders. This will help later with recovering costs if determined eligible for state or federal disaster assistance.
- Begin widespread safety/damage inspections of homes and businesses.

DAMAGE ASSESSMENT

Local governments are responsible for providing an initial damage assessment as soon as possible to the borough or SEOC. A damage assessment report within 24 to 48 hours helps to determine the required level of borough/state assistance and need for a disaster declaration. If you need help with this assessment, contact the SEOC at 1-800-478-2337. Damage assessments provide critical information to local emergency managers. Generally speaking, there are three types of damage assessments.

- Rapid Assessment or “windshield survey”
- Initial Damage Assessment
- Preliminary Damage Assessment

Other assessments may be necessary that involved specialized training (e.g. health, medical, or epidemiological assessments) or technical expertise (e.g. structural engineering, geotechnical, etc.). These types of “technical” assessments are typically not performed by local officials. They are conducted in coordination with experts in these fields.

Rapid Assessment

The **rapid assessment** is often called a “windshield survey.” It defines the extent and types of damages that have occurred. The assessment may occur as an event is still in progress as with a flood, or immediately after as with an earthquake. Local officials prepare the assessment. If there are also state, federal, and non-profit organizations in the community at the time of the disaster, their input may be compiled in the rapid assessment. Basic information to focus on would be: what happened; when it happened; extent of damage or loss; estimated dead, injured, and homeless; impact to critical facilities; and a description of what assistance is needed.

Please submit it to the SEOC within 24-48 hours of the disaster. Aerial views and regular photo documentation of the damage area can be very helpful.

Initial Damage Assessments

An **Initial Damage Assessment (IDA)** is the survey of the disaster damages as soon as possible after the event but ideally within 24 hours of the event. The IDA is commonly referred to as a life safety assessment and can be completed simultaneously with the windshield survey if it appears that state and federal assistance will be needed. The IDA involves a quick but accurate assessment of disaster damages and impacts to the area as shown in Table 3 (pg. 33). The types of questions asked and answered during the IDA are in Table 4 (pg. 34). Available costs or estimated cost information is used to prepare the fact sheet for the Disaster Policy Cabinet and /or a request for a State Declaration. City and/or tribal personnel gather data through various community sources, including public works and transportation. The State may assist the community with the IDA, especially in identifying further life/safety issues.

Communities should provide an initial damage assessment to the borough or State as soon as practical to indicate the level of impact to the community and document the need for assistance. An Initial Damage Assessment Report form is provided in Appendix H.

Preliminary Damage Assessments

A **Preliminary Damage Assessment (PDA)** is a specific process used to gather damage and cost information to support a governor's request for a Presidential Disaster Declaration. PDAs are broad in scope and conducted over a longer period of time. The PDA is conducted after the State determines the response and recovery to the disaster exceeds the local and state resources, the impact on the community is severe, and there are serious "unmet needs," (i.e. those that cannot be met by state and local resources). This assessment builds on the findings and actions conducted during the IDA.

Two types of PDAs are typically carried out:

- **Individual Assistance (IA) PDAs** focusing on damage and impact to individuals, homes, personal property, subsistence, and business);
- **Public Assistance (PA) PDAs** focusing on damage and impact to public, tribal, and governmental buildings, and infrastructure (e.g., utilities, lifelines, roads, etc.).

A joint FEMA/state/local team approach is typically used for a PDA. The local understanding of damages and community impact is essential to developing an accurate PDA. The PDA determines the location and extent of damage, the impact of the disaster on communities, capability of the state and local government to deal with the disaster, and the type of federal assistance needed, if any.

REQUESTING ASSISTANCE

Several types of assistance are available to communities. Your community can access tribal, private, corporate, and organizational resources at the local level. Requests for assistance made to boroughs, state, and federal agencies are formally executed through a declaration of emergency or disaster.

In the event of an emergency, your community will likely experience shortages of critical resources. These resources may be available through mutual aid agreements; borough, State, or Federal governments; or the private sector including village or regional corporations. These potential resources could include those shown in Table 8 (pg. 46). Local government should be prepared to provide additional details when requesting resources from the State. This information is shown in Table 9 (pg. 47):

Utilizing resources within or close to your community will speed response and recovery. Memorandums of Understanding (MOUs) and mutual aid agreements among local governments and organizations can help identify and access locally available resources. During fall sea storms or major flooding, adjoining communities may need all of their own resources and be unable to provide resources outlined in the MOU. Mutual aid agreements are usually more formal, not as easily executed, and can be legally binding. Local officials and emergency managers should consider participating in MOUs and mutual aid agreements with adjacent communities and local organizations.

Many voluntary relief agencies such as the American Red Cross, Salvation Army, Samaritan's Purse, and others may have resources vital to response and recovery issues facing your community following a disaster. They have a capacity to respond rapidly and prior experience in assisting communities. They often have more flexibility than government entities.

Table 8. Potential Resource Requests in the First 24 Hours

- Teams to support firefighting and/or search and rescue (SAR) operations
- Law enforcement resources to provide security
- Qualified emergency managers and other staff to support emergency operations
- Vehicles to move first-responders, evacuees, and displaced residents
- Emergency medical health professionals, vehicles, and supplies
- Air assets for reconnaissance and medical transport
- Shelter supplies and equipment including cots, bedding, food, water, generators, sanitation facilities, medical supplies, personal hygiene, and other supplies
- Pet shelter needs including food, water, veterinary care, kenneling and bedding, and other needs
- Qualified staff and security for shelters, residents, and emergency operations
- Additional shelter space outside of the city/village
- Mental-and behavioral health professionals and counselors for victims and responders
- Building, bridge, and safety inspectors
- Heavy equipment and operators for debris clearing, removal, reduction, transport, and disposal, as well as emergency repairs
- Public utility restoration teams (power, fuel, water, and sewer)
- Emergency communications (radios, portable antennas, and other support).
- Communication restoration teams (satellite, cellular, wired, voice/data/video)
- Equipment, supplies, and staff for handling fatalities, such as disaster mortuary teams (DMORT) and portable morgue units
- Fuel: Note types (e.g., heating, gasoline, diesel, white gas, etc.) and amounts needed
- Emergency haz mat, oil, and fuel spill response, mitigation, and clean up
- Public information officers (PIOs)
- Interpreters and translators

Table 9. Questions to Expect When Requesting Resources

All Requests

- What need does the requested resource meet?
- List full item description, quantity, actual delivery location, and point of contact.
- Does the requestor have the ability to pick up the resource, or will it need to be delivered? Where? When? To Whom?

Drinking Water

- How many persons need drinking water, and how many days will they need water?
- If water tankers are provided to meet the need, does the requestor have suitable containers for distribution?
- If bottled water is provided, does the requestor have a loading dock and the appropriate equipment (forklift, pallet jacks, etc.) to offload the pallets?

Food

- How many persons need food, and for how long?
- How many meals per day per person will be served?
- Are facilities and personnel available to prepare hot meals?

Shelter

- How many persons need shelter, and for how long?
- If shelters are provided to meet the need, does the requestor have a suitable location(s) for setup?
- If shelter is provided, does the requestor have a forklift to off-load pallets?
- Does the requestor have trained/qualified personnel to set up, maintain, and run the shelters? Contact the American Red Cross at 1-888-345-4376 or 1-800-451-8267 (24- Hour)

Vehicles

- If a truck is needed, what size of truck (volume and tonnage)?
- Does the truck require 4-wheel-drive capability?
- What type of fuel is available in the community (gasoline or diesel)?

Table 9 (Continued)

Generators

- What type of facility requires the generator? Does the facility have a quick connect for the generator?
- What size generator (kilowatts) is needed?
- What voltage? What phase?
- Can the requestor refuel the generator? If yes, can the requestor provide either gasoline or diesel?
- Does the requestor have trained/qualified personnel to maintain the generator? If necessary, does the requestor have a forklift to off-load the generator?

Pumps

- What is the necessary pipe/hose diameter or volume of water in gallons per minute?
- Does the water being pumped contain debris?
- What is the necessary pipe/hose length?
- Can the requestor refuel the pump? If yes, can the requestor provide either gasoline or diesel?
- Does the requestor have trained/qualified personnel to maintain the pump? If necessary, does the requestor have a forklift to off-load the pump?

Pet and Animal Care

- Is food, shelter, or water for pets, working animals, or livestock needed?
- Is veterinary or animal-related organization (e.g., dog musher's association) assistance needed?

Financial Aid and other assistance

You can find assistance through numerous agencies. There are four main sources: insurance, government disaster programs, volunteer organizations, and businesses. Potential sources are, but not limited to those shown in Table 10 (pg. 49).

Table 10. Potential Sources of Financial Assistance*

- | | |
|---|--|
| <ul style="list-style-type: none"> • Insurance • National Flood Insurance Program (NFIP) • Federal low-interest loans • Small Business Administration (SBA) loans • Federal or state temporary disaster housing assistance • Individual and family grant programs • Voluntary organizations active in disaster • Tribal nonprofits • Crisis counseling | <ul style="list-style-type: none"> • Private or charitable organizations • American Red Cross • Salvation Army • United Way • Churches and other faith-based organizations • Food Bank of Alaska • Lion's Club • Rotary Club • Federal income tax deduction for disaster loss. If loss is eligible, file IRS Tax Form 1045. |
|---|--|

* This is not a complete list

Emergencies and Declarations of Disaster

A local disaster emergency may be declared only by the principal executive officer of a political subdivision. It 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 local subdivision. *Political subdivision* means a municipality, unincorporated village, or another unit of local government. Reference Alaska Statute (AS) 26.23.140 on page 50.

Communities within boroughs must first seek assistance from the borough. The declaration for borough assistance may also include a request for state assistance. The borough requests assistance from the State when it has gone beyond its resources or financial capacity to assist the communities within its jurisdiction. Each borough should assemble damage assessment information from the communities within their jurisdiction and provide the consolidated information to the SEOC, along with any local or inter-jurisdictional declarations of disaster.

AS 26.23.140 Local Disaster Emergencies

- a) A local disaster emergency may be declared only by the principal executive officer of a political subdivision. It 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. An order or proclamation declaring, continuing, or terminating a local disaster emergency shall be given prompt and general publicity, and shall be filed promptly with the Alaska Division of Homeland Security and Emergency Management and the appropriate municipal clerk.
- b) The effect of a declaration of a local disaster emergency is to activate the response and recovery aspects of any and all applicable local or inter-jurisdictional disaster emergency plans, and to authorize the furnishing of aid and assistance under those plans.

Communities outside the 19 existing boroughs are categorized as being within the unorganized borough. These communities should apply directly to the State of Alaska for disaster assistance. Any order or proclamation of a local disaster emergency should be promptly filed with DHS&EM through the SEOC. If you need assistance in drafting this declaration contact the SEOC at 1-800-478-2337.

If a declaration is made, it initiates a sometimes lengthy schedule with several milestones, deadlines, and other timing considerations. A summary of the disaster process is shown in Table 11 (pg. 51).

Changes have recently been made to the Stafford Act which enables federally recognized tribal governments to directly request a federal disaster declaration. Tribal governments looking to utilize this opportunity for requesting assistance are strongly urged to contact FEMA at 1-800-634-7084 or the SEOC at 1-800-478-2337 for more information.

Table 11. Disaster Process Timetable and Guidelines		
Milestone	Actions	Timeframe
Incident occurs	Report incident to borough first (if applicable), then contact the SEOC.	As soon as practical, but typically within 3 days
Local emergency protective measures	Local government acts to protect life and property.	Before, during, and after the event
Local damage assessment	Use checklist to document visible damages.	Within 10 days of incident, provide this information to the borough or SEOC
Local emergency/disaster declaration	Based on severity and local ability to respond, make a declaration and request specific assistance from the borough or SEOC.	Within 10 days of incident
Borough emergency/disaster declaration (where applicable)	Based on severity and borough's ability to respond, make declaration with/without request for state assistance to SEOC.	Within 14 days of incident
Life safety and initial damage assessment	DHS&EM will work with local officials to identify life-safety threats, initial damages, and impact to the community.	Within 14 days
State disaster declaration	Upon review of the DHS&EM assessment and recommendations from cabinet staff, the governor determines if a state disaster should be declared and what types and levels of assistance to provide.	Determined by severity on a case- by-case basis; typically within 30 days of event
Joint Preliminary Damage Assessment (PDA)	If a request for federal assistance is expected, the State and FEMA will conduct a joint PDA to determine if a federal disaster threshold is met.	Typically within 30 days of the event

Table 11 (Continued)		
Milestone	Actions	Timeframe
Joint Preliminary Damage Assessment (PDA)	If a request for federal assistance is expected, the State and FEMA will conduct a joint PDA to determine if a federal disaster threshold is met.	Typically within 30 days of the event
State request for federal declaration	Based on severity and PDA findings, the governor may formally request federal assistance through FEMA.	Must be within 30 days from date of the event*
Federal disaster declaration	Presidential declaration.	Typically within 30 days of a state request
Kickoff meeting to develop project worksheets	State and FEMA will conduct meetings in the community to discuss the disaster process and will begin developing project worksheets that outline eligible repairs.	Typically within 14 days of a state or federal declaration
Complete emergency and permanent work	Complete project worksheets for emergency and permanent work.	6 months and 18 months from date of declaration, respectively*

* Federal requirement

Preparing a Local Declaration

Appendix J (pg. 81) is an example of a Local Disaster Declaration with Request for State Assistance. A local government disaster declaration, with a request for assistance, should include:

- A brief description of the cause, location, and date of the disaster or emergency
- A statement describing the political subdivision
- A statement defining the disaster or emergency conditions, areas affected, and description of the damages.

- A statement that the local capability has been exceeded
- A statement by the appropriate executive office authorized to declare a disaster
- A summarized list of the types of assistance being requested
- The date and signature of the principal executive officer authorized by local ordinance or state law

POST DISASTER RECOVERY

At some point, the community must transition from response to recovery operations. The transition to recovery operations is critical to restoring the confidence of the community. The transition to full recovery mode is situational and depends on the direct impact to the population and the effect on the local economy. Some of the triggers for this transition are shown in Table 12. A checklist showing specific items to address in recovery is provided in Table 13 (pg. 55).

Table 12. Benchmarks for Transition to Recovery

- Conclusion of fire suppression and/or search and rescue efforts
- Release of mutual aid resources
- Ceased evacuations
- Restoration of utilities and public services
- Stabilization of mass care and shelter operations or decreasing shelter populations
- Reduction of staffing at the EOC
- Operations may be organized and carried out at department levels

- Work with American Red Cross of Alaska (ARC) and other organizations to provide information for immediate-needs and recovery-needs support.
- Coordinate with local businesses regarding the timeframe to restore normal business activities.
- Monitor and address air quality, hazardous materials spills, and other environmental situations.
- Survey food establishments, including the emergency shelter and evacuation centers, to ensure proper food handling, sanitation, and safety
- Establish a responder mental health support program.

Table 13.Recovery Checklist

- Start collecting receipts and continue tracking all costs spent on disaster response and emergency protective measures.
- Conduct initial damage assessment. If you have significant damages, document them in the Initial Damage Assessment Report (Appendix H). Send the report to the borough or State as applicable.
- Arrange for initial debris clearance and restoration of essential public services.
- Call Alaska Department of Environmental Conservation (ADEC) for compromised or damaged community water, sewage and oil/fuel spills.
 - Consider testing the community water. If tests show evidence that the well or water source has been compromised or damaged, contact ADEC at 907-376-1865 or the SEOC at 907-428-7100.
 - If a fuel or oil spill has occurred or the sewage lagoon overflows/back up call Anchorage Office (907-269-3063), Fairbanks Office (907-451-2121), or Juneau Office (907-465-5340). For spills after hours only call 1-800-478-9300.
- Arrange for partial evacuee return, particularly heads of household, for individual assessments and cleanup. Phase the return of the remaining evacuees in concert with the rehabilitation progress.
- Arrange for emergency housing as necessary.
- Arrange for distribution of instructions on how to clean and restore real and personal property. Obtain information from the American Red Cross at 1-888-345-4376 or 1-800- 451-8267 (24 hrs.).
- Initiate short-term and long-term rehabilitation measures and programs.
- Consider using Table 9 (pg. 48) to provide information when requesting resources from the borough or State, in the event the community has sustained damages exceeding their capabilities and/or determines additional resources are needed.

- Evaluate the need to designate specific routes and timeframes for critical relief supplies.
- Begin planning for the relocation of displaced community staff and departments.
- Implement a process to allow limited entry (where safe) for recovery of personal items.

APPENDICES

- A. Basic Emergency Kit
- B. Disinfection Procedures for Drinking Water
- C. Identifying, Protecting, and Salvaging Vital Records
- D. General Evacuation Checklist
- E. Potential Evacuation Shelters
- F. Additional Considerations For Basic and Immediate Needs
- G. Incident Objectives and Strategies (Example)
- H. Initial Assessment Report
- I. Incident Briefing Form (ICS Form 201)
- J. Sample Local Government Disaster Declaration
- K. Websites

APPENDIX A

BASIC EMERGENCY KIT

Local emergency managers should plan for their residents to be on their own for 72 hours or longer if poor weather or disaster-related hazards or damage hamper timely response by outside emergency agencies.

It is important that an emergency kit is organized, easy-to-find, and well-stocked with supplies. The kit should also be easy to carry (e.g., in a waterproof container, suitcase with wheels, or in a backpack). The Salvation Army recommends packing the items in a sturdy, sealable trash barrel. Whatever you do, do not wait for a disaster to happen before putting together this emergency kit.

Some suggested items for an emergency kit include the following:

- Water**—1 gallon of water per person per day (include small bottles that can be carried easily in case of an evacuation order).
- Food** that will not spoil, such as canned food, energy bars, and dried foods (remember to replace the food and water once a year).
- Disposable dishes**, utensils, and containers
- Manual can opener**
- Flashlight and batteries**—1 per person
- Candles and matches or lighter**
- Battery-powered or wind-up radio** (and extra batteries)
- Extra keys**—for your vehicles and house.
- Cash**—include smaller bills and change for pay phones. Remember, if it is a large disaster, credit card and ATM machines may not be working.
- Emergency plan**—ensure it contains your contact information.

- First-aid kit**
 - Sterile bandages, 2- and 4-inch-wide rolls
 - Bandages (large triangle and plastic strips)
 - Cotton-tipped swabs
 - Sterile absorbent cotton
 - Ace and butterfly bandages
 - Large gauze
 - Adhesive tape, 2-inch-wide roll
 - Petroleum Jelly
 - Rubbing alcohol
 - Tissues
- Special-needs items**—medications, infant formula, diapers, eyeglasses, etc.
- Change of clothing and footwear**—1 per person.
- Sleeping bag or warm blanket**—1 per person, and a plastic sheet or tarp.
- A whistle**—in case you need to attract attention.
- Garbage bags**—for personal sanitation.
- Toilet paper and other toiletries**, shovel, and bucket with plastic liners
- Basic tools**—such as a hammer, pliers, wrenches, screwdrivers, fasteners, work gloves, etc.
- Small stove and fuel**—follow manufacturer’s directions and store properly.
- Two additional gallons of water per person per day**—for cooking and cleaning.

- Important personal documents**—keep in a waterproof container.
 - Driver’s license
 - List of credit card, checking, and savings account numbers
 - Insurance policies
 - Birth certificates
 - Medical history
 - Passports
 - U.S. service discharge papers
 - Titles for autos, boats, etc.
 - Social Security cards
 - Wills
 - Household inventory
 - Pictures of each room in home, from 2 angles (for insurance)
- Cards/games/books**—to keep yourself and children busy.
- Extra batteries**

APPENDIX B

DISINFECTION PROCEDURES FOR DRINKING WATER

If you are unsure of the quality of the water, you may take interim measures to disinfect it. There are three basic emergency procedures for disinfecting water:

Boiling

Boiling is the safest method of disinfecting water. Bring water to a rolling boil for at least 2 minutes, keeping in mind some water will evaporate. Boiled water will taste better if you put oxygen back into it by pouring the water from one container to another several times.

Disinfectant Tablets

These tablets are available at most sporting goods or drug stores. Follow directions on the package. Usually 1 tablet is enough for 1 quart of water. The dose should be doubled for cloudy water.

Bleach Disinfectant

Liquid household bleach can be used if the label lists sodium hypochlorite as the only active ingredient and there is no perfume (such as "lemon scent") in the bottle. Add bleach according to the table below, stir, and let stand for 30 minutes. If the water does not taste and smell of chlorine after 30 minutes, add another dose and let stand another 15 minutes.

AMOUNT OF WATER TO TREAT	ADD THIS MUCH BLEACH	
	CLEAR WATER	CLOUDY WATER
1 quart	2 drops	4 drops
1 gallon	8 drops	16 drops
5 gallons	½ teaspoon	1 teaspoon

APPENDIX C

PROTECTING YOUR IMPORTANT RECORDS

Identifying Vital Records

Vital records may be defined as records required for the local government's essential operations or to protect legal and financial interests. Many records marked as *permanent* in general record schedules or as *archival* in record disposition authorities will be vital. Table C-1 has a basic, non-comprehensive, list of documents that need protection during an event. :

Table C-1. ESSENTIAL VITAL RECORDS	
<input type="checkbox"/> Accounts payable/receivable	<input type="checkbox"/> Payroll/pension fund records
<input type="checkbox"/> Bank account information	<input type="checkbox"/> Police identification and fingerprint files
<input type="checkbox"/> Budgets	<input type="checkbox"/> Power of Attorney
<input type="checkbox"/> Capital asset records	<input type="checkbox"/> Property tax assessment records
<input type="checkbox"/> Emergency plans	<input type="checkbox"/> Treasurer's reports
<input type="checkbox"/> Contracts, leases, and agreements	<input type="checkbox"/> Vehicle titles
<input type="checkbox"/> Charters and deeds	<input type="checkbox"/> Vital records list
<input type="checkbox"/> Disaster recovery plan	<input type="checkbox"/> Vital statistics (e.g., births, marriages, divorces, deaths, etc.)
<input type="checkbox"/> Equipment/supplies inventories	<input type="checkbox"/> Wills
<input type="checkbox"/> General ledgers	<input type="checkbox"/> Zoning records
<input type="checkbox"/> Insurance policies	
<input type="checkbox"/> Licenses and permits	
<input type="checkbox"/> Maps (taxation, topographical, utility, etc.)	

Protecting Vital Records

The best method of protecting vital records is through duplication and dispersal. Paper records and non-digital photographs may be photocopied and/or scanned into electronic files. Files, computer programs, digital photographs, and other electronic media should be backed up on CD-RW disks, USB flash drives, etc.

1. Hold copies of vital records in a vault or safe. However, if the vault or safe is not disaster proof, copies and originals will be lost if the entire facility is destroyed.
2. Off-site storage is usually a better method of dispersal. It involves keeping copies of vital records at a location outside the agency, in case the originals are destroyed.

Whatever method, the off-site facility should offer high-volume storage and quick records retrieval in the event of an emergency.

What to Do When the Incident Starts

While the following emergency measures are no substitute for a disaster plan, they may enable those without a plan to get through the event. The following are steps to protect vital records:

1. Take backup computer disks and tapes out of the office.
2. Ideally, the temporary storage area should have a properly controlled environment and a means of access to the records (backup computer equipment, etc.).
3. Wrap each computer in a plastic garbage bag and secure the bag with a tie around the electrical cord.
4. If you are unable to remove paper records from the site, move them off the floor.
5. Identify a temporary site or sites where agency functions can resume and records salvage operations can be started.

Salvaging Water-Damaged Vital Records

Water-damaged records are usually recoverable if salvage work begins within 2 days. Mold and mildew develop rapidly. Because the disaster site will be extremely humid, ideally salvage must be in a clean, dry area with a temperature of 65 degrees and a relative humidity of 40 percent.

- Cover work areas with plastic sheeting and move water-damaged records with extreme care. Milk crates or similar ventilated plastic cartons are good carriers.
- Do not try to separate stuck-together pages as long as they are saturated. When the pages are almost dry, place each sheet within paper towels to absorb the remaining water. Change the towels frequently, using fans to circulate air over damaged records. Vacuum freeze-drying is a good way to dry paper records, but it is expensive

APPENDIX D

GENERAL EVACUATION CHECKLIST

✓	EVACUATION CHECKLIST	Assigned
PLANNING PHASE:		
<input type="checkbox"/>	1. Determine evacuation area(s) at risk: <ul style="list-style-type: none"> ▪ Use readily identifiable boundaries ▪ Determine population of risk area(s) ▪ Identify any special-needs facilities and populations in risk area(s) 	
<input type="checkbox"/>	2. Determine evacuation routes for risk area(s) and check the status of these.	
<input type="checkbox"/>	3. Estimate public transportation requirements and determine pickup points.	
<input type="checkbox"/>	4. Determine temporary shelter requirements. <i>**Identify number of people.</i>	
ADVANCED WARNING PHASE:		
<input type="checkbox"/>	5. Provide advance warning to special-needs facilities and advise them to activate evacuation, transportation, and reception arrangements.	
<input type="checkbox"/>	6. Coordinate with special-needs facilities regarding precautionary evacuation. Identify and alert special-needs populations.	
<input type="checkbox"/>	7. Ready temporary shelters for use.	
<input type="checkbox"/>	8. Coordinate with transportation providers to ensure vehicles and drivers will be available when needed.	
<input type="checkbox"/>	9. Coordinate with school districts regarding closure of schools.	
<input type="checkbox"/>	10. Advise neighboring jurisdictions if evacuation to their community is expected.	

EVACUATION PHASE:		
<input type="checkbox"/>	11. Advise neighboring jurisdictions that evacuation recommendation or order will be issued. <i>**<u>Identify number of people to be evacuated.</u></i>	
<input type="checkbox"/>	12. Disseminate evacuation recommendation or order to special-needs facilities and populations. Provide assistance in evacuating, if needed.	
<input type="checkbox"/>	13. Disseminate evacuation recommendation/order to the public using available warning systems, clearly identifying evacuating areas and shelter locations.	
<input type="checkbox"/>	14. Provide emergency information through the media. This should address: <ul style="list-style-type: none"> ▪ What will be done to secure buildings being evacuated ▪ What evacuees should take with them ▪ Where evacuees should go and how they should get there ▪ Provisions for special-needs population and those without transportation 	
<input type="checkbox"/>	15. Staff and open temporary shelters. <ul style="list-style-type: none"> ▪ Track all individuals (families) placed in the local shelter. ▪ Track all individuals moved to shelters out of the community. 	
<input type="checkbox"/>	16. Provide situation reports on the progress of the evacuation to the primary local, borough, and SEOC.	
PLANNING FOR THE RETURN OF EVACUEES:		
<input type="checkbox"/>	17. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
<input type="checkbox"/>	18. Determine requirements and coordinate provision for evacuee return.	
<input type="checkbox"/>	19. Advise neighboring jurisdictions (and the SEOC) that return of evacuees will begin.	

<i>RETURN OF EVACUEES PHASE:</i>		
<input type="checkbox"/>	20. Advise evacuees through the media that they can return to their homes.	
<input type="checkbox"/>	21. Coordinate with special needs facilities to return those evacuees back to the community.	
<input type="checkbox"/>	22. If evacuated areas have sustained damage, provide the public information that addresses: <ul style="list-style-type: none"> • Documenting damage and making expedient repairs • Caution in reactivating utilities and damaged appliances • Cleanup and removal/disposal of debris 	
<input type="checkbox"/>	23. Terminate temporary shelter and mass-care operations.	
<input type="checkbox"/>	24. Maintain control for areas that cannot be safely reoccupied	

APPENDIX E

POTENTIAL EVACUATION SHELTERS

Table E-1. Potential Evacuation Shelters				
Shelter ID/ Phone No	Location and Description (include capacity)	Shelter Manager	Responsible Agency	Evacuation Time

APPENDIX F

ADDITIONAL CONSIDERATIONS FOR BASIC AND IMMEDIATE NEEDS

Additional considerations for selected basic and immediate needs are provided below:

Food

- Type of food
- Baby food (formula, etc.)
- Specialized (religious, dietary, etc.)
- Animal and pet feed
- Storage facilities/refrigeration

Water and Sanitation

- Potable water
- Disinfectant (chlorine powder or bleach)
- Latrines and portable toilets
- Cleaning supplies (soap, detergent, etc.)
- Manpower for repair of drinking-water points
- Disinfection of the community water system/wells
- Extra water testing to rule out contamination to the water system

Clothing

- Infants (diapers)
- Children
- Adults
- Inclement weather gear (e.g., winter, cold, snow, rain, etc.)

Clothing

- Infants (diapers)
- Children
- Adults
- Winter/cold weather
- Rain gear

Special Needs

- Medical supplies (oxygen, handicap patient needs, special drugs, etc.)
- Personal needs (contacts, eyeglasses, hearing aids, prescriptions, etc.)

Education

- Infrastructure (temporary or permanent)
- Teacher kits and substitute teacher/assistant training
- Reading materials, school supplies

Community Health

- Medical staff
- Supplies (medical and pharmacy supplies, IV fluids, medical equipment, etc.)
- Mobile communications and ambulance unit
- Immunization vaccines
- Disease surveillance

Infrastructure Repairs

- Repair of roads, railways, and bridges
- Repair of community power supply and transmission lines

- Repair of telecommunications
- Repair of airport facilities and runway
- Repair of sewer and septic facilities, water tanks, and pipelines
- Repair of heating plants and circulation systems
- Repair of equipment needed to restore damaged facilities
- Repair of fuel-storage facilities
- Repair of government buildings (post office, city office, shelter, etc.)
- Repair of school buildings and facilities
- Repair of emergency vehicles (fire, ambulance, police, etc.)
- Repair of snow-removal and debris-removal equipment needed to clear roads
- Manpower needed to accomplish the work listed above
- Availability of materials, supplies, and fuel

APPENDIX G

SAMPLE INCIDENT OBJECTIVES AND STRATEGIES

Table G-1. Objectives and Strategies	
<p>1. Provide for responder’s safety, health, welfare, and security</p> <ul style="list-style-type: none"> • Personal protective equipment, work/rest rotation, environmental mitigation. • Responder family safety • Medical unit for injured responders • Rehabilitation • Health, sanitation, and food • Assistant safety officers for applicable hazards (hazmat, USAR, wildland fire, structural collapse, law, medical, health, etc) • Critical incident stress debriefings • Security: law enforcement escorts, body armor, gas masks, etc) 	
<p>2. Provide for the public's safety, health, welfare, and security by treating the sick and injured, managing fatalities, and providing for the orderly evacuation and care of the displaced and their animals</p> <ul style="list-style-type: none"> • EMS: triage, treatment, transportation • Evacuation: shelter-in-place/evacuate, notify evacuees by marine radio or social networks, if possible • Transportation for mass evacuation • Provide basic human needs: food, drinking water, sanitation, heat, fuel, etc. • Mass care: sheltering of access and functional needs populations • Hospitals/clinics: distance, maximum capacity, specialties, security • Public health: disease control • Points of distribution and dispensing of basic human needs • Volunteers, convergent and coordinated responders, training needs • Morgue • Care for large and small animals. • Occupant support: assist businesses or resident in putting their lives back together 	

3. Maintain civil order and provide for security

- Inner and Outer perimeter: access control points, visible deterrent
- Traffic control
- Evacuation notification
- Escort function

4. Provide for search and rescue of the trapped and missing; contain, control, mitigate all fires and hazardous substance

- Light search and rescue
- Fire containment (i.e., hold fire east, west, south, and north of specified area)
- Hazmat: establish hot, warm, and cold zones; safe refuge areas; mass decontamination process
- Structural defense
- Urban Search and Rescue (USAR)
- Environment protection

5. Restore, control, and maintain access, vital infrastructure, and utilities: identify, isolate, and stabilize all structures that pose a safety threat to responders, the public and the community.

- Highway/road/street restoration: debris/snow/ice clearance and removal, washout/blockage repair
- Critical infrastructure
- Utilities: sanitation, gas, electric, water for drinking and firefighting
- Engineer services: evaluate bridges/roadways, dams/reservoirs, levees, landslides, flood control systems, and buildings

6. Ensure compliance with agency administrator and stakeholders priorities

- Damage assessment, disaster declaration
- Cost containment/recovery
- Recovery/rehabilitation
- Economic impact
- Natural resources
- Political considerations
- Public outreach to business community, schools, residents, local tourism

APPENDIX H

INITIAL ASSESSMENT REPORT

Reporting location _____		_____
<i>(Name of village/city/borough)</i>		<i>Date & time</i>
Reported By: _____		_____
<i>(Name)</i>		<i>Title</i>
Area(s) affected _____		

-		
Type of Disaster/Emergency _____		_____
<i>(e.g., flood, fire, windstorm, earthquake, landslide)</i>		
Casualties		
<i>(Insert appropriate numbers into the space provided)</i>		
A. Deceased	_____	D. Missing _____
B. Injured	_____	E. Require medical help _____
C. Endangered	_____	F. Trapped/isolated _____
Evacuation and Sheltering		
<i>(Insert appropriate numbers into the space provided)</i>		
A. Total population sheltered	_____	C. Homes evacuated _____
B. Total # shelters open	_____	D. # sheltered overnight _____
Damage to Private Property		
<u>INDIVIDUALS</u>		<u>TRADITIONAL/CULTURAL</u>
A. Homes and Dwellings	_____	G. Boats and/or motors _____
B. Boats	_____	H. Subsistence equipment (Fishing Nets/Wheels) _____
C. Vehicles/Four Wheelers	_____	I. Fish Camps/Drying Racks _____
D. Private Property	_____	J. Berry-picking areas _____
<u>BUSINESS/COMMERCIAL</u>		K. Cemetery _____
E. Rentals/Apartments	_____	L. Meeting Halls _____
F. Businesses/Stores	_____	

This report of actual or expected damage should be used to request specific support from the SEOC. It will also save valuable time if the person reporting this information is an ELECTED OFFICIAL with the authority to request assistance

<u>Damage to Essential or Lifeline Facilities</u>	
(Insert appropriate numbers into the space provided)	
<p><u>ESSENTIAL LIFELINES</u></p> <p><input type="checkbox"/> Power Generation and Powerlines _____</p> <p><input type="checkbox"/> Fuel Supply, Storage, and Delivery Systems _____</p> <p><input type="checkbox"/> Water Production, Treatment, and Storage _____</p> <p><input type="checkbox"/> Sewage Treatment Facilities _____</p> <p><input type="checkbox"/> Heating Facilities _____</p> <p><input type="checkbox"/> Communication Systems _____</p>	<p><u>CRITICAL FACILITIES</u></p> <p><input type="checkbox"/> Hospitals/Clinics _____</p> <p><input type="checkbox"/> Schools _____</p> <p><input type="checkbox"/> Teacher Housing _____</p> <p><input type="checkbox"/> Community, Tribal, or Government Buildings _____</p> <p><input type="checkbox"/> Fire and Police Stations _____</p> <p><input type="checkbox"/> Roads/Bridges _____</p> <p><input type="checkbox"/> Airports/Runways _____</p> <p><input type="checkbox"/> Levees/Sea Walls _____</p>
<u>Type of Emergency Assistance Needed</u>	
(See Table 3: Basic and Immediate Needs List)	
<p><u>BASIC NEEDS</u></p> <p><input type="checkbox"/> Food</p> <p><input type="checkbox"/> Water</p> <p><input type="checkbox"/> Power</p> <p><input type="checkbox"/> Emergency Shelter</p> <p><input type="checkbox"/> Heat</p> <p><input type="checkbox"/> Fuel</p> <p><input type="checkbox"/> Communication</p> <p><input type="checkbox"/> Sanitation</p> <p><input type="checkbox"/> Safety and Security</p> <p><input type="checkbox"/> Short-Term Medical Care, Equipment, and Supplies</p> <p><input type="checkbox"/> Personal Hygiene</p> <p><input type="checkbox"/> Clothing/Bedding</p> <p><input type="checkbox"/> Mental and Behavioral Health</p>	<p><u>IMMEDIATE NEEDS</u></p> <p><input type="checkbox"/> Situational Awareness</p> <p><input type="checkbox"/> Accountability</p> <p><input type="checkbox"/> Evacuation</p> <p><input type="checkbox"/> Short-Term Shelter</p> <p><input type="checkbox"/> Search and Rescue</p> <p><input type="checkbox"/> Public Safety</p> <p><input type="checkbox"/> Emergency Medical Care</p> <p><input type="checkbox"/> Incident/Emergency Management</p> <p><input type="checkbox"/> Oil/Fuel Spills, Haz Mat, and Chemical Release Response and Cleanup</p> <p><input type="checkbox"/> Emergency and Public Information</p> <p><input type="checkbox"/> Critical and Prescribed Medications</p> <p><input type="checkbox"/> Flood-Fighting Resources</p> <p><input type="checkbox"/> Debris Clearance and Removal</p>
<u>Debris Management</u>	
(Explain in Remarks Section)	
<p>Are there large accumulations of debris? Yes: _____ No _____</p> <p>Is there a need for emergency debris clearance? Yes: _____ No _____</p>	

<u>Affected Population with Access/Functional Needs</u>	
(Insert approximate numbers into the space provided along with any assigned escorts and caregivers)	
<input type="checkbox"/> Visually Impaired _____	<input type="checkbox"/> Pregnant women _____
<input type="checkbox"/> Deaf/Hard of hearing _____	<input type="checkbox"/> Children with or w/o disabilities _____
<input type="checkbox"/> Mobility Impaired _____	<input type="checkbox"/> People who don't read or speak English _____
<input type="checkbox"/> Single working parent _____	<input type="checkbox"/> People with limited English proficiency _____
<input type="checkbox"/> People w/o vehicles or other transportation _____	<input type="checkbox"/> Elderly persons w/o disabilities _____
<input type="checkbox"/> People with special dietary needs _____	<input type="checkbox"/> People from different cultures/races/nations _____
<input type="checkbox"/> People with chronic medical conditions _____	<input type="checkbox"/> Economically challenged _____
<input type="checkbox"/> People with dementia or other intellectual or behavioral disabilities _____	
<u>Incident Management</u>	
Is the local government able to manage this response? Yes: _____ No _____	
Incident Commander/Lead Community Official _____	
EOC location _____	
EOC Phone Number: _____ EOC FAX: _____	
Other communications _____	
Public radio system? Yes: _____ No _____ Call sign/Frequency _____	
<u>Remarks</u>	
<hr/> <hr/> <hr/> <hr/> <hr/>	
<u>Person Filing Report</u>	
Reported By: _____	
(Name)	Title
Date and Time _____ / _____ Next report will be sent at _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated:	
				Date:	Time:
7. Current and Planned Objectives:					
8. Current and Planned Actions, Strategies, and Tactics:					
Time:	Actions:				
6. Prepared by: Name: _____				Position/Title: _____	
				Signature: _____	
ICS 201, Page 2		Date/Time: _____			

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
9. Current Organization (fill in additional organization as appropriate):		
<div style="display: flex; justify-content: center; align-items: center; gap: 20px;"> <div style="border: 1px solid black; padding: 10px; width: 150px; height: 100px; display: flex; align-items: center; justify-content: center;">Incident Commander(s)</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 30px;">Liaison Officer</div> </div> <div style="display: flex; justify-content: center; align-items: center; gap: 20px; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 30px;">Safety Officer</div> <div style="border: 1px solid black; padding: 5px; width: 100px; height: 30px;">Public Information Officer</div> </div> <div style="display: flex; justify-content: center; align-items: center; gap: 20px; margin-top: 20px;"> <div style="border: 1px solid black; padding: 5px; width: 150px; height: 40px;">Planning Section Chief</div> <div style="border: 1px solid black; padding: 5px; width: 150px; height: 40px;">Operations Section Chief</div> <div style="border: 1px solid black; padding: 5px; width: 150px; height: 40px;">Finance/Administration Section Chief</div> <div style="border: 1px solid black; padding: 5px; width: 150px; height: 40px;">Logistics Section Chief</div> </div>		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 3	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
10. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
				<input type="checkbox"/>	
6. Prepared by: Name: _____		Position/Title: _____		Signature: _____	
ICS 201, Page 4		Date/Time: _____			

Table I-1. Instructions for Filling Out the ICS 201 Form (FEMA, 2010)		
Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.
Block Number	Block Title	Instructions
8	Current and Planned Actions, Strategies, and Tactics • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	Current Organization (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	<ul style="list-style-type: none"> Enter on the organization chart the names of the individuals assigned to each position. Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. If Unified Command is being used, split the Incident Commander box. Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/ assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

APPENDIX J

SAMPLE LOCAL GOVERNMENT DISASTER DECLARATION

WHEREAS, commencing on (date, year), the City of Chugach, Alaska sustained severe losses and threats to life and property from strong winds and higher-than-normal storm surges that caused widespread flooding of the entire village and severe damage or destruction of the city's power plant and transmission lines, sewer and water collection facilities, and transportation infrastructure; and

WHEREAS, the City of Chugach is a political subdivision that has jurisdictional boundaries outside of a recognized borough; and,

WHEREAS, the following conditions exist as a result of the disaster emergency: widespread flooding within the village area resulting in inundation of, and severe damage to, approximately 14 homes, requiring evacuation and sheltering of the residents; severe damage to four local businesses and five public buildings; severe damage to personal and real property and subsistence equipment; deposition of vegetation and building debris on major roads and the airport runway requiring debris removal; loss of electrical power citywide, which required temporary repair and future permanent repairs; reduced capability of the water and sewer lines, which will require professional inspection and permanent repairs; washouts along four major roads and significant loss of embankment along the north side of the airport runway, requiring emergency protective measures to be taken; and,

WHEREAS, the severity and magnitude of the emergency is beyond the timely and effective response capability of local resources; and there are insufficient regularly appropriated funds to cover these expenses; and,

THEREFORE, be it resolved that the mayor of Chugach does declare a disaster emergency per AS 26.23.140 to exist in the City of Chugach.

FURTHERMORE, it is requested that the governor of the State of Alaska declare a disaster emergency to exist as described in AS 26.23 and provide disaster assistance to the City of Chugach in its response and recovery from this event. The City specifically requests individual disaster relief for 14 homeowners with flooded homes and damaged personal, real, and subsistence property, public disaster assistance for emergency protective measures, temporary and permanent repairs to the city sewer, water, and transportation infrastructure, with technical assistance and funding to evaluate the damage to, and perform needed repairs to, the city water collection and transmission systems.

SIGNED this _____ day of month, year

Signature _____,

John Q. Doe, Mayor
City of Chugach

APPENDIX K

WEBSITES

- <http://ready.alaska.gov> Alaska DHS&EM
- <http://www.commerce.state.ak.us/dca/nfip/nfip.htm>
Department of Commerce, Community and Economic Development (DCCED), *State of Alaska Floodplain Management*
- <http://www.flood.alaska.gov> *Flood information for Alaskans*
- <http://www.floods.org/> Association of State Floodplain Managers
- <http://aprfc.arh.noaa.gov> Alaska-Pacific River Forecast Center (APRFC)
- <http://ambc.org> Natural Resources Conservation Service (NRCS), Alaska Snow, Water and Climate Services
- <http://www.arh.noaa.gov/> National Weather Service (NWS), Alaska Region Headquarters
- <http://avcams.faa.gov/> Federal Aviation Administration (FAA), Alaskan Region's Weather Cameras
- <http://fire.ak.blm.gov/> U.S. Department of the Interior—Bureau of Land Management (BLM), Alaska Fire Service
- <http://www.akenergyauthority.org/> Alaska Energy Authority (AEA)
- <http://www.commerce.state.ak.us/dca> Department of Commerce, Community & Economic Development (DCCED), Community Profiles
- <http://www.dps.state.ak.us/fire/TEB/ruralfireprotection.aspx> Alaska Department of Public Safety, Rural Fire Training Office
- <http://www.state.ak.us/dec/> Alaska Department of Environmental Conservation (DEC)
- <http://pafc.arh.noaa.gov/ice.php> National Weather Service, Forecast Office Alaska Ice Desk
- <http://www.fema.gov/> Federal Emergency Management Agency (FEMA)
- <http://www.alaska.redcross.org> American Red Cross of Alaska
- <http://www.sba.gov/localresources/disasteroffices/focwest/index.html>
Small Business Administration

NOTES



**Alaska Emergency Response Guide
for Small Communities
October 2017**

**Department of Military and Veterans Affairs
Division of Homeland Security and
Building 49000, Suite B-210
P.O. Box 5750,
Joint Base Elmendorf Richardson, Alaska,
99505-5750
(907) 428-7000
<http://www.ready.alaska.gov/>**

**State Emergency Operations Center
(907) 428-7100
24-Hour Emergency Number: (800) 478-2337
FAX: (907) 428-7095
seoc@alaska.gov**