City of Cordova

Emergency Operations Plan

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City of Cordova

BASIC PLAN

Approval and Implementation

The City of Cordova Emergency Operations Plan (EOP) is designed to assist the City in responding to emergencies and disasters in a manner that results in the least possible amount of damage to human lives and property while maximizing continuity of services. This effort is led by a multi-disciplinary team, the Emergency Management Organization (EMO).

- This Emergency Operations Plan for the City of Cordova is effective upon approval of the City Council.
- This plan supersedes all previous versions of the City's emergency operations plan.
- Major revisions of this plan will be approved by City Council. Minor revisions will be approved by the City Manager with the concurrence of the Mayor. Resource lists and MOU's may be updated at any time, without a senior official's signature, by the Emergency Management Coordinator.

_____ _____

Mayor of Cordova Date

City Of Cordova Emergency Operations Plan

Promulgation Letter

The City of Cordova Emergency Operations Plan describes a process that will be used to manage the mitigation of, preparation for, response to, and recovery from natural and man-made disasters and emergencies. It is an all hazard plan using the NIMS Incident Command System for comprehensive management of disaster or emergency relief forces and emergency operations.

This document is intended to meet disaster/emergency planning requirements for all federal, state, and city agencies having jurisdiction over such matters. It is further intended that this document be used as a reference and training aid for Cordova government, corporate and business leaders, emergency managers, and responders to ensure their efficiency, effectiveness, and timeliness.

This Emergency Operations Plan will be activated whenever there is a disaster or emergency of sufficient proportions to potentially threaten human health or safety, property, or the environment in or near Cordova, Alaska. The plan identifies the Cordova Incident Management Team (IMT) that will manage disaster relief forces and operations, and contains a series of checklists that serve as incident action guides and delegate responsibility for each checklist task.

Cordova leaders and officials present in the community when an incident threatens or occurs will use this plan to act on behalf of the community. They will meet as often as needed, but no less than daily, until no threat remains. Upon declaration of a disaster, the Cordova Incident Management Team is authorized to appropriate the resources necessary to carry out the provisions of and exercise the emergency powers delineated in the plan.

This document is considered a living document and shall be continuously updated and revised by the Emergency Management Coordinator to reflect lessons learned during drills or actual incidents.

We officials, having been duly elected or appointed to our offices, hereby adopt this plan. It shall remain in effect without regard to any subsequent change of incumbents(s) in these offices, until it is revised or rescinded pursuant to Emergency Operations Plan procedures.

_____	_____
Mayor of Cordova, Alaska	City Manager of Cordova, Alaska
_____	_____
Date	Date

Record of Changes

- Each page of this plan has a date on the bottom inside corner. When pages are revised or added, a revision number will be added next to the date. Changes and their locations will be documented below. Revised copies will then be distributed by the Emergency Management Coordinator who maintains a list of individuals and organizations that have controlled copies of the Plan, including all organizations and individuals responsible for its implementation.

	Change Number	Date	Entered By:
1.	**See "EOP Changes 2011" for specifics**	December 2011	Joan Behrends-Emergency Management Planner. Reviewed by Mark Lynch, City Manager.
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			

Record of Distribution

City Agencies/Individuals	Date of Delivery	Number of Copies
LOCAL AGENCIES		
City of Cordova-Mayor and City Council		1 each
City Manager (IC)		1
Director of Finances (Finance/Admin)		1
City Clerk (Logistics Chief)		1
City Planner (Planning Chief)		1
Public Works Director (Operations Chief)		1
Cordova Volunteer Fire Department		1
Cordova Police Department		1
Harbor Master		1
City Shop/Street Department		1
Sewer and Water		1
Dispatch		1
Cordova Electric Cooperative		1
Cordova Telephone Cooperative		1
Cordova Community Medical Center		1
Ilanka Clinic		1
Cordova Public Schools Superintendent		3
STATE AGENCIES		
Alaska Division of Homeland Security and Emergency Mngt.		1
Alaska Department of Public Health/Cordova Public Health Nurse		1
Alaska State Troopers		1
State of Alaska Department of Transportation		
FEDERAL AGENCIES		
U.S. Forest Service- Cordova Ranger District		1
U.S. Coast Guard- USCG Sycamore		1
U.S. Federal Aviation Administration/Cordova Station		1
PRIVATE AGENCIES/INDIVIDUALS		
KLAM /KCDV Radio		1
GCI		1
Alaska Airlines		1
Era Airlines		1
TOTAL		29

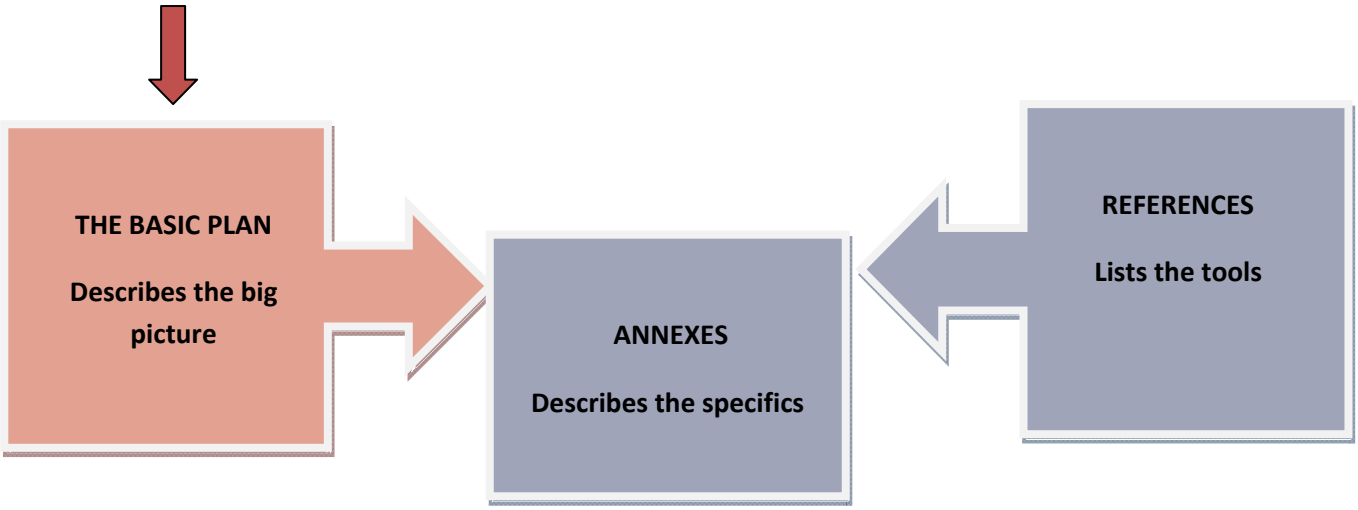
How to Use This Basic Plan

******If this is an actual emergency, refer directly to DIRECTION and CONTROL ANNEX A ******

The Emergency Operations plan is divided into three parts: The Basic Plan, the Annexes, and the References

This is the Basic Plan. This Basic Plan is intended to serve as a resource, in conjunction with the annexes, during an emergency. It is for those with rested in gaining a better understanding of how the City of Cordova's Emergency Management Program is designed and operated. The primary audience for this Basic Plan is planning team members, new managers, medical center personnel, allied organizations, and anyone with an interest in how the City of Cordova manages emergencies. It is used in two ways. First, it is essentially the *background information* used to formulate the Emergency Operations Plan. Secondly, it is used as a reference in an actual emergency. The Annexes and References contain more specific information about actual emergency response, including forms and other such necessary tools.

YOU ARE HERE



How to FIND what you need in an Emergency

The documents that comprise the Emergency Operations Plan (BASIC PLAN, ANNEXES, and REFERENCES) are designed to provide direction, procedures and tools responders can use during a disaster. Other helpful resources can be found in the Emergency Resource Manual (EMR) and the pre-positioned Brown Boxes ("To-Go" kits for the Incident Management Team). The chart below provides a quick reference guide for finding the information you need.

Question	Where?	Page?
Who is responsible for emergency management in Cordova?	*Basic Plan*	*Page 19*
How does Leadership activate the Emergency Operations Plan ?	*Basic Plan*	*Page 19*
Who is the person in charge of the emergency response?	*Basic Plan*	*Page 19*
WHO is responsible for WHAT?	*Basic Plan*	*Page 34*
Where is a template for the Declaration of an Emergency Letter?	*Basic Plan*	*Page 35*
Where is a template for the Request for State Assistance Letter?	*Basic Plan*	*Page 36*
Who must declare a disaster, if warranted?	*Basic Plan*	*Page 20*
Where do I check in to help with the disaster?	*Annex A*	*Page 39*
What is the line of succession for key City positions?	*Basic Plan*	*Page 29*
What City priorities are used to determine emergency response actions?	*Basic Plan*	*Page 10*
How does the Emergency Operations Center get activated?	*Basic Plan*	*Page 20*
Where do I find a list of current MOU's?	*References*	*Page 187*
Where do I find information specific to a hazard? (e.g. terrorism)	*Annexes*	
Do you have a diagram of the local ICS organization?	*Basic Plan*	*Page 27*
How do we share information internally through meetings?	*Annex A*	*Page*
How do we share information ?	*Annex A*	*Page 50*
Where do I find a list of City resources?	*ERM*	
How does the Emergency Operations Center work?	*In Brown Boxes*	*In Brown Boxes*
Where do I find the task list for each job?		*In Brown Boxes*
What does the Emergency Management Coordinator do?	*Annex A*	*Page 46*
What "triggers" should prompt a City response?	*Annex A*	*Page 39*
Where do I go first, if I must evacuate?	*Annex F*	*Page 96*
Where is the EOC? And where is the alternate EOC?	*Annex A*	*Page 52*
How will incoming messages from the scene get to the IC?	*Annex C*	*Page 50*
What frequency will the City radios be tuned to in a disaster?	*Annex C*	*Page 73*
Who has responsibility to activate the warning system?	*Annex B*	*Page 60*
How can the plan be changed?	*Basic Plan*	*Page 30*
How will special needs populations be warned of a disaster?	*Annex B*	*Page 60*
Where are the designated shelters in Cordova?	*ERM*	
Who will undertake damage assessments?	*Annex F*	*Page 128*
How will the City deal with mass casualties?	*Annex F*	
What happens if Cordova's resources are overwhelmed?	*Basic Plan*	*Page 24*

Purpose

The purpose of this plan is to describe the combination of procedures, personnel, communication systems, facilities and equipment common to all disaster response in the City of Cordova. It will describe the roles of local agencies and the coordination of their respective SOP's. This plan establishes mechanisms to:

- Establish a single comprehensive risk based, all hazard plan for providing disaster or emergency response and recovery services.
- Guide city response in any situation in which individual city departmental standard operating procedures (SOP's) are not sufficient to handle an emergency incident.
- Designate an Incident Management Team (IMT) comprised of an Incident Commander (the City Manager /or City Manager designee) and appropriate Command and General staff. The IMT will manage incidents confronting the City of Cordova utilizing existing local government resources, private resources and selected volunteers within the city.
- Organize, coordinate, and direct the actions of the City of Cordova Incident Management Team to assure a timely response in the event of a disaster.
- Identify and assign responsibilities and tasks for disaster response operations to city departments and individuals.
- Maintain Continuity of Operations (COOP).
- Educate Cordovans about the potential hazards that threaten the City of Cordova.
- Provide a warning system to alert Cordova residents, and local agencies, and surrounding communities.
- Inform incoming response efforts as to the local situation, resources, and communications.

Policies

It is the policy of the City of Cordova to save lives, reduce casualties, and minimize damage to property, the environment and the economy with the following response priorities: (see Tab 6 of Basic Plan for examples of each)

1. **Protection of human life**
2. **Protection of public health**
3. **Protection of environmental/subsistence resources**
4. **Protection of socio-economic (Critical Infrastructure and Key Resources (CIKR)) and cultural resources**
5. **Protection of public and private property.**

- Generally, these priorities will be addressed simultaneously. However, in times of scarce resources, it may be necessary to narrow the focus to only the most critical.

- This plan will be activated whenever there is a disaster emergency that could significantly threaten human health, socio-economic status, property or the environment.

- Funds to meet disaster emergencies will always be available.
  - The first resource will be funds regularly appropriated to City agencies.
  - When necessary, the Incident Commander may transfer money appropriated for other purposes or request assistance from State or Federal governments or public or private sources.

- The Mayor (or designated alternate) will declare a disaster and/or request assistance from the state **as soon as it is evident** that local resources have been overwhelmed (see TABS 4 or 5, as appropriate).

- Upon declaration of a disaster, the City will begin tracking all emergency related supplies and expenses immediately. The City will establish an incident accounting number for each incident.

- Upon declaration of a disaster emergency, the Incident Commander is authorized to commit the resources necessary to carry out the provisions of this plan. The Incident Commander shall have the authority to:
  - Appropriate and expend funds; execute contracts; obtain and distribute equipment, materials, and supplies
  - Provide for the health and safety of persons and property, including emergency assistance to victims

- Direct and coordinate development of emergency management plans and programs in accordance with federal and state policies and plans
- Appoint, employ, remove or provide, with or without compensation, chiefs of services, warning personnel, rescue teams, auxiliary fire and police personnel and any other emergency management workers
- Acquire, temporarily or permanently, by purchase, lease or otherwise, sites required for installation of temporary housing units and prepare or equip such sites

- Nongovernmental Organizations (NGOs) and volunteers (organizations and individuals) that can furnish manpower, money, equipment, facilities, and supplies to assist in disaster relief will be utilized.

- There will be no discrimination on the grounds of race, color, religion, nationality, handicap, sex, age or economic status in the execution of emergency management functions.

- Before a disaster emergency occurs, the City will encourage all citizens to be self sufficient for seven (7)days.

- The City will educate community residents on the value of insurance which covers known threats such as fire, flood or earthquake.

- In keeping with the nationwide strategy of an Integrated Emergency Management System (IEMS) and an "all hazards" approach to planning, this plan is concerned with all types of emergency situations that may develop, including national security and nuclear attack.

Scope

When an emergency exceeds the local government's capability to respond, the Mayor (or designated alternate) will then declare a local disaster emergency. Such a declaration activates this EOP.

- The Emergency Operations Plan applies, geographically, to the general Cordova area. Efforts to notify, warn, and rescue (if necessary) residents outside of City limits will be made, if sufficient equipment and manpower are available.

- It applies to all members of the City administration and staff, to all City departments, and to any other agency or organization assisting in a local disaster.

Description of the Planning Process

Guidance contained in the State and Local Guide (CPG 101), produced by the Federal Emergency Management Agency (FEMA), was used in the development of this Plan. The EOP employs the "ALL HAZARDS" approach to emergency management planning, in keeping with the nationwide strategy of an Integrated Emergency Management System (IEMS). It consists of a Basic Plan, which provides a general guidance during disasters, plus a series of functional annexes, and hazard-specific annexes. As a supplement to the plan, the reference section includes associated documents, an acronym list, and a glossary.

- The plan was written by a core group of the Emergency Management Organization (EMO), and subsequently reviewed by the agencies/departments involved in implementing the plan.
- This EOP reflects what the City of Cordova will do to protect itself from potential hazards with the resources it has or can obtain. The EOP describes who will do what, as well as when, and with what resources, and by what authority—before, during, and immediately after an emergency.

Authority

The overall authority and direction of the Emergency Operation Plan rests with the Incident Commander. The Incident Commander will be the City Manager, or his designee.

- Local, State and federal authority to execute this plan comes from:
  - LOCAL
    - Code of Ordinance, City of Cordova/ Ordinance 3.44.010
    - NIMS compliancy, by City Resolution No. 09-06-43, dated September 20, 2006.
  - STATE
    - AS 26.20, Civil Defense Act
    - AS 26.23, Alaska Disaster Act
    - Alaska Federal/State Preparedness Plan for Response to Oil and Hazardous Substance Discharges/Releases
    - Alaska Interagency Fire Management Plan
    - Alaska Mass Casualty Plan
    - State of Alaska Administration Plan for State Disaster Public Assistance July 2003
    - State of Alaska Mitigation Plan
    - State of Alaska Mental Health Disaster/Emergency Plan March 2002
    - Joint Alaska Federal/State Sub-area contingency plans for Response to Oil and Hazardous Substance Discharges/Releases
  - FEDERAL
    - PL 81-920 Civil Defense Act
    - PL 93-288 Disaster Relief Act
    - Robert T. Stafford Disaster Relief and Emergency Assistance Act as amended.
    - PL103-325 National Flood Insurance Reform Act of 1994
    - PL106-390 Disaster Mitigation Act of 2000
    - National Response Plan April 1999
    - FEMA Region X Supplement to the National Response Plan (Appendix to TABAK) February 8, 2002
    - Federal Radiological Response Plan, May 1, 1996
    - Health and Medical Services Support Plan
    - National Contingency Plan
    - National Incident Management System March 2004
    - National Plan for Telecommunications Support in Non Wartime Emergencies
    - National Response Plan March 2004
    - Weapons of Mass Destruction Incident Contingency Plan -FBI

Situation

❖ General Overview of Cordova

Location Description	The City of Cordova is located in the Southeast corner of Prince William Sound on Orca Inlet adjacent to the Copper River Delta and the Gulf of Alaska. The community was built at the base of Mt. Eyak and lies 52 air miles southeast of Valdez and 150 air miles southeast of Anchorage at approximately 60.542780 North Latitude and 145.757500 West Longitude (Sec. 28, T015S, R003W, Copper River Meridian). Cordova is located in the Cordova Recording District and the area encompasses 61.4 square miles of land and 14.3 square miles of water.
Population	The 2006 DCCED Certified Population is 2,211 which increases to approximately 5000 people in the period May to October with an influx of commercial fishermen, cannery workers and tourists.
Economy	The primary year round industry is commercial fishing with a substantial segment of government infrastructure and service industry. Tourism is gaining in importance.
Government	Cordova is a First-class City in the Unorganized Borough incorporated in 1909. City Manager/Council form of government.
Geography	Cordova is a coastal community built on the shore of Orca Inlet at the base of Mt. Eyak and extending along the shore of Eyak Lake. The area is approaching the northern limit of the North Temperate Rain Forest.
Land Use	The Community is the major center of commercial fisheries and fish processing in Prince William Sound and the Copper River flats as well as providing medical facilities and other services. Subsistence activities are central to the population.
Sensitive Areas	The Copper River Delta and Orca Inlet in the Pacific Flyway are critical habitat for migratory shorebirds and other migratory waterfowl for feeding, resting, and nesting. The largest known concentrations of Trumpeter Swans in North America nest here as well as the entire population of Dusky Canada Geese. The area is an internationally popular location among bird watchers especially during the Spring migration. The shorelines, lakes, ponds, rivers and streams are essential spawning and rearing habitat for Pacific salmon, cutthroat trout and dolly-varden.
Access	There is no road or railroad linking Cordova to other communities in Alaska and access is limited to air and sea modes of transportation.
Airports	The modern Merle K. “Mudhole” Smith Airport at Mile 13 CRH is State owned and operated with a 7,499’ long by 150’ wide asphalt runway, and a 1,875’ long by 30’ wide gravel crosswind runway. Daily scheduled jet flights and air taxis operate there. The State owned and City operated Cordova Municipal Airport along the shore of Eyak Lake has a 1,800’ long by 60’ wide gravel runway. Floatplanes land at the Lake Eyak seaplane base or the boat harbor.

Seaports	Harbor facilities include a breakwater, dock, a small boat harbor with 850 berths, boat launch, boat haul-out, a State Ferry Terminal, and marine repair services.
Pipelines	Water and sewer lines. Fuel pipelines from Ocean Dock to tank farm and from bulk fuel facility across Orca Road to Cordova Electric Cooperative generating plant.
Heating	The majority of homes, businesses and industrial buildings are heated with #1 diesel fuel.
Electricity	Cordova Electric Cooperative operates a diesel-powered generating plant at Orca and two hydro projects; one at Humpback Creek, and one at Power Creek. Power lines are nearly all underground.
Water, Sewer and Waste Management	Cordova utilizes water from Murcheson Falls, Heney Creek dam, Meals Reservoir, the Orca Reservoir, and Eyak Lake. The water is treated, but only the Eyak Lake water is filtered. Water storage capacity is 2.1 million gallons. The City operates a piped water and sewer system. Sewage is treated before discharge. Some homes use individual wells and septic systems. The City is responsible for solid waste collection and disposal as well as household hazardous materials disposal. A Class 2 landfill and sludge disposal is in place at Mile 17 CRH.
Medical Facilities	Local health care facilities include the Cordova Community Medical Center (hospital/clinic, mental health, acute care, and long term care), and the Native owned Ilanka Clinic (federally subsidized to provide sliding-scale services). Emergency Medical Service is provided by the Cordova Volunteer Fire Department. The State Public Health Nurse maintains an office at Ilanka Clinic. Pharmaceutical products and pharmacist: Cordova Drug Company.
Climate	Cordova has a maritime climate which is characterized by cool summers, mild winters, and heavy year-round precipitation. Winter temperatures average from 17 to 28 degrees Fahrenheit. Summer temperatures average from 49 to 63 degrees Fahrenheit. Annual precipitation is 167 inches including an average snowfall of 80 inches. Severe weather events (high winds, heavy snowfall, and torrential rainfall) are not uncommon.
EHS Sites (Extremely Hazardous Sites)	Recorded in office of City Planner and available on a “need-to-know” basis
HazMat Sites	Recorded in office of City Planner and available on a “need-to-know” basis

Hazard Vulnerability Analysis (HVA)

The following chart is an overview of hazards recognized by the Alaska Division of Homeland Security and Emergency Management for disaster preparedness purposes. These hazards were assessed by the CVFD Disaster Management Team. "Presence" indicates whether or not a particular hazard has, or possibly could, occur in the Cordova area. "Risk" is a combined rating of the history and probability of a hazard occurring in the area, and vulnerability of the human population and property to the hazard.

******See REFERENCES for the detailed Hazard Analysis Chart***

Hazard Matrix – Cordova Area

Hazard	Flood	Fire	Earthquake	Volcanic Ash Fall	Avalanche	Tsunami	Severe Weather	Landslide	Erosion	Drought	Technological **	Economic
Presence	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y	Y
Risk	High	Low	High	Low	High	High	High	High			Low	High

Y = Hazard is present in jurisdiction

Low = Low probability of occurrence

High = High probability of occurrence

N = Hazard is not present in jurisdiction

U = Unknown

**Technological disasters include fires, explosions, oil spills, major airplane accidents, large marine vessel accidents, utility failures, and hazardous materials accidents.

Capability Assessment

Cordova uses the State of Alaska Gap Analysis, which will be the responsibility of the Emergency Management Coordinator. This analysis identifies local vulnerabilities and compares them to the resource capabilities. The "Gap" between the two is then communicated to the community response agencies.

- The most current Gap analysis, which identifies and documents the jurisdiction's capabilities and limitations, can be found in City Hall.
- The Gap Analysis is subsequently used for future budgeting and prioritizing.

Assumptions

It is the responsibility of the City of Cordova to protect life and property from the effects of hazardous events. No guarantee of a perfect response is implied by this plan or any of its appendices, annexes, or references. Since Cordova City Government assets and systems are vulnerable to natural and technological disaster events, they may be overwhelmed. For that reason, deviation from the plan may be necessary; it is to be used as

a guide. The City will make every effort to respond based on the situation, information and resources available at the time of the disaster.

It is ALSO assumed that:

- The City of Cordova will continue to be exposed to the hazards noted in the hazard vulnerability analysis (HVA) and elsewhere in this plan, as well as others that may develop in the future.
- Cordova residents, businesses and industry will assume utilization of their own resources and be self-sufficient following a disaster event for a minimum of seven days.

- Local government officials recognize their responsibilities regarding the public safety and well-being, and their responsibilities in the implementation of the Emergency Operations Plan. They are familiar with the EOP and will execute their assigned responsibilities.

- The City uses a mix of landline, cellular, and satellite telephone systems and several radio systems (line-of-sight or repeater) to meet its primary communications needs. Communications will be a problem in any major emergency or disaster as these systems get loaded beyond their capacities and/or experience physical disruption or loss of staff. Single side band, marine, VHF, CB and HAM radios will be available as a secondary means of communication.

- In the event of severe devastation throughout the City, fundamental resources such as water, food, first aid supplies, utilities, fuels, shelter and sanitation supplies and basic survival supplies will be needed. The City will be unable to satisfy all emergency resource requests during a major emergency or disaster. Resources can be requested from state and federal agencies.

- Special purpose entities (for example: fire department, school, water and sewer, and hospital) will develop mitigation, preparedness, response and recovery SOP's and capabilities for their own agencies.

- Emergency plans and Standard Operating Procedures (SOP's) have been prepared by those emergency response agencies having primary operational responsibilities, and are evaluated and updated as necessary by each respective agency.

- While it is likely that outside assistance would be available from State and/or Federal Agencies in most major disaster situations affecting the City of Cordova, it may be hours or even days before these agencies respond. Since the City of Cordova does not have road access to any other community, it must be prepared to carry out disaster response and short-term recovery operations on an independent basis.

- Inclement weather could delay timely response from non-local organizations.

- Cordovans will want to be helpful. Volunteers and those offering services for pay will come forward. They will need resourceful leadership.

- During a disaster, a free market economy and existing distribution systems will be maintained as the primary means for continuing operation of the City's economic and private-sector systems.

- Normal private business guidelines may require modification to provide essential resources and services.

- There will be no state of lawlessness. Cordovans will not riot, take unlawful advantage of those victimized, or tolerate those who attempt such behavior.

- Re-establishment of government functions and basic infrastructure (utilities, transportation, and economy) will be critical to returning to a "normal" situation.
- Employees at all levels of government and the private sector will see to the welfare of their families before attempting to report to work. Those already in the workplace will be concerned about their families and property.
- Not every specific circumstance can be predicted and addressed by this plan.

Concept of Operations

The City of Cordova responds to disasters by utilizing best practices in emergency management. The general concepts described below are incorporated into all plans and training for disaster preparedness.

GENERAL CONCEPTS

- This plan addresses all four phases of disaster emergency management. Those phases are:
    - **Mitigation** …the effort to minimize and eliminate hazards through hazard vulnerability assessments, prepositioning of resources, prudent planning practices and the hardening of critical infrastructure. See Cordova's Local Hazard Mitigation Plan adopted August 6, 2008.
    - **Preparedness** … involves planning, establishing memorandums of understanding (MOU's), training personnel, having access to sufficient supplies, public education on preparedness issues, and maintaining response plans. It also includes gathering pertinent information.
    - **Response**…. includes operations to save lives, protect property, minimize damage, supply victims with basic human needs, plan for restoration of essential services, and protect vital resources and the environment.
    - **Recovery**... includes repairing damages to property and the environment, transition from emergency sheltering and care of victims to temporary, but if necessary, longer term housing and care arrangements; economic stabilization and recovery; and dispensing financial aid to qualifying public agencies and individuals.
- Local government has the primary responsibility for emergency management activities. When the emergency exceeds the local government's capability to respond or has unusual circumstances that are not readily managed by departmental SOP's, the individual in charge of the incident (police chief, fire chief, public works director, etc.) will inform the City Manager and the Mayor; the Mayor will then declare a local disaster emergency. (See Tab 4 of this Basic Plan for a sample local disaster declaration). **SUCH A DECLARATION ACTIVATES THE PLAN**, puts the Incident Commander (IC) in charge, automatically activates

the Emergency Operations Center (EOC), and authorizes use of emergency powers defined in this plan. **THE CITY MANAGER, OR A DESIGNEE, WILL BE THE INCIDENT COMMANDER.**

- If the magnitude of the disaster exceeds the capability of the City's resources, assistance will be requested from the State government through the Division of Homeland Security and Emergency Management (DHS&EM). See TAB 5…**DISASTER DECLARATION REQUESTING ASSISTANCE**. Additionally, neighboring jurisdictions will be notified of the disaster declaration. Additionally, DHS&EM will be contacted (1-800-478-2337) if the there is the *potential* for a need for assistance. Lastly, neighboring jurisdictions will be notified of the disaster declaration.

- If the magnitude of the disaster exceeds the State's capability, the Governor will request **ASSISTANCE FROM THE FEDERAL GOVERNMENT**.

- **KEY COMPONENTS OF THE EMERGENCY OPERATIONS PLAN ARE:**
    - **Incident Commander(IC)**…the person responsible for all incident activities
    - **Policy Section (PS)**…a group that collectively makes policy decisions, comprised of the IC/City Manager, the Mayor, the City Council, and the Medical Advisor.
    - **Incident Management Team (IMT)….**A command team comprised of the IC and appropriate command, and general staff assigned to an incident. (See page 27)
    - **Emergency Management Coordinator (EMC)**…the person responsible for the establishment of the EOC, for regularly updating the EOC Standard Operating Procedures , for updating the call-out rosters and the resource lists, is responsible for the annual GAP analysis, for training any new IMT members, for coordinating After Action Reviews (AAR), and for maintaining the EOP.
    - **Emergency Management Organization (EMO)**….those persons (multi-agency - both public and private) helping to maintain/update/and revise the EOP. This would include the Citizen Corps Council, the Disaster Management Team, the City Manager (as the Director), and other key stakeholders. (same as letter)
    - **Disaster Management Team**…CVFD members recruited specifically for the task of managing an emergency. This team is available to assist in or operate the city's EOC when city administration personnel are unavailable/unable to do so.

- The City EOP will incorporate such general concepts as National Incident Management System **(NIMS),** Incident Command System**(ICS),** a **PUBLIC INFORMATION SYSTEM** and, if warranted, a Multi-agency Coordination System **(MAC System)** and a **UNIFIED COMMAND.**

- **THE CITY MAYOR HAS THE AUTHORITY TO DECLARE A DISASTER** within the City if a disaster has occurred or is imminent or threatened. If the City Council is not in session when a disaster declaration is issued, concurrent with the issue of the declaration, a special session of the Council will be requested to ratify the action taken.

- Depending upon the situation, **THERE ARE SPECIFIC PRE-DESIGNATED** "**TRIGGERS**" that will initiate a limited response from the City. The "triggers" are intended to create a proactive response from the City instead of a reactive one and will be used when a disaster is potentially imminent.

  ******See Annex A DIRECTION, CONTROL and COORDINATION for the specific "triggers".***

- **A DECLARATION OF A DISASTER EMERGENCY ACTIVATES THE RESPONSE AND RECOVERY ASPECTS OF THIS PLAN** and constitutes authority for the deployment and use of any emergency forces to which the plan applies. During the effective period of a disaster emergency, the Incident Commander commands all emergency activities.

- All ICS responders, and responders working under an MOU during a disaster, will have **LIABILITY PROTECTION** under the city.

- All **LEGAL QUESTIONS/ISSUES** involving preparedness, response, or recovery actions will be resolved by the Policy Section.

- This plan is based upon the **CONCEPT THAT THE EMERGENCY FUNCTIONS FOR VARIOUS DEPARTMENTS INVOLVED WILL GENERALLY PARALLEL THEIR NORMAL DAY-TO-DAY FUNCTIONS**; to the extent possible, the same personnel and material resources will be used in both cases. Those day-to-day functions which do not contribute directly to the emergency operation may be suspended for the duration of the emergency.

- Other response/support agency plans that directly support the implementation of this EOP are : City departmental plans, hospital and clinic plans, DOT plans, Cordova School District plans, and local utility plans.

- **SPECIAL NEEDS POPULATIONS** (the elderly, the disabled, and unsupervised children), as well as pets, are taken into account in this EOP.

  ******See specifics in ANNEX E: EVACUATION and ANNEX F: MASS CARE and SHELTERING***

- In keeping with the comprehensive national approach to incident management known as **NIMS**, this plan is concerned with all types of emergency situations that may develop and will enable responders at all jurisdictional levels and across all disciplines to work together to manage incidents regardless of their cause, size, location, or complexity. **THE CITY OF CORDOVA ADOPTED NIMS BY RESOLUTION NO. 09-06-43 DATED SEPTEMBER 20, 2006.**

• INTERAGENCY RELATIONSHIPS

- A Multiagency Coordination (MAC) System will be actively employed if necessary. A MAC Group, consisting of involved agency administrators (or designees) providing resources to the incident may be established to:
  - Establish priorities between incidents and critical resource distribution
  - Prioritize, acquire, and allocate critical resources
  - Ensure communications systems integration
  - Coordinate information
  - Coordinate and resolve policy issues
  - Provide strategic coordination, as required

- **Local Government:**
  - The City of Cordova is a remote jurisdiction. The City provides independent direction and control of emergency/disaster plans and programs and emergency response. The City has established Memorandums of Understanding with numerous local volunteer organizations, NGOs, private agencies, and State/Federal governmental agencies. Assistance from these entities can be requested by the Incident Commander and arranged and coordinated by the Liason Officer. These organizations will be given assignments and remain utilized to the greatest extent possible in performing emergency functions under the direction of their own supervision, coordinated by the Incident Commander.

- **State Government:**
  - Direct liaison between the City and Alaska Department of Homeland Security and Emergency Management will be established. State assistance may be requested, if necessary, by contacting DHS&EM. Local emergency managers usually know how to best apply disaster relief resources within their communities. State workers will, in most cases, work alongside and assist local emergency management personnel. Otherwise, the State responders coordinate their activities with City of Cordova EOC to render State assistance in the most helpful manner. The State, when asked to assist, will not direct and control local response operations unless asked to do so. Even regulatory and oversight responsibilities are expected to be fulfilled in an atmosphere of mutual cooperation. Tab 5 provides a sample Disaster Declaration requesting assistance that can be used by the City to formally request State assistance.

- **Federal Government:**
  - The Federal Government responds in accordance with the National Response Plan and the Alaska Annex to the Region 10 Supplement. Federal assistance is intended to support State and local efforts, not to be a substitute for them. The National Response Plan makes this point clear as a matter of Federal operational policy.

Level of Activation of the EOP

LEVEL OF ACTVATION is decided by the on-site commander, in conjunction with the City Manager, and will depend on the size of the event and the overall impact it has on the community, or upon specific requests of the

primary responding agency. They may elect to fully, or partially, activate the EOC.

******Activation of this plan is based on the definitions and criteria in the following table:***

INCIDENT LEVEL	CRITERIA	WHO RESPONDS?
LEVEL III MINOR IMPACT	The normal operations of the various City departments that can be managed with departmental policies and SOP's and **does not require activation of the EOC**. **No written Incident Action Plan (IAP) is required**. The incident is usually contained within the first operational period.	Individual City Department management of incident ,using ICS, with Department SOP's. City Manager notified post incident.
LEVEL II MODERATE IMPACT	An incident that has special or unusual circumstances not readily managed by departmental policies and SOP's, and/or requiring response by more than one City department, and/or which is beyond the capabilities of available resources (including mutual aid), **will require partial or full activation of the EOC.** Some or all of Command and General Staff positions may be activated. Incident may extend into multiple operational periods. **A written IAP is required for each operational period**.	Multiple City Departments, possible local community resources required. City Manager and Mayor notified at the time of incident. Incident Command System implemented on a limited and short term basis.
LEVEL I MAJOR IMPACT	An incident that requires the coordinated response of all levels of City government to save lives of a large portion of the population, protect property and the environment. **The EOC will be activated.** Such a disaster emergency may require the sheltering or relocation of the affected population. Most all of Command and General staff positions are filled. This type of incident is expected to go into multiple operational periods. **A written IAP is required for each operational period.**	Resources beyond community response capabilities. Notification of all emergency management participants. Mayor and City Council notified immediately. Incident Command System implemented for all four Sections and Command Staff as long as required.

Direction, Control, and Coordination

Local government has the primary responsibility for emergency management activities.

- When the emergency exceeds the local government's capability to respond or has unusual circumstances that are not readily managed by departmental SOP's, the individual in charge of the incident (police chief, fire chief, public works director, etc.) will inform the City Manager and the Mayor; the Mayor will then declare a local disaster emergency. (). Such a declaration activates the plan, puts the Incident Commander in charge, and authorizes use of emergency powers defined in this plan. **THE CITY MANAGER, OR A DESIGNEE, WILL BE THE INCIDENT COMMANDER**.

******See Tab 4 of this Basic Plan for a sample local disaster declaration***

- If the magnitude of the disaster exceeds the capability of the City's resources, **ASSISTANCE WILL BE REQUESTED FROM THE STATE** government through the Division of Homeland Security and Emergency Management (DHS&EM) at 1-800-478-2337.

******See Tab 5 of this Basic Plan for a sample local disaster declaration requesting assistance***

- If the magnitude of the disaster exceeds the State's capability, the Governor will request assistance from the Federal government.

- Tactical and operational control of response assets will be handled by the on-scene Incident Commander.

- When multiple agencies have a significant number of response assets involved in the incident, those agencies will participate in a Unified Command. Each entity participates in the decision-making process and each entity retains its own autonomy by following its individual policies. Entities that have the potential to be in Unified Command with the city are: AK State Troopers, AK DOT, US Forest Service, Cordova Telephone Cooperative, USCG, Alaska Department of Fish and Game, and Cordova Electric Cooperative.

- Individual City Departmental plans will be written/updated in coordination with the City EOP. The City of Cordova EOP will subsequently be reviewed by the state "reviewing committee" in order to assure proper coordination with the State of Alaska EOP.

******Specific Direction, Control, and Coordination can be found in ANNEX A***

Information Collection and Dissemination

Critical or essential information common to all operations will be handled as described in:

******Annex A: DIRECTION, CONTROL, AND COORDINATION***

Communications

Communication protocols and coordination procedures used during emergencies and disasters are described in:

******Annex C: COMMUNICATIONS***

Organization and Assignment of Responsibilities

Specific responsibilities of local departments/agencies are found in the Position Checklists, in the Annexes.

- Most departments within the City of Cordova have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures, including current notification rosters, emergency SOP's, and checklists for their assigned tasks. TAB 3 of this annex (the Responsibility Matrix) provides a chart depicting general emergency responsibilities for the various departments, indicating both primary and secondary responsibilities.

- The Mayor (or designated alternate) is responsible to declare an emergency, and request outside assistance, if the situation warrants. Under “disaster declaration”, normal City functions may deviate from the norm. The “disaster declaration” is effective for seven (7) days, at which time the City Council must reaffirm the status, if necessary. They may extend it for another week (or month), as they see fit. It would be necessary to reaffirm the status only if the state had not declared the event an emergency during those7 days.

- The City Manager shall serve as the Director of the EMO. The City Manager shall serve as, or may appoint another to serve as the Emergency Management Coordinator, who will be the key element in emergency planning.

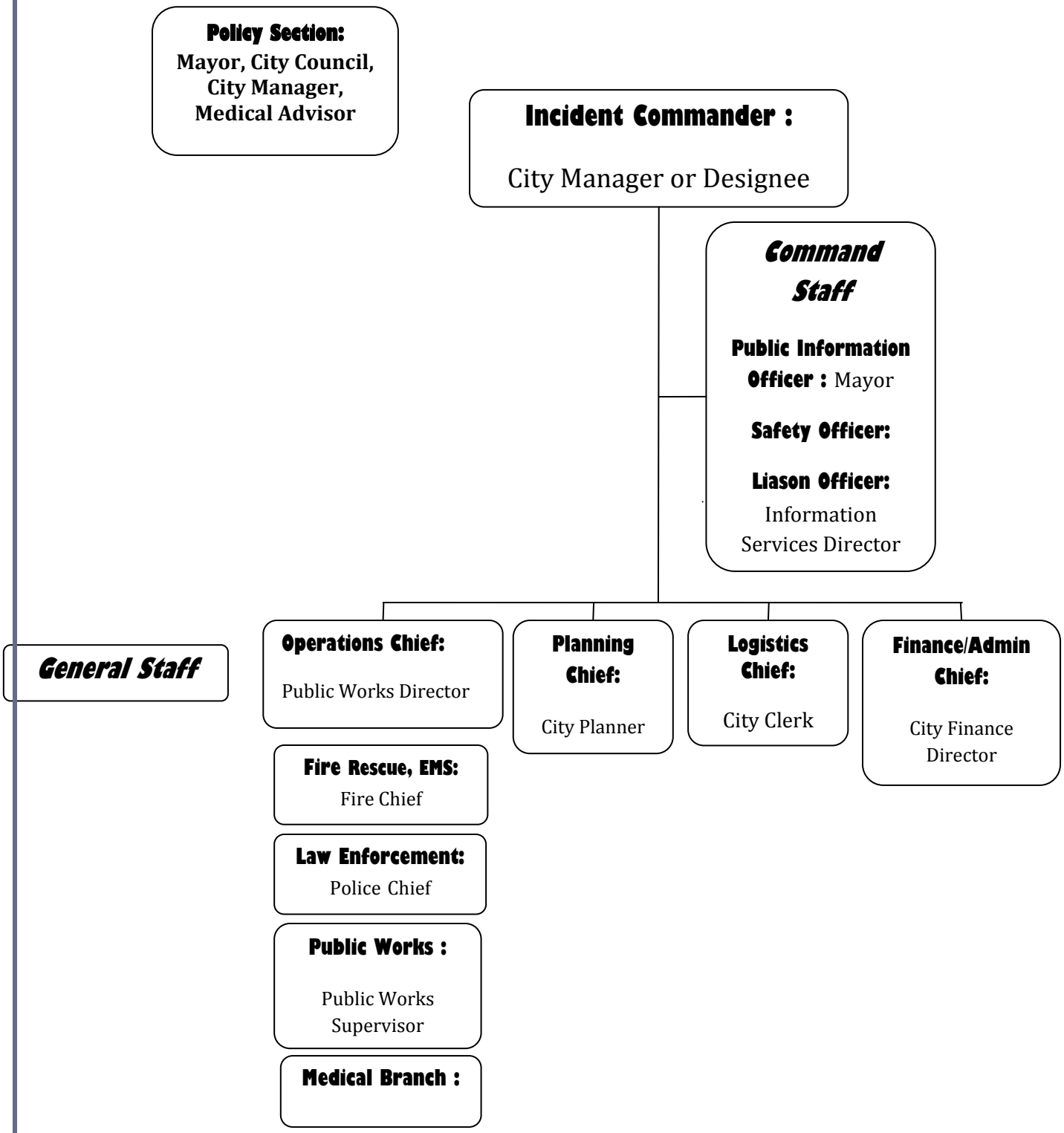
- The Incident Commander is in charge of the Incident Management Team (IMT), controlling all incident response.

- The Incident Management Team (IMT), when activated, will use the Incident Command System to organize and respond to emergency situations. Responsibilities will be assigned to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.

- Unaffiliated volunteers will be directed to “check in” and will be assigned.

- Public safety enforcement actions will be the responsibility of the Cordova Police Department, with reinforcement from the US Forest Service Law Enforcement, USCG, and the AK State Troopers.

Organizational Chart for Cordova Incident Command System



Administration, Finance, and Logistics

The Finance/Administration Section will be responsible for contracts, disaster related cost data, maintaining audit trails of billings and payments, developing a finance plan for disaster response activities, claim processing, documenting actions taken during and after the emergency, and keeping the EOC updated on financial matters. The Logistics Section is responsible for all logistical details.

******Specific tasks are delineated in ANNEX A: DIRECTION, CONTROL and COORDINATION***

- **ADMINISTRATION**
  - Each city department, agency, and office, etc, is required to keep accurate records and logs of all actions taken and resources utilized during emergencies of any kind. This information will be used to recover costs, address insurance needs, develop mitigation strategies, and create historical records.
  - Copies of applicable forms and reports (cost recovery, damage assessment, incident critique, and historical record) will be found in the Brown Box for Finance/Administration
  - After any disaster, in which the EOP is activated, the Emergency Management Coordinator will be responsible to coordinate and schedule an After Action Review, in order to review and discuss the response. Actions will be reviewed, equipment shortcomings identified, operational readiness evaluated, and needed training identified…in order to better prepare the community for future events. The AAR will then be presented to the City Council for review and discussion of identified shortcomings, in order to correct them.
  - The Emergency Management Coordinator will incorporate any lessons learned from the AAR into future training exercises.
- **FINANCE**
  - All funds expended for materials and supplies must be accounted by detailed receipts and written records. This includes, but is not limited to, funds expended for personnel overtime, equipment used/expended, and contracts initiated. The City will establish an incident accounting number for each incident. Finance/Administration Section will code all financial documents for that incident by the incident accounting number. The Incident Commander names each incident.
  - The City Finance Director will annually educate/update City Council about cost recovery procedures/processes for disasters.

- **LOGISTICS**

  - Prior to a disaster, existing Gap analysis will be used to identify resources needed for a disaster response, and efforts will be made to acquire such resources.

  - Some resources that are only available outside Cordova: specialized HAZMAT teams and DMORT teams. Those resources can be requested by contacting Department of Homeland Security and Emergency Management.

  - There are numerous Memorandums of Understanding (MOU's) in place to facilitate the sharing of local resources during a disaster response. Cordova also maintains a list of current local resources. The Emergency Resource Manual (for specialized equipment, facilities, and personnel available in Cordova)is kept in the Logistics Brown Box, as well as in Dispatch. These resources are not yet NIMS typed.

    ******See REFERENCES Section of this plan for a listing of MOU's .***

  - During a disaster, the Logistics Section will be responsible for ordering personnel, equipment, materials, and supplies and the Planning Section is responsible for tracking and documenting those resources.

Continuity of Operations

See City of Cordova COOP Plan for further details:

1. Succession of Command:
   a. The line of succession to the Mayor is:
      1. Vice Mayor
      2. Council members in order of seniority.

   b. The line of succession to the City Manager is:
      1. Designee of City Manager, at the time
      2. Backup designee of the City Manager, at the time…or designee of the City Council

   c. The line of succession for the IC is determined by the City Manager

   d. The line of succession for each department head is according to the established SOP's in each department.

2. Preservation of Records and Equipment
   It is the responsibility of the manager or supervisor of each department to establish procedures for the preservation of vital records and equipment during and after emergencies.

Plan Development and Maintenance

The Emergency Management Coordinator is responsible for the maintenance and update of this plan.

- The plan will be reviewed annually and updated as required. Exercises will be conducted annually to test various aspects of the City's Emergency Operations Plan, testing the effectiveness of the plan and its compliance with the standards of NIMS. Recommended changes will be coordinated with the City Manager and other affected agencies before consideration and publication as a formal change. Minor revisions will be approved by the City Manager with the concurrence of the Mayor. Major revisions of this plan will be approved by City Council. Resource lists and MOU's may be updated by the EMC at any time, without a senior official's signature.

- Each page of this plan has a date on the bottom inside corner. When pages are revised or added, a revision number will be added next to the date. Changes will be documented and the pertinent pages changed in this plan. Revisions to the Plan will be distributed by the EMC to all parties who hold controlled copies of the Plan. Revised pages will be dated and marked "Revised" to show where changes have been made.

- In addition to the annual review, this plan will be updated as appropriate whenever the following changes occur: a disaster that significantly affects Cordova, significant modifications of resources or hazards, or pertinent changes in legislation.

- Revisions of the plan will be sent to Alaska Department of Homeland Security and Emergency Management.

- Individual department Standard Operating Procedures (SOPs) must be submitted to the City Manager as they are developed, for his or her approval. These must also be reviewed on an annual basis, in order to confirm their compatibility with this plan.

- This plan will be distributed to the agencies listed on page 7. Additionally, it will be available to the general public at City Hall, at the library, and online at the City Website.

Testing ,Training, and Exercises

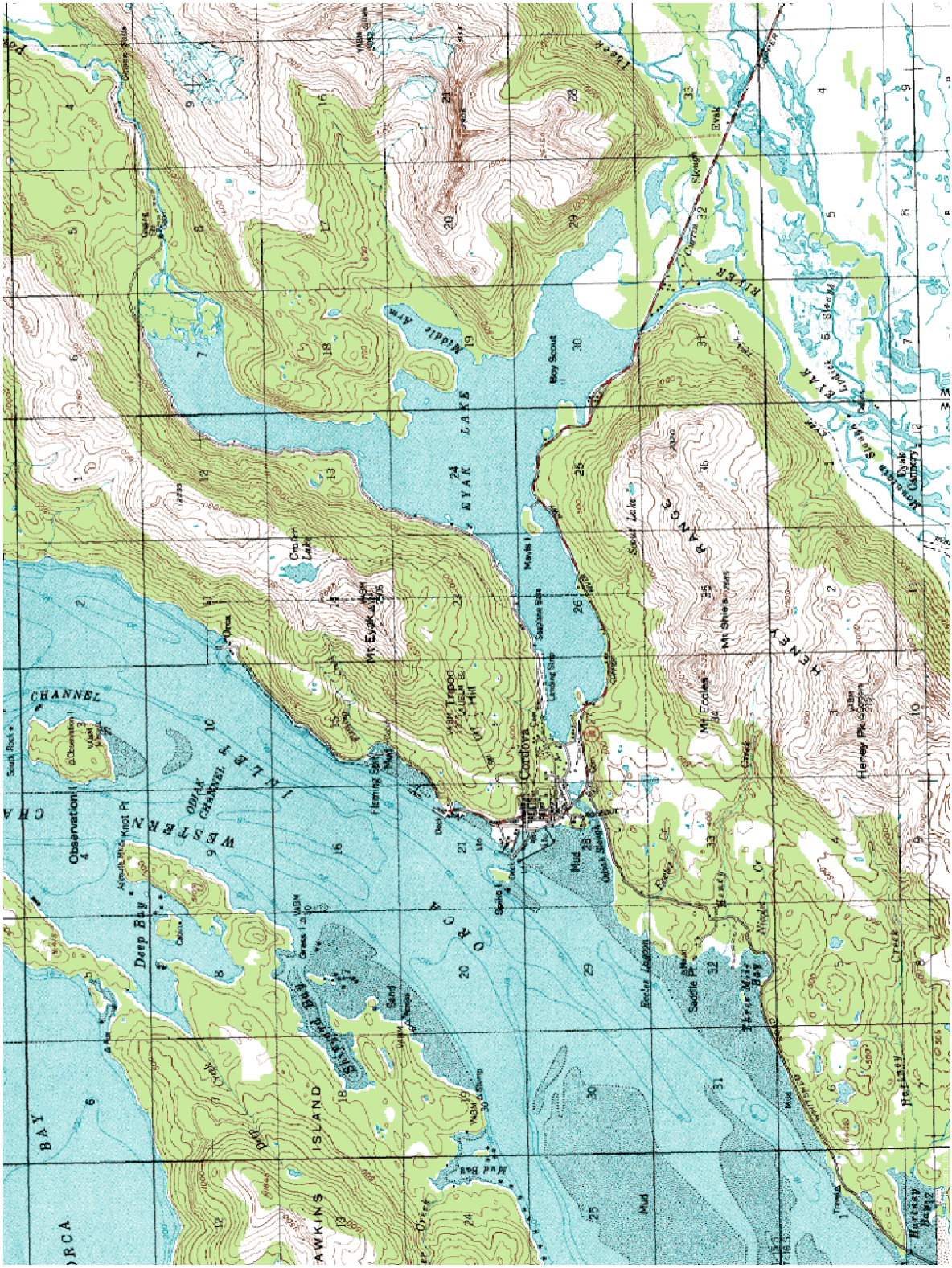
The Emergency Management Coordinator is responsible for all disaster training

- This plan is based on the Incident Command System. Therefore, it is essential that everyone be trained in the principals of ICS, as well as the specific provisions of this plan. The Emergency Management Coordinator is responsible for the scheduling and coordinating initial and recurrent training as follows:
    - All City employees: IS 100 and 200
    - All supervisors: IS 100, 200,700 and 800
    - All department heads and above: IS 100,200, 300, 400, 700, and 800
    - City Council : IS 100 and 200

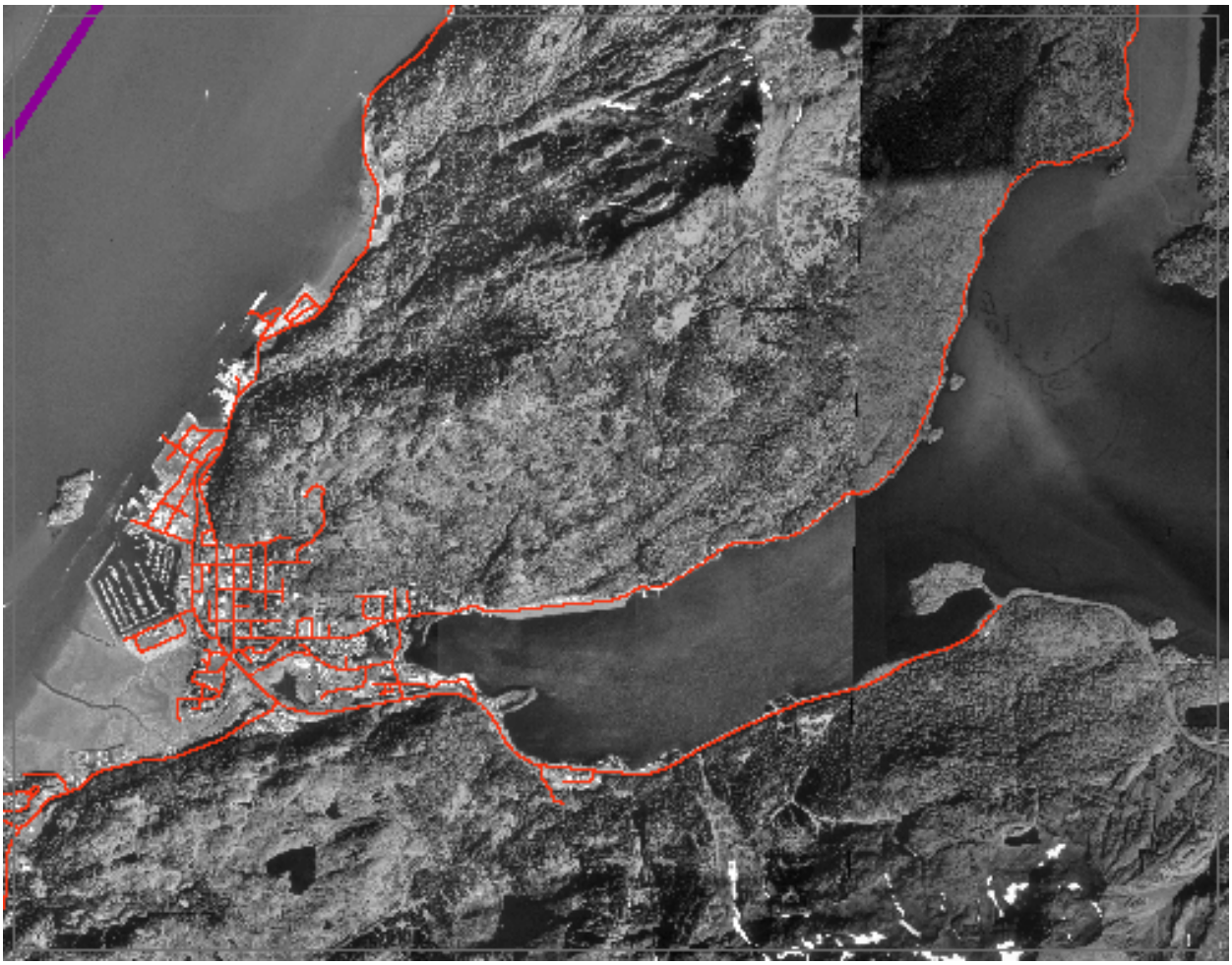
- All potential employees will be informed of the disaster preparedness aspects of their job prior to employment and all new employees will be appropriately trained in the principles of ICS (complete IS 100 and 200) within their probationary period.

- Training and exercises will be conducted on an ongoing basis with major emphasis placed on an annual interagency exercise that should be conducted prior to the annual review of this plan. The exercises will be critiqued by all participants and observers, and possible corrections to this plan will be submitted to the Emergency Management Organization for consideration.

- The City of Cordova will activate their Emergency Operations Plan during exercises to reinforce staff training, practice using the plans and to identify areas for improvement. All plan activations, real or exercise, are followed by an After Action Report (AAR)that summarizes the response. This also provides recommendations for improvements that are reviewed and incorporated into the EOP as needed.



TAB 1: TOPOGRAPHIC MAP OF CORDOVA



TAB 2: Street Map of Cordova

TAB 3: Responsibility Matrix

P= Primary Responsibility S= Secondary Responsibility	DIRECTION AND CONTROL	COMMUNICATIONS	WARNING	PUBLIC INFORMATION	EVACUATION and SHELTER IN PLACE	MASS CARE and SHELTER	HEALTH and MEDICAL	LAW ENFORCEMENT	PUBLIC WORKS and TRANSPOTATION	FIRE, RESCUE, and EMS	HAZMAT	LOGISTICS	DAMAGE ASSESSMENT
City Manager / Incident Commander	P		P		P								
Mayor	S			P									
City Clerk	S	S		S								P	
City Finance Director	S			S		S	S						S
Police Chief	S	S	S	S	S	S	S	P		S	S		S
Fire Chief	S	S	S	S	S	S	S			P	P		S
Public Works Director	S	S	S	S	S	S	S		P	S	S	S	P initial
Hospital Administrator	S	S	S	S	S	S	P						S
City Planner	S	S	S	S		S	S		S			S	P detailed
Superintendent of Schools	S	S	S	S	S	P	S					S	S
Harbormaster	S	S	S	S	S				S	S	S		S
Dispatch Supervisor	S	P	P										
Medical Branch	S						P						
Parks and Recreation						P						S	

TAB 4: Sample Disaster Declaration

WHEREAS, commencing on _____ the City of Cordova, Alaska, sustained severe losses, and threats to life and property and threats resulting from
_____
_____
_____, and

WHEREAS, the City of Cordova is a First Class City within the State of Alaska; and

WHEREAS, the following conditions exist as a result of the disaster: _____
_____
_____

WHEREAS, the severity and magnitude of the emergency is sufficient to activate the Emergency Operations Center and initiate emergency powers, as needed.

THEREFORE, be it resolved that the City Council of Cordova does declare a state of Disaster Emergency to exist in Cordova, Alaska.

SIGNED this _____day of_____, 20___.

Mayor or Designated Alternate

_____

TAB 5: Sample Disaster Declaration and Request for Assistance

WHEREAS, commencing on __(date)___ the City of Cordova, Alaska, sustained severe losses, and threats to life and property resulting from

_____
_____
_____, and

WHEREAS, the City of Cordova is a First Class City within the State of Alaska; and

WHEREAS, the following conditions exist as a result of the disaster: _____
_____
_____
Attached herewith are estimates of the damages suffered in the area and types of assistance needed; and,

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

THEREFORE, be it resolved that the City Council of Cordova does declare a state of Disaster Emergency to exist in Cordova, Alaska.

FURTHERMORE, it is requested that the Governor declare a Disaster Emergency to exist as provided for in AS 26.23 and provide such assistance as is requested and/or request additional assistance from the President or appropriate Federal agencies where State capability is not adequate.

FURTHERMORE, the undersigned certifies that the City of Cordova has or will expend resources as a result of this disaster for which no state or Federal reimbursement will be requested and constitutes an approximate dollar value of $_____.

SIGNED this _____day of_____, 20___.

Mayor or Designated Alternate

_____

TAB 6: Priority Example List

1. Protection of human life

- **Search and Rescue of individuals**
- **Medical attention to the injured/ill**
- **Establish shelters if needed**
- **Feed displaced citizens**

2. Protection of public health

- **Provide potable water**
- **Provide adequate sanitation facilities**
- **Establish means to monitor mass feedings in shelters**
- **Provide debris removal of potentially dangerous substances**

3. Protection of environmental/subsistence resources

- **Protection of water reservoir and watersheds**
- **Protect watersheds/ocean from hazardous spills**
- **Removal of hazardous debris threatening environmental/subsistence resources**

4. Protection of socio-economic (Critical Infrastructure and Key Resources (CIKR)) and cultural resources

- **Re-establish electricity post-disaster as soon as possible**
- **Protect electrical and communications facilities**
- **Protect sewer and water facilities**
- **Protect refuse facilities/landfill**
- **Protect transportation hubs…airports and harbor**
- **Protect road system**
- **Protect Native Historical sites**
- **Protect fuel tank farms and other fuel facilities**

5. Protection of public and private property.

- **Prevent looting**
- **Protect homes, businesses, and governmental facilities**

City of Cordova

ANNEX A: DIRECTION, CONTROL and COORDINATION

Purpose

One purpose of this ANNEX is to provide procedures to accomplish the responsibilities assigned in the Basic Plan.

The other purpose is to provide for the establishment and operation of the Emergency Operations Center where key department and agency heads (or their representatives) will assemble during major disaster or emergency situations to coordinate disaster response and recovery.

Situation

The City of Cordova is currently training city departmental heads in the Incident Command System through emergency planning meetings and ongoing drills. Additionally, the CVFD Disaster Management Team has been trained to assist and/or assume any of the IMT positions.

Assumptions

It is assumed that:

- Persons implementing this annex are familiar with ICS and NIMS
- This annex will be used in coordination with the Basic Plan, the associated Annexes and Appendices, and the Brown Boxes. The Brown Boxes are the "To-Go" kits for the Incident Management Team, containing all necessary records and references for each team member.
- That departmental SOP's are established and regularly updated.
- Associated MOU's have been established and updated.

Limitations

Currently, there are limited numbers of personnel with the level of training needed.

Concept of Operations

Every part of emergency operations <u>must</u> be well documented. To that end, the City of Cordova encourages all supervisors to immediately assign a scribe, with legible hand-writing, to accompany them and document all actions, information, and decisions made.

- **<u>Initial Recognition, Notification and Mobilization</u>**
  - The process of incident recognition and initial notification remain the same, no matter who initially recognizes the disaster. Dispatch is notified by calling 911, and they dispatch the appropriate department(s) to the scene. Dispatch personnel document this entire process.

- When the decision is made to declare an emergency and activate the EOP/EOC (or the potential exists), the Department of Homeland Security and Emergency Management will be notified (1-800-478-2337)

- The on-scene Incident Commander relays information to the City Manager to determine the seriousness of the emergency. Level of Activation of the EOP (Level I, II, or III) is decided upon by the on-site commander, in conjunction with the City Manager. They may elect to implement the Plan at any level appropriate, based on guidelines outlined in the Basic Plan.

- Depending upon the situation, there are specific pre-designated "triggers" that will initiate a limited response from the City. The "triggers" are intended to create a proactive response from the City instead of a reactive one and will be used when a disaster is potentially imminent. Those triggers include 8 or more inches of rain in a 24 hours period, expected winds of 100 mph or more, snowfalls of 24 inches or more within 24 hours, severe expected ashfall or nuclear fallout, low reservoir water level, a school absenteeism rate of 5% or above, and prolonged, extreme cold .

- When the decision is made to declare an emergency and activate the EOP/EOC, the Incident Commander will request that Dispatch notify the Incident Management Team (IMT), via telephone or messenger, to report to the EOC. If the incident is obviously a major disaster (such as a major earthquake) the IMT will be expected to report to the EOC, regardless of notification. The IMT will take action to notify and mobilize the appropriate organizations which they are responsible for coordinating. This will be accomplished through telephones, pagers, or messengers, as appropriate. Additional appropriate response support agencies will be contacted by Dispatch via telephone or call-up rosters. Call-up rosters are available in Dispatch and updated (at least annually) by the Emergency Management Coordinator.

- When the decision is made to declare an emergency and establish an EOC, the children of city employees and responders will be cared for (24/7) by the Parks and Recreation Staff, at Bidarki Recreation Center, along with any unsupervised children/orphans that are displaced as a result of the incident. Employees will be responsible to provide an emergency "To-Go" kit with each child if they use this service.

- If the EOP is activated, notification of additional first responders will be done through Dispatch, paging all personnel to respond to the fire hall, which is the official "check-in" site. Should the fire hall be unavailable or unsafe, the basement of the Cordova Community Baptist Church (Homeport) will be used. ALL responders, including volunteers , will FIRST check in.

- Detailed information collection and dissemination procedures are summarized in TAB 1.

- **Notification of Adjacent Jurisdictions**

  - If appropriate, adjacent jurisdictions will be notified by the Incident Commander, to request or offer aid, or to alert them of a possible threat. Valdez will be notified by telephone, or by any one of their backup communication systems (Sat phone, ham radio, or VHF radio). Yakutat will be notified by telephone. Tatitlek, Chenega, Boswell Bay residents, Canoe Pass residents, and the hatcheries will also be notified, if appropriate. Call-up rosters are available in Dispatch (in the Emergency Resource Manual) and updated as needed, at least annually, by the Emergency Management Coordinator.

***See ANNEX C: COMMUNICATIONS for specific details on frequencies and telephone numbers.

- **Incident Assessment**

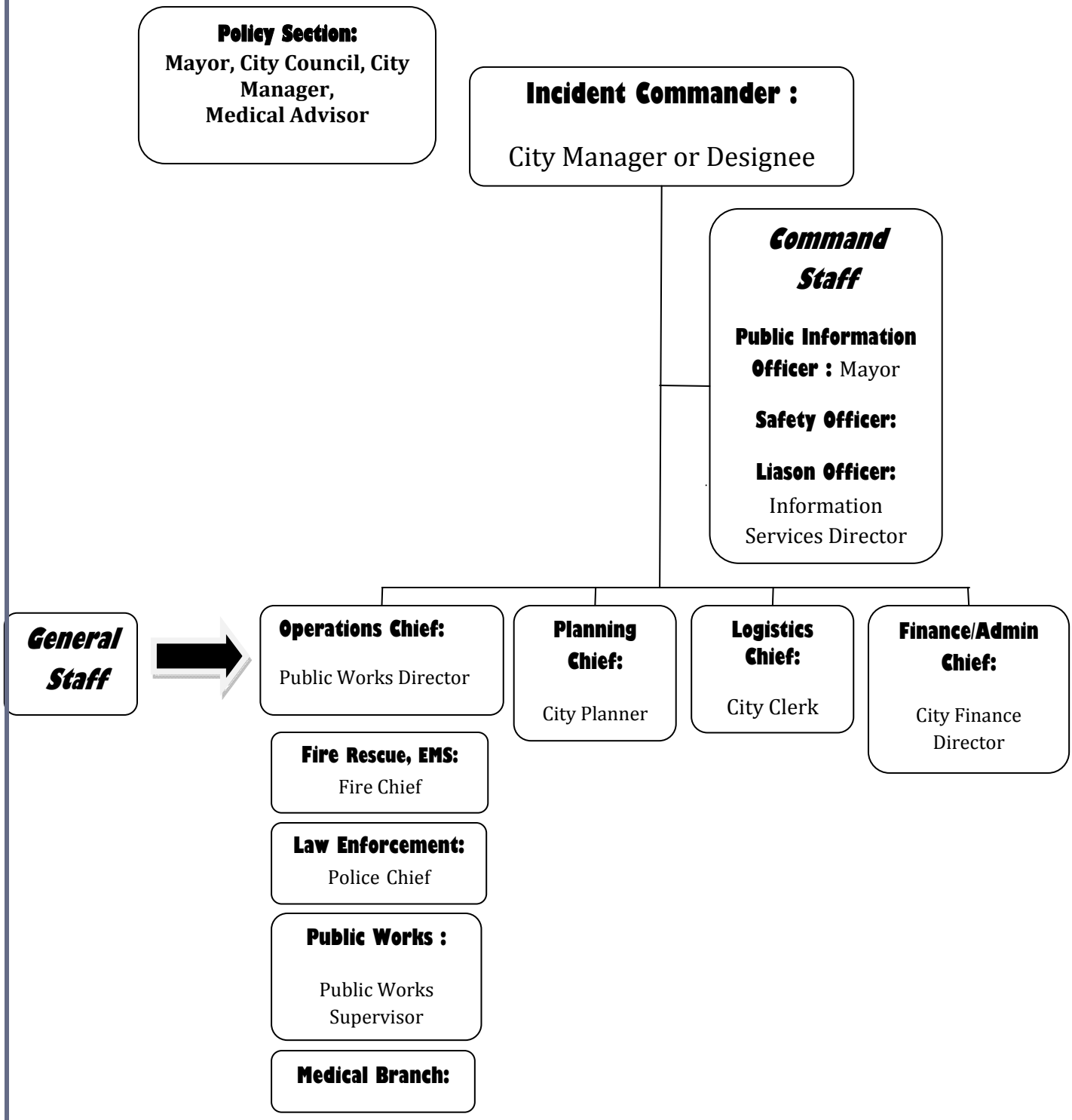
  - Initially, assessment information will be forthcoming from responding volunteers who have seen damage as they respond to the check-in site. Those responders will be expected to report damage to the Fire Chief upon their arrival at the fire hall. Information will include nature of the incident, estimated number of injuries or deaths, geographical area affected, apparent hazards, critical infrastructure affected, and property damaged. When first responders arrive at the scene, the on-scene commander assesses the situation, by whatever means appropriate, and relays that information to the City Manager via Dispatch (VHF radio or cell phone). Using the Level of Activation chart found in the Basic Plan they determine the seriousness of the event and determine the response priorities. If a disaster is declared and the EOC activated, the on-scene commander will relinquish control to the EOC Incident Commander, but will continue to monitor the scene.

Organization and Assignment of Responsibilities

- **Incident Command** The following table indicate the coordination and overall responsibilities of individuals/departments:

P= Primary Responsibility S= Secondary Responsibility	DIRECTION AND CONTROL	COMMUNICATIONS	WARNING	PUBLIC INFORMATION	EVACUATION and SHELTER IN PLACE	MASS CARE and SHELTER	HEALTH and MEDICAL	LAW ENFORCEMENT	PUBLIC WORKS and TRANSPOTATION	FIRE, RESCUE, and EMS	HAZMAT	LOGISTICS	DAMAGE ASSESSMENT
City Manager / Incident Commander	P		P		P								
Mayor	S			P									
City Clerk	S	S		S								P	
City Finance Director	S			S		S	S						S
Police Chief	S	S	S	S	S	S	S	P		S	S		S
Fire Chief	S	S	S	S	S	S	S			P	P		S
Public Works Director	S	S	S	S	S	S	S		P	S	S	S	P initial
Hospital Administrator	S	S	S	S	S	S	P						S
City Planner	S	S	S	S		S	S		S			S	P detailed
Superintendent of Schools	S	S	S	S	S	P	S					S	S
Harbormaster	S	S	S	S	S				S	S	S		S
Dispatch Supervisor	S	P	P										
Medical Branch	S						P						
Parks and Recreation						P						S	

Organizational Chart for Cordova Incident Command System



ICS ORGANIZATION

The Emergency Operations Center is divided into 6 areas of activity, using the Incident Command System and ICS Forms. They are: the Policy Group, the Command Staff, and the General Staff composed of the following four sections--Operations Section, the Planning Section, the Logistics Section, and the Finance/Administration Section.

- **The Policy Group**

  This group is made up of the Mayor, City Manager, council representatives, a Medical Branch representative, and representatives of other organizations as may be appropriate for the situation. The group will incorporate such general concepts as Incident Command System (ICS), National Incident Management System (NIMS), Multi-agency Coordination System (MACS), a PUBLIC INFORMATION SYSTEM and, if warranted, a UNIFIED COMMAND.

  The purpose of this group is to provide the Incident Commander with overall policy guidance in responding to the disaster.

- **Incident Commander**

  The Incident Commander is responsible for the implementation of this annex, as well as the responsibilities outlined in the position checklist.

  ******See Brown Boxes for Position Checklist***

- **The Command Staff**

  This staff consists of special staff positions including Public Information Officer, Liason Officer, Safety Officer, and other positions as required who report directly to the IC. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

  ******See Brown Boxes for Position Checklist***

- **<u>The General Staff</u>**

  The General staff is a group of incident management personnel organized according to function and reporting directly to the Incident Commander

  1. The Operations Section

  The Operations Section Chief is responsible for coordinating actions with the different Branches that make up this Section and ensuring assigned tasks are completed. The basic Branches within this Section (Fire/Rescue/EMS Branch, Law Enforcement Branch, Medical Branch, and Public Works Branch) fall under the supervision of Branch Directors which normally would be assigned to the department head of that department.

  ******See Brown Boxes for Position Checklist***

  2. The Planning Section

  Under the supervision of the Planning Section Chief this group performs a specialized function in the EOC and is responsible for collecting and assessing disaster data and making the information available to the Policy, Command and Operations Sections for use in their response. This Section tracks all resources assigned to the incident and their status (assigned, available, or out of service).This group is also responsible for developing the Incident Action Plan (IAP).

  ******See Brown Boxes for Position Checklist***

  3. The Logistics Section

  Under the supervision of the Logistics Section Chief this group is responsible for providing the manpower, equipment and facilities needed in support of incident activities. Resources are ordered by the Logistics Section.

  ******See Brown Boxes for Position Checklist***

  4. The Finance/Administration Section

  This section, under the supervision of the Finance/Administration Section Chief, keeps track of costs and handles all financial transactions associated with the disaster. Finance/Administration is responsible for ensuring the cost-effectiveness of resources.

  ******See Brown Boxes for Position Checklist***

ON-SCENE INCIDENT COMMAND POST (ICP)

- If a disaster occurs in an isolated area, or if the disaster requires extensive coordination of emergency service forces, a field Incident Command Post may be established by the appropriate department or agency, utilizing radio communications to Dispatch. The Incident Commander, or Unified Command, of this incident will be determined by the nature of the disaster and the lead agency requirements.

- The Incident Command Post will be established at a safe distance from the incident, but in full view of the responders. The Command Post may vary in nature but will be clearly marked with flags (if weather/wind allows) and its location announced to all responders on the radios and pagers.

- Activities and coordination between the ICP and the EOC will be communicated via VHF radios or cell/sat phones, through Dispatch. Level of Activation is decided by the on-site commander, in conjunction with the City Manager, and will depend on the size of the event and the overall impact it has on the community, or upon specific requests of the primary responding agency. They may elect to fully, or partially, activate the EOC.

- Contact between the EOC staff and their individual Sections will be maintained (whenever possible) through direct contact, with family service radios (FSR) or telephones serving as backup communications.

- Direct communications between the on-scene responders will be accomplished through direct contact, messenger, or radio transmissions. Communications will be on whatever frequency the situation dictates.

- Communications with off-scene agencies that have a response role will vary. They will be accomplished through the most appropriate means, depending upon the situation.

- The IC will request additional resources/support by contacting the Department of Homeland Security and Emergency Management at 907-478-2337, as appropriate. A Disaster Declaration and Request of Assistance must be in place prior to the IC requesting the additional resources.

- Individual citizens and volunteer groups who arrive on-scene, unsolicited, will be directed to the Check-in site, where they will be registered and assigned.

EMERGENCY MANAGEMENT COORDINATOR

- An Emergency Management Coordinator may be the City Manager, or may be appointed by the City Manager. The Emergency Management Coordinator will be the key element in emergency planning. The Emergency Management Coordinator is responsible for the establishment of the EOC, for maintaining the call-out rosters and resource lists, for completion of the annual GAP analysis, for training any new IMT members, for coordinating After Action Reviews (AAR), for maintaining the EOP, and for maintaining the Emergency Operation Center SOPs.

EMERGENCY OPERATIONS CENTER (EOC)

- **EOC STANDARD OPERATING PROCEDURES**
  The purpose of the EOC is to provide a central location for coordination of response efforts.

  The EOC will be established when the Incident Commander declares a city emergency, and activates the EOP.

  EOC SOPs have been established and copies are located in all the Brown Boxes. The EOC SOP Manual is maintained by the Emergency Management Coordinator and reviewed and/or updated as needed, at least annually.

- **EMERGENCY OPERATIONS CENTER (EOC) LOCATION**
  Upon declaration of a disaster, the Emergency Operations Center, located in City Hall, will be activated.

  If the primary EOC is unavailable, the Incident Commander will select another facility to be used as an EOC. The designated alternate EOC's are the #1) USDA-Forest Service (USFS), Cordova Ranger District Office or #2) Cordova Telephone Cooperative (CTC) . One will serve as the EOC.

See Tab 2 to this Annex for more information about the alternate EOC

CONTINUITY OF OPERATIONS

The City of Cordova has a COOP plan. The EOC is capable of being operated continuously for the duration of a disaster, as well as moving from one location to another. Each position within the EOC has a line of succession of two or more persons. Additionally, the CVFD Disaster Management Team can assist with/or assume IMT positions and/or assume these positions. Shift changes will occur every 12 hours. The hours of EOC operation will depend upon the disaster situation and the necessity of 24 hour response.

DAMAGE ASSESSMENT

- The initial damage assessments will be the responsibility of Public Works, assisted by City Police.

- As the response phase continues to unfold, the EOC incorporates damage assessment and preparation for recovery phase functions into its plan. At the request of City officials, the SEOC will deploy certified Damage Assessment Evaluators to the impacted area to evaluate buildings and facilities affected by the disaster. The EOC will begin pinpointing the locations where damage occurred and, when the evaluators arrive, designate guides for joint State/local damage assessment teams.

***See Annex I: PUBLIC WORKS and TRANSPORTATION for specific details

RESOURCE MANAGEMENT

- City resources are the responsibility of individual departments. Departmental SOP's shall address the plans and procedures for resources management and update the resource list annually, reporting it to the Emergency Management Coordinator. He will then update the Emergency Resource Manual.

- During a disaster, the Resource Unit Leader will manage incoming resources.

  - Volunteers will be directed to the check in point (fire hall or, in the event of a tsunami, Cordova Community Baptist Church) , registered , and assigned duties.

  - Two donation/incoming resource sites will be established, one in-town (site to be determined depending upon the incident) and one at the Mile 13 airport SREB (Snow Removal Equipment Building). The SREB will be the staging area for donations coming by air. The in-town site will be the donation/incoming resources staging area for resources nearer to the City center. Those staging areas will also be the distribution sites.

  - Some resources, such as the mass casualty trailer, pandemic flu supplies, and extra medical supplies have been prepositioned at the Mile 4.5 CVFD substation, out of the potential tsunami zone. The Public Health Nurse also has a cache of medical supplies, if necessary.

CRITICAL INFRASTRUCTURE and KEY RESOURCE RESTORATION

Likely damage to Critical Infrastructure and Key Resources in a disaster would include: severed underground telephone and electrical lines, compromised transportation routes, water/sewer line damage, bulk fuel tank damage, harbor/dock damage, and damage to the hospital, the clinic, and public buildings .

- All Recovery and restoration contractors offering services will first be checked for credentials through the Administration/Finance Section Chief.
- State, federal, or private organizations assisting in the repair/restoration of Critical Infrastructure and Key Resources will be coordinated through the Administrative/Finance Section Chief.
- Local roads , bridges, and culverts will be repaired by the agency responsible for them

******See Annex I: PUBLIC WORKS and TRANSPORTATION for responsible agencies***

- Damaged water/waste systems will be repaired/restored by the Water and Sewer Division of Public Works. Temporary water and waste systems will be provided until repairs can be made, with priority being public shelters.
- Repair and restoration of vital services will be done by the associated agencies, according to their internal SOP's and emergency plans. CTC will restore telephone/internet service. CEC will restore electricity damage. Shoreside Petroleum will be responsible for repairs to the fuel tank farms. Safety inspections will also be provided by those agencies before the general public is allowed back into a damaged and/or evacuated area.
- Repair of the harbor and docks will be the responsibility of the City Harbor Department
- Initial debris removal will be the responsibility of Public Works, including coordination of road closures and alternate routes of access.
- Fuel is delivered to Cordova via marine transportation to the docks. There is enough fuel in Cordova to be self sufficient for many days. However, in the unlikely event of a fuel shortage, or severe damage to the docks, it will be handled by transporting fuel in via aircraft.

DEBRIS MANAGEMENT

- The City will coordinate the cleanup and disposal of debris from the disaster according to the following process:
- The Cordova Refuse Department will be the agency responsible to coordinate the debris collection and removal activities according to their debris management plans and SOP's.
- The PIO will communicate debris management instructions to the general public, according to Refuse Department advice.
- The Public Health Nurse will be responsible to assess and resolve potential health issues related to the debris removal process. She will also develop procedures used to inspect and arrange for the inspection and subsequent disposal of contaminated food supplies from restaurants, grocery stores, or any other sources.
- Technical assistance will be requested, if necessary, from Alaska Environmental Protection Agency, as well as the State Department of Public Health.
- If there are unsafe buildings remaining after a disaster, Public Works and contracted local builders will determine any condemnation process necessary to protect the public .

TAB 1

ANNEX A: DIRECTION, CONTROL, and COORDINATION

INFORMATION COLLECTION and DISSEMINATION

Information Collected From:	Information Disseminated To:	Coordinated through:	Via:	Time Information is needed:
BEFORE EVENT				
Outside Agencies	City	City Hall	Telephone 424-6200 Fax 424-6120	n/a
DURING EVENT				
On Scene	Incident Commander or EOC	Dispatch /Message Center	VFH radio	Every 15 minutes
Outside Agencies	Incident Commander or EOC	Joint Information Center (JIC)	Messenger	Duration of incident
EOC or On Scene	General Public	PIO	KLAM, town meeting, or regular briefing outside City Hall, and social networking, including FACEBOOK and local student population	As appropriate, at least 1x/day-noon
Technical Specialists	EOC	directly	Phone, in person, fax, email	As appropriate
SEOC	EOC	directly	Phone, email, fax,	As needed
General Public	EOC	Dispatch/ Message Center	Phone, in person	
AFTER EVENT				
Outside Agencies	City	City Hall	Telephone 424-6200 Fax 424-6120	

GENERAL INFORMATION PROCEDURES

- Numerous dedicated telephone lines will be established to the message center immediately.
- All emails and faxes will be printed and eventually filed with the Documentation Unit. Additionally, all telephone conversations will be recorded in Unit Logs (ICS Form 214) and eventually filed with Documentation Unit.
- Messages will be documented on the Master EOC Message Log and subsequently sent via the General Message Form (ICS Form 213).
- The Message Center will immediately be established by the Communications Unit Leader and he will assign personnel to handle influx of telephone calls/faxes.
- The PIO will immediately establish a JIC, as well as numerous dedicated telephone lines to the JIC to accommodate influx of information.

INTELLIGENCE/INVESTIGATIVE INFORMATION COLLECTION

The collection, analysis, and sharing of incident-related intelligence are important elements of this EOP.

- Dispatched on the incident needs, the information and investigations function may be activated as a fifth Section, as an element within the Operations or: in Planning Sections, or as part of the Command Staff.
- Although the potential for terrorist activity is minimal in Cordova, it must be anticipated. Three incident intelligence areas will be focused upon, if the need to collect intelligence/investigative information arises: situation status, resource status, and anticipated incident status or escalation (e.g. weather forecasts, location of supplies, etc)
- Input from local Law Enforcement agencies will guide the intelligence information collection, analysis, and sharing.
- Intelligence information will not be shared with the general public via the PIO.
- All efforts will be made to cooperate with State and Federal authorities with regards to intelligence information.

TAB 2

DIRECTION, CONTROL, and COORDINATION

ALTERNATE EOC INFORMATION

- **The alternate EOC's are in the conference room of the Cordova Telephone Cooperative or the US Forest Service Building…or both, if necessary.**
- **Cordova Telephone Cooperative has 4 established telephone lines incoming and capability to establish ~60 outgoing telephone lines.**
- **The USFS has numerous landlines established for incoming/outgoing calls. There is no computer access; therefore, laptops would be essential. There is wireless internet access available.**

- The table below lists all supplies to be moved to Alternate EOC, if necessary.

Supplies	**From:**	**To:**	**By:**
Brown Boxes	Fire Hall	EOC	IC and Section Chiefs
City Server	City Hall	EOC	City Manager
Computers/Printers/Fax machines	City Hall	EOC	IC and Section Chiefs
Back-up Logs	City Hall	EOC	IC and Section Chiefs
Maps of Cordova	City Hall	EOC	Planning Chief
Plotter	City Hall	EOC	Planning Chief
All telephones	City Hall	EOC	Each employee

Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each position is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Police Department	PD
Cordova Volunteer Fire Department	CVFD
Harbor Department	HAR
Cordova School District	CSD
Emergency Management Coordinator	EMC
Public Works	PW
Shelter Manager	SM
Fire Chief	FC
Emergency Management Organization	EMO
Logistics Section Chief	LSC

POSITION CHECKLIST: DIRECTION, CONTROL and COORDINATION

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
Maintain a personnel alerting or call-up roster for evacuation procedures	**CVFD**
Maintain/update the volunteer Disaster Registry, identifying special needs citizens	**EMC**
Maintain primary and secondary communications systems and regularly test warning systems	**ALL ENTITIES**

Review assignments of all personnel and brief those who will have emergency tasks to perform	**ALL ENTITIES**
Have vital equipment in the condition necessary for evacuation procedures	**ALL ENTITIES**
Identify hazard areas that may require evacuation	**EMO**
Inventory population within hazard areas that may require evacuation	**EMO**
Develop evacuation/shelter in place plans, procedures, and training programs for public information on warning signals and evacuation routes in the community	**EMC**
Identify transportation resources for use during emergencies	**EMC**
Identify critical supplies and equipment that may have to be moved and arrange for transportation of same if an evacuation is declared	**ALL ENTITIES**
Identify special needs population groups requiring special assistance during evacuation (i.e. senior citizens, handicapped and disabled, etc.). The "Disaster Registry" must be used to facilitate locating and assisting the at-risk population.	**EMC**
Maintain/update current MOU's with neighboring jurisdictions that may receive evacuees	**EMC**
RESPONSE	
Identify appropriate evacuation routes, taking into account road capacities, conditions, and weather	**PW**
Ensure shelter facilities are properly signed	**SM**
Prepare emergency public information about evacuation routes and procedures and disseminate this information as appropriate	**PIO**
Notify DHS&EM of possible evacuation and State assistance required to support the evacuation	**IC**
Move critical supplies and equipment to a safe area	**ALL ENTITIES**
Manage, or possibly relocate incarcerated persons, if necessary	**PD**
Determine population numbers that must be relocated, appropriate reception areas, and evacuation routes and resources to support an efficient and effective evacuation effort	**IC**
Issue evacuation or shelter in place orders	**IC or FC or PD**
Evacuate or shelter in place students, if necessary	**CSD**
Disseminate emergency public information on affected areas requiring evacuation, evacuation routes and reception areas for the relocated population	**PIO**
Coordinate traffic and perimeter control, as well as security for the evacuation area	**PD**

Procure the volunteer "Disaster Registry" for special needs population groups and evacuate them. Patients and Long-Term-Care residents at the Cordova Community Medical Center may require ambulance transportation	**IC**
Coordinate reception areas for receiving the relocated population	**CSD and/or SM**
Provide Situation Leader with the current status of Evacuation operations/resources	**OSC**
Maintain records accurately, including using NIMS logs daily (Form 214)	**ALL ENTITIES**
RECOVERY	
Prepare emergency public information about procedures to return to homes/businesses or to terminate shelter in place	**PIO**
Arrange transportation for essential workers to commute to hazardous areas	**LSC**
Coordinate the relocation of the sheltered population or return to evacuated areas with other EOC staff when safe	**IC**
Coordinate traffic control for return	**PD**
Assist displaced citizens in returning to their homes/businesses	**CVFD, PW**
Address any associated health concerns or actions that returning evacuees should take when returning to homes or businesses	**PHN,** PIO
Coordinate with Public Information Office to disseminate recovery and disaster assistance information	**ALL ENTITIES**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Provide appreciation and recognition to solicited and non-solicited volunteers and to state and federal personnel sent to help	**ALL ENTITIES**
Perform an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX B: WARNING

Purpose

The purpose of this annex is to receive, record, and transmit Watch and Warning information to the officials and residents of Cordova to prevent loss of life and minimize damage caused by a disaster. It is likely, that if the warning system is used, it will be for a tsunami. The annex is written with an emphasis on tsunami warnings, but the concepts are the same for any warning.

Situation

The hazard analysis for Cordova indicates numerous potential hazards that may indicate a City-wide warning.

- Cordova is a coastal community and tsunamis are a potential threat. Many homes are in the tsunami zone, and much of Cordova's critical infrastructure is located in tsunami zones.
- Other hazards that may threaten the City and activate a warning are encroaching severe weather or winds, approaching volcanic ashfall, or approaching nuclear fallout.
- There is currently one siren in Cordova, with plans to add three more.
- CVFD trains to warn citizens in the tsunami zone door-to-door, if necessary.

Assumptions

- The warning siren(s) will be maintained and tested weekly.
- Door-to-door evacuation drills will be practiced regularly.
- The Tsunami Ready program will be established and adhered to.
- All efforts will be made by the City to erect the remaining (tsunami) warning sirens in a timely fashion.

Limitations

- It is not known whether there will be sufficient time to warn residents in the event of a tsunami, even with the tsunami voice warning system.
- At present, only one of the four (4) tsunami sirens has been successfully erected and tested.
- Evacuation route signs, from the tsunami inundation zone, are not yet installed in Cordova.

Concept of Operations

Receipt of Warning

- If an earthquake occurs, which is of sufficient magnitude and in such a location that a tsunami could be generated, the Alaska Tsunami Warning Center, Palmer, Alaska, will issue a Tsunami Watch or a Tsunami Warning over the Emergency Alert System. If the earthquake is in the Pacific and/or remote Alaskan waters, the Honolulu Observatory will issue the warning. The warning will be disseminated over the Warning System by one of these agencies and State Control will call the roll of the Alaskan Coastal Stations (received in Cordova Dispatch), to make sure each station has received the warning. In the event that a station does not answer a roll call, contact will be established by radio, telephone, or other appropriate means. Coastal communities not on the Warning System will be notified by a community in the area which is on the System by the most expeditious means. Attempts to notify the villages of Tatilek and Chenega will be by Cordova Dispatch via telephone. Attempts to notify Canoe Pass residents and Boswell Bay residents will be via telephone or VHF FM radio (through the marine operator). In order to notify isolated hatcheries in Prince William Sound, Prince William Sound Aquaculture Corporation will be notified by Dispatch via telephone (or runner). They will, in turn, notify their hatchery personnel.

- If severe weather or winds are approaching, NOAA will issue a warning, which is monitored by Dispatch and the Harbor Master. Those warnings will be disseminated by Dispatch to Cordova, Tatilek, Chenega, Canoe Pass, Boswell Bay, and the hatcheries (via Prince William Sound Aquaculture Corporation).

- School officials also monitor the NOAA weather radios, one in each facility.

- In the event of a volcanic ash fallout, Dispatch will be notified by Emergency Alert System and disseminated by Dispatch to Cordova, Tatilek, Chenega, Canoe Pass, Boswell Bay, and warning the hatcheries(via Prince William Sound Aquaculture Corporation).

- In the event of a nuclear fallout, Dispatch will be notified by Emergency Alert System and notice will be disseminated by Dispatch to Cordova, Tatilek, Chenega, Canoe Pass, Boswell Bay, and the hatcheries (again, via Prince William Sound Aquaculture Corporation).

- Cordova has numerous Amateur Ham Radio Operators. Should all other communications be ineffective, and Dispatch has not received the warning, Ham Radio Operators will receive the Warnings and send a message, via runner, to Dispatch.

******See REFERENCES for a copy of the warning Call-out Roster***

Dissemination of Warning

The warning will come directly to Cordova Dispatch. When warning is received, the Dispatcher will follow the procedures outlined below:

- Dispatch determines whether an immediate warning needs to be disseminated and has the authority to issue the warning.

- Immediately pass the information, exactly as received, to the City Manager/Incident Commander, the Assistant City Manager, the Fire Chief , and the Fire Marshal. Any of these four also has the authority to determine when a warning shall be issued.

- If the arrival time of a tsunami/other catastrophic event is estimated to be within a relatively short time, for example less than two hours, Dispatch or the IC will order all agencies/individuals on the notification list to be notified (by Dispatch) and the siren activated with the Warning Signal, along with the appropriate message.

- If estimated arrival time of the tsunami/other catastrophic event is several hours (or more) away, the IC will determine when to alert the agencies on the list and in what manner.

- The primary means of notification to the public will be voice enhanced siren signals, which will be backed up by commercial radio (radio station KLAM/KCDV) and Cordova GCI Channel 1 notification. Dispatch will be responsible to notify each entity, as well as activating the sirens.

- Secondary means of disseminating the warning is by a door-to-door evacuation plan implemented by the Cordova Volunteer Fire Department, assisted by the Harbor Department. The Harbor Department will assist by evacuating the harbor areas. Any PA systems available in public vehicles will also be used to warn citizens.

Execution for Tsunami Warnings

- Originally, only areas 100 feet or more above high water or one mile inland were safe from a tsunami. In Cordova, that means areas east of Second Street and north of Adams Avenue were safe. Areas in the vicinity of Eyak Lake were unlikely to receive damage from a tsunami. However, an Army Corp of Engineers report estimated a run-up of 28.5 feet due to surrounding shallow water and island protection. People working or living in other areas must be evacuated to these safe areas prior to the estimated arrival of a wave.
- Radio and T.V. notices, loud speaker systems, and/or door-to-door notifications will instruct the residents who are in the lower areas to proceed to safe areas at or above the level of First Street. Dispatch has pre-scripted EAS messages for local identified hazards.
- "Stay Puts" (those residents unwilling to evacuate) will be contacted by Cordova Police.
- The requirement to remain in a safe area is for a relatively short time; therefore, it is not necessary to plan for support of the population evacuated to these areas unless severe weather conditions create a need for shelter from the elements. Mt. Eccles Elementary School will be used as an initial evacuation site, if necessary.

Execution for All Other Warnings

- Radio and T.V. notices, loud speaker systems , and/or door-to-door notifications will instruct the residents what to do or where to go when a disaster is imminent.

Minimum Warning

- Should a severe earthquake occur in the water areas in the vicinity of Cordova, it is possible that it could generate a tsunami which would hit the community before the Tsunami Warning Center could determine the location and the intensity of the disturbance. It is likely that an earthquake of the intensity required to generate a tsunami occurring near Cordova would be felt by the residents. The public is therefore informed that if a quake is felt which threatens to knock them down, and continues for fifteen seconds or longer, they should immediately proceed to a safe area without waiting for official notification.

Warning for Special Needs Populations

- If the threat occurs during school hours, families will be notified by the school through Cordova School District standard emergency notification protocols.
- Cordova Family Resource Center is responsible to contact special needs populations in town, including Sunset View Apartments, the elderly, the homebound, and the physically challenged. A "Disaster Registry" volunteer sign-up list of the special needs population will be established by the Emergency Management Coordinator and kept in the Emergency Resource Manual (in Dispatch), for that purpose. An additional list will be given to Cordova Family Resource Center.
- The Chamber of Commerce will be notified, by Dispatch, of the threat, and the Chamber will then notify local businesses.
- Tourists will be notified by sirens.

Organization and Assignment of Responsibilities

The person who has overall responsibility for Warning is the Dispatcher. The Dispatcher will issue the warning, immediately page out CVFD, and then contact the City Manager/Incident Commander.

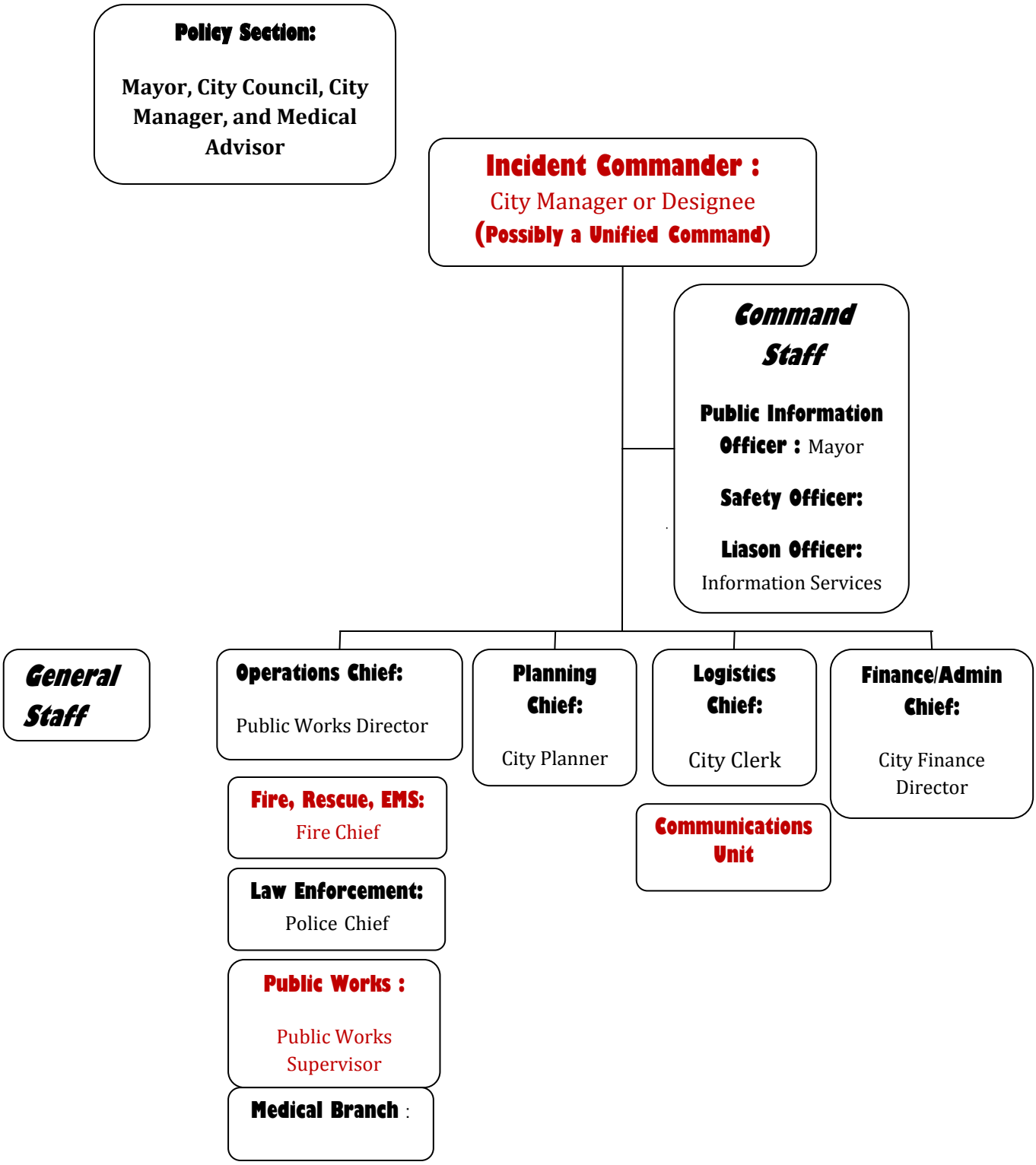
- When the decision is made to warn the community, the Incident Commander and Incident Management Team (IMT) will be contacted, via telephone or messenger. The IMT will take action to notify and mobilize the appropriate organizations which they are responsible for coordinating. This will be accomplished through telephones, pagers, or messengers, as appropriate.

***See TAB 1 of this annex

- Call-up rosters are available in Dispatch, in the Logistics Brown Box, and in the Fire Marshal's office (in the Emergency Management Manual). They will be updated as needed, at least annually, by the Emergency Management Coordinator.

Organizational Chart for Warning

***RED indicates activation of that entity for WARNING



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Dispatch	DIS
Police Department	PD
Cordova Volunteer Fire Department	CVFD
Harbor Department	HAR
Fire Marshal	FM
Cordova School District	CSD
Cordova Family Resource Center	CFRC
Emergency Management Coordinator	EMC

POSITION CHECKLIST: WARNING

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
PREPARATION	
Maintain a personnel roster for call-out procedures and update annually	**<u>EMC</u>**
Roster call-out lists will be called/tested annually	**<u>DIS</u>**
Maintain/update the volunteer Disaster Registry, identifying special needs citizens	**<u>EMC</u>**
Warning sirens will be maintained regularly and tested weekly	**<u>FM</u>**
Warning messages will be pre-scripted and updated annually	**<u>EMC</u>**
Review assignments of all personnel and brief those who will have emergency tasks to perform	**<u>ALL ENTITIES</u>**
Have vital equipment in the condition necessary for warning procedures	**<u>ALL ENTITIES</u>**

RESPONSE	
Receive warning information	**DIS**
Determine need and timeframe to warn citizens	**DIS**
Disseminate warning in English, Spanish , and Tagalog, if necessary	**DIS**
Notify CVFD, City Manager, and IMT immediately, if warranted	**DIS**
Initiate door-to-door warning	**CVFD,** HAR,PD
Prepare for and receive short-term evacuees	**CSD**
Repeat warning for "stay-puts", if time warrants and it is safe enough	**PD**
Notify DHS&EM of possible evacuation and State assistance required to support the evacuation	**IC**
Refer to **Annex E: Evacuation and Shelter in Place**, if warranted	**ALL ENTITIES**
Coordinate traffic and perimeter control, as well as security for the evacuation area	**PD**
Procure the volunteer "Disaster Registry" for special needs population groups and warn them. Patients and Long-Term-Care residents at the Cordova Community Medical Center may require ambulance transportation	**IC**
Provide Situation Leader with the current status of Warning operations/resources	**OSC**
Maintain records accurately, including using NIMS logs daily (ICS Form 214)	**UNIT LEADERS**
RECOVERY	
Prepare emergency public information about procedures to follow in the recovery phase	**PIO**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Perform a post-incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX C: COMMUNICATIONS

Purpose

The purpose of this annex is to describe the communications systems currently available within the City of Cordova.

- The need to effectively communicate is of critical importance during disaster response and recovery operations.

Situation

Dispatch, located adjacent to the EOC, has VHF radio capability and is able to stay in contact with Fire/EMS and Federal, State, and local Police response units at all times. It is also able to maintain radio contact with, Public Works, Harbor, and Sewer and Water response units at all times.

Additionally, agencies within the City of Cordova listed in the following TABLE 1 have mobile and/or hand held VHF radios available for day-to-day and emergency use. They have the ability to communicate with Dispatch (and each other) in an emergency over VHF channels.

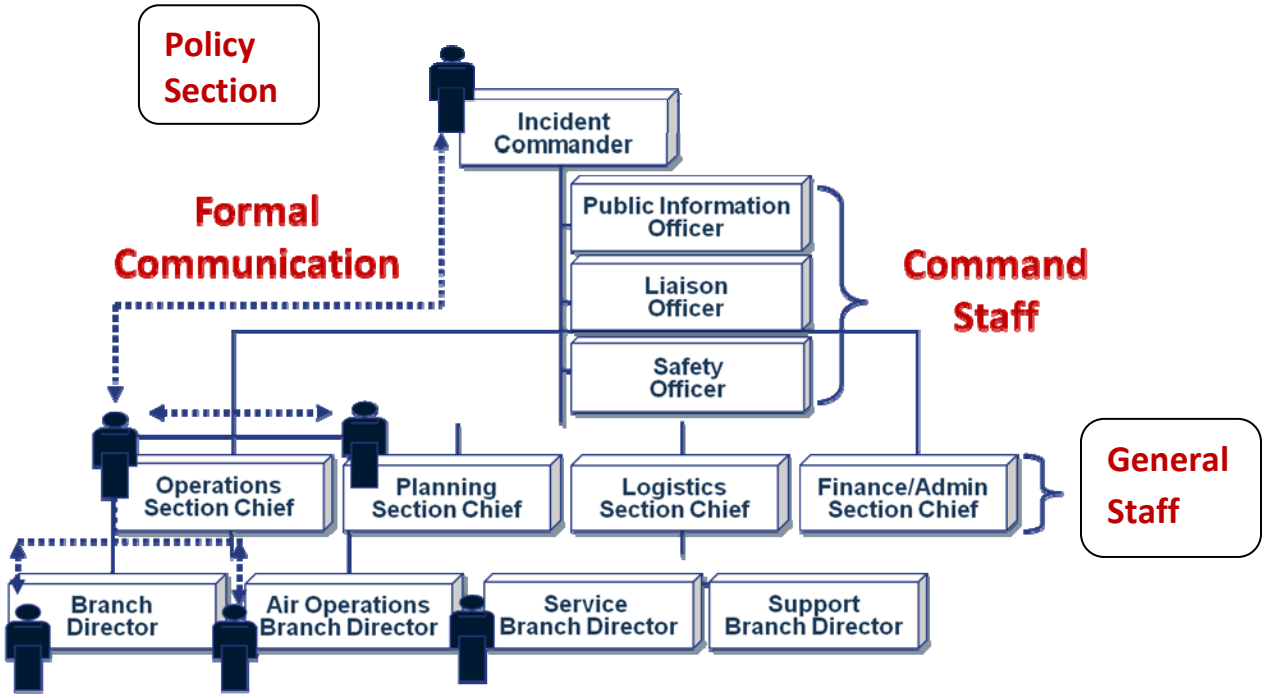
TABLE 1

Agency/ Dept./ or Neighboring Jurisdiction	Primary Communication with Dispatch …and each other	Additional Communications
US Forest Service	VHF FM and VHF	Iridium Sat Phones
AK State Troopers	VHF FM and VHF	ALMR, Iridium Sat Phones
AK Department of Fish and Game	VHF	Sat Phones and Single Sideband
Native Village of Eyak	Telephone	
Air Charter Services	VHF FM and VHF Aircraft	
Cordova Electric Cooperative	VHF	
Cordova Telephone Cooperative	Cell phones	
Cordova Community Medical Center	VHF FM and the 4 Channel Aircraft VHF	UHF and numerous FRS's
Cordova Harbor	VHF FM	
Cordova School District		UHF
US C G Sycamore	Marine VHF (channels 13, 22, and 68)	Sat phone and Voice over internet phone
US CG Air Facility	VHF	UHF, HF (receive only)
Fishing Fleet	VHF FM	Global Star System Sat Phones and some CB's
PWS Aquaculture Corporation	VHF FM	
Chenega	Telephone- Andy McLaughlin	VHF
Tatitlek	Telephone- David Totemoff Sr	VHF

Assumptions

It is assumed that during major disaster situations, normal telecommunications may be disrupted for an extended period. Ham radio or fixed, mobile and hand held radios, using frequencies assigned by the Communications Unit Leader, may be the only method of communicating. Runners and sat phones may also be utilized.

- It is assumed that all communications during an emergency will use common terminology. No 10 codes will be utilized.
- It is assumed that the Dispatch control center, response agencies and field units have available fixed, mobile or hand held radio devices to effectively communicate.
- It is further assumed that when telecommunications are functional , the line of formal communications will follow the typical ICS structure , as shown below:



Limitations

- Although the telephone (including cell and satellite phones) remains one of the most effective means of communicating information even during emergency operations, it has shortcomings. Despite technical improvements that have occurred in recent years, telephones are still subject to failure and/or system overload.

- Cordova does not currently have an Enhanced 911 system

- Dispatch has a limited number of personnel available for an extended emergency situation.

- The City is not yet ALMR capable but Cordova Post AK Wildlife Troopers are tied into ALMR through Trooper frequencies. However, some "dead zones" exist in the Cordova area. ALMR communications will soon be established in the City.

Concept of Operations

The Emergency Operations Center, located in City Hall, is the focal point for coordinating all response and recovery efforts during major disaster situations. Dispatch, located in City Hall, has VHF radio capability and is able to communicate with Fire and Police, Public Works, Harbor, and Sewer and Water response units at all times.

- Emergency communications to the state should be directed to the State Emergency Operation Center (SEOC) at 907-478-2337, the Alaska Department of Homeland Security and Emergency Management.

- Tab 1 to this Annex contains a general listing of all communication assets assigned to the various agencies within the City of Cordova. A more specific list is found in the Emergency Resource Manual.

- Amateur Radio (HAM) Operators provide valuable communications assistance during times of emergency. There is one experienced HAM operator in Cordova and 19 new operators. A listing of known amateurs in the local area is included in the Emergency Resource Manual.

- Should normal telephone and cell phone access fail, satellite phones will be used. A listing of known satellite phone numbers in Cordova is included in the Emergency Resource Manual. This list will be updated and sent to the West Coast and AK Tsunami Warning Center (907-745-4212) and the Alaska SEOC (1-800-478-2337) annually, by the Emergency Management Coordinator.

- Communications with neighboring jurisdictions will be maintained through routine telephone channels, unless the emergency disrupts telecommunications. Resource lists that include backup communications for the neighboring communities of Valdez, Yakutat, Chenega Bay, and Tatitlek will be updated by the Emergency Management Coordinator annually and copies kept in the Emergency Resource Manual located in Dispatch, Cordova Volunteer Fire Department, and the Communications Unit Leader packet (found in the Logistics Brown Box).

- In addition to the above, some individual residents in the Cordova area have C.B. radios available for their personal usage. Channel 9 is the common user emergency channel.

- A volunteer senior/special needs phone tree will be established to help notify our elderly/special needs population in the event of an emergency. Family Resource Center will make the calls. That phone tree will be stored, confidentially, in Dispatch and Family Resource Center…and activated by Dispatch when appropriate. The Emergency Management Coordinator will update the phone tree each year.

- In order to stay in constant communications with the above mentioned agencies, it is essential that the Emergency Operations Center staff members have programmable, hand held radio capability available. As a minimum, radios should be assigned to the Incident Command, Operations, Planning, Logistics and Finance Sections. Additionally, each Section Chief should be assigned numerous FRS (family radio service) radios to distribute within their sections.

- Communication shortfalls with the radios will be managed in various ways, depending upon the problem. Cell phones may be used, if functioning. Sat phones may be utilized. Lastly, if everything else fails, ~20 individuals, in numerous local agencies, have been trained in HAM radio, so ARES may be utilized.

- Should the City communications systems fail, it will immediately contact the State of Alaska SEOC for assistance (1-800-478-2337). The State of AK has access to the 103rd Civil Support Team, a cache of ALMR radios, and other communications resources/personnel that could be utilized.

ROLES, RESPONSIBILITIES

Radio/communication assets are purchased, maintained and assigned by the individual response agencies, i.e. Fire Department, Police Department, Public Works, etc.

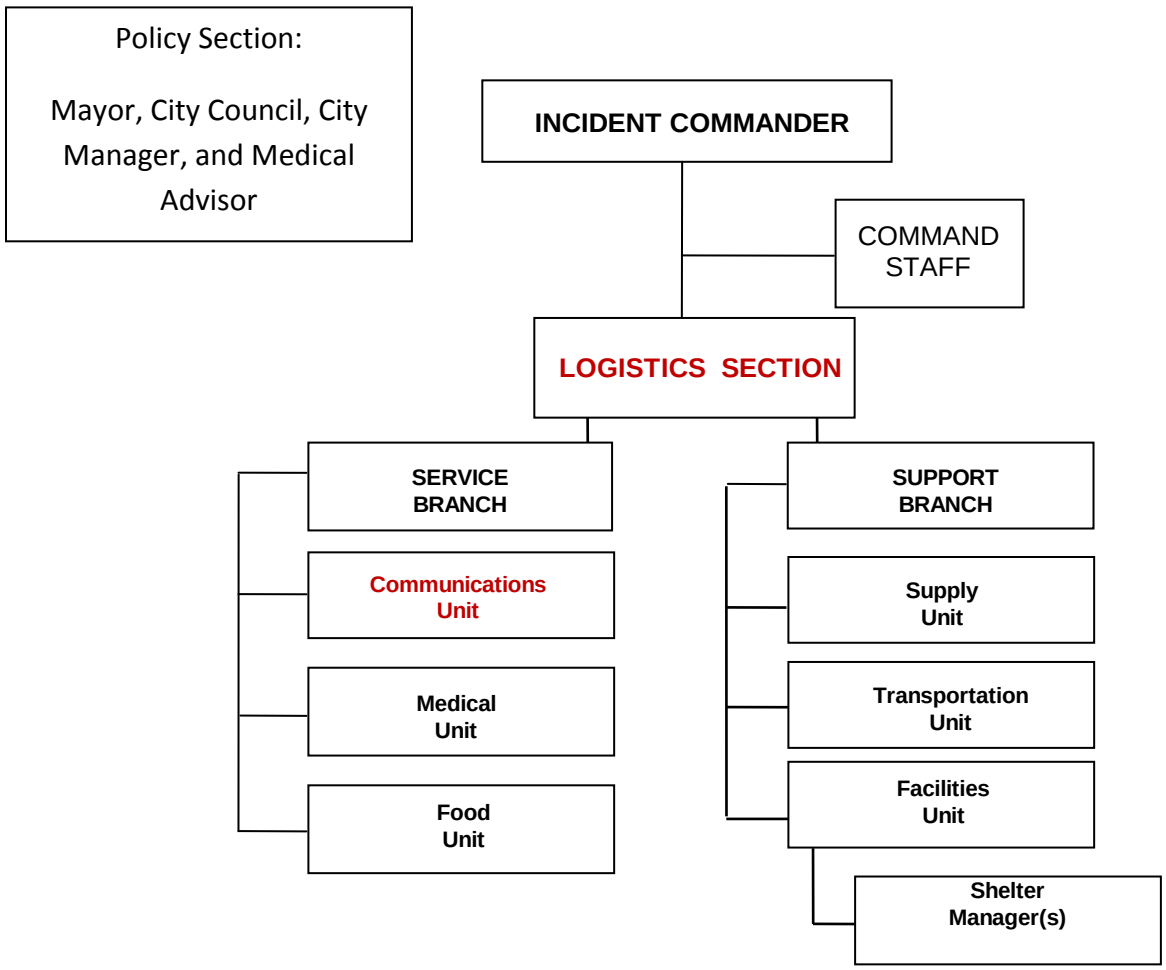
- Each organization that owns or controls radio/communication assets will provide the Emergency Management Coordinator with an updated copy of their inventory at the beginning of each fiscal year. Any significant changes that occur throughout the year will also be brought to the attention of the Coordinator. All changes will be recorded in the Emergency Resource Manual. The Coordinator is responsible for reviewing this Annex annually, and when any significant changes occur

COORDINATION

- Communications will follow the Incident Command System.
- Communications between the on-scene personnel/agencies will be via VHF channels. The specific frequencies used will be assigned by the Communications Unit Leader. Cell phones will also be used if they are functioning. Table 1 (page 75) indicates which agencies are VHF capable on City channels.
- A Mobile EOC is currently being equipped. It will have ALMR capabilities…multiple radio frequencies…cell phone and satellite phone capabilities…and HAM radio capabilities.
- Communications between the on-scene personnel and the off-site personnel/agencies (for example: CCMC, Ilanka, shelters, and the Incident Management Team) will be accomplished via VHF channels. The IMT will have at least 5 VFH FM radios…each shelter will be issued a VHF FM radio…and CCMC will use their VHF base radio. The specific frequencies used will be assigned by the Communications Unit Leader.
- Dispatch will support and coordinate the on-scene personnel/agencies via VHF FM radios…Consolette One, Consolette Two, and the 4 Channel radio.
    - Basic procedures to facilitate communications include:
        - Repeating all transmissions
        - Using military time
        - Avoiding 10 code use
        - Documenting all transmissions
        - Making sure that backup power is available and ready to support radio communications

- If radios are not functioning, Dispatch will use sat phones, FRS radios, runners , or HAM radio
- MOU's are in place with the telephone company (CTC) and the electric company (CEC) in the event that communications are disrupted. They have agreed to make City repairs a priority.
- 24 hour communications are currently provided on a daily basis.

ORGANIZATIONAL CHART FOR COMMUNICATIONS



*****PLEASE NOTE THAT the COMMUNICATIONS UNIT IS ALLOWED TO COMMUNICATE DIRECTLY WITH ALL LEVELS**

Specific responsibilities for the following jobs are found in the Responsibility Checklist. The abbreviation for each job is found in the table below.

Each Individual City Department	ICD
Communication Unit Leader (Dispatch Supervisor)	ComUL
Emergency Management Coordinator	EMC
Logistics Section Chief	LSC
Incident Command	IC

RESPONSIBILITY CHECKLIST: COMMUNICATIONS

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>Underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
PREPARATION	
Maintain a personnel roster for communications procedures and update annually	**<u>EMC</u>**
Roster call-out lists will be called/tested annually	**<u>DIS</u>**
Purchase, maintain, and assign communications equipment	**<u>ICD</u>**
Test communications equipment the first day of each month	**<u>ICD</u>**
Update communications equipment lists annually and forward to Emergency Management Coordinator	**<u>ICD</u>**
Update Annex C Communications annually, or when significant changes occur	**<u>EMC</u>**
Update communication information from neighboring communities annually	**<u>EMC</u>**

Maintain/update the volunteer Disaster Registry, identifying special needs citizens	**EMC**
Have vital equipment in the condition necessary for communication procedures	**ALL ENTITIES**
RESPONSE	
Make certain that a Communications Unit Leader has been assigned immediately	**LSC**
Obtain Communications Unit Leader checklist (found in Logistics Brown Box and in Dispatch) and establish emergency communication procedures immediately.	**ComUL**
Obtain supplemental staffing, as necessary	**ComUL**
Work closely with the IMT as the EOC is established	**ComUL**
Obtain briefing from the Logistics Section Chief every operational period	**ComUL**
Assign Communications Center Manager and Lead Incident Dispatcher.	**ComUL**
Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines	**ComUL**
Assign radios to appropriate recipients, making certain to photograph each individual with their radio and document each assignment, as a tracking method	**ComUL**
Evaluate safety and health (including mental health)of staff and take necessary actions	**ComUL**
RECOVERY	
Communicate final Communication Unit status to EOC and compile a final report	**ComUL**
Reassign staff, as necessary…back to normal schedule	**ICD**
Oversee the restoration of normal services	**ICD**
Restock supplies and equipment used in the event return any borrowed equipment after proper cleaning/inspection	**ComUL, ICD**
Itemize all damaged equipment and supplies and submit to Finance/Administration Section	**ComUL, ICD**
Provide appreciation and recognition to solicited and non-solicited volunteers	**ICD**
Continue to evaluate safety and health (including mental health)of staff and take necessary actions	**ICD**
Restore normal non-essential services	**ICD**
Provide a copy of all documentation to the Planning Section Chief	**ComUL**
Take actions necessary to restore public confidence	**ALL ENTITIES**

TAB 1

ANNEX C: COMMUNICATIONS

- **The communications network of the City of Cordova is properly licensed by the FCC. The City-wide frequency used is 154.965. 154.965 is labeled Ski Sx or Fleet on all city radios. There are several other frequencies also used in Cordova on a day-to-day basis. See table below.**

	4 Channel Radio	**Consolette One** **Ski Hill Repeater**	**Consolette Two** **Heney Ridge Repeater**
Ski Hill Sx (or "Fleet") (Simplex)	154.965 MHZ	154.965 MHZ	154.965 MHZ
Ski Hill Rpt (Repeater)		154.965 /PL 123.0 158.760/PL 127.3	154.850 /PL
Heney RNG (Range)		158.760/PL 127.3 155.850	154.965/PL
PD Tactical		155.010 MHZ (scrambled)	155.010 MHZ (scrambled)
SAR		156.300 MHZ	156.300 MHZ
Marine Channel 16	156.800 MHZ	156.800 MHZ	156.800 MHZ
Marine Channel 22		157.010 MHZ	157.010 MHZ
Marine Channel 68	156.425 MHZ	156.425 MHZ	156.425 MHZ
Public Works	155.745 MHZ		

The City also has several radio base stations

(These units are not in vehicles, nor handheld. They are 12 V radios with 110 power supply power to the wall):

A. Public Safety Dispatch (will be the primary EOC unit)

B. Director of Public Works Office

C. Public Works Shop (Whitshed Road)

D. Harbormaster's office (Nicholoff Way) VHF FM hard wire

E. Cordova Community Medical Center (Chase Avenue)

A. Public Safety Dispatch (primary EOC unit):

This unit is located in the City Hall building, and is equipped with automatic auxiliary power. It is manned 24 hours/day by the Police Department staff. The 911 phone system is a 2-wire rotary trunk system. From that, police, fire and rescue are paged by an encoder in dispatch. Should the encoder fail, the dispatcher can activate pagers from Fire Department Engine #2 which is located 50 feet away. In addition, the hospital (also equipped with automatic auxiliary power) has a pager encoder which they can use for paging Fire/EMS and hospital staff. It could be used to alert Fire/EMS personnel, if necessary. In addition to the 911 phone lines, Dispatch receives calls via regular business lines. There are four 911 lines incoming to Dispatch, as well as 5 regular lines.

Dispatch monitors numerous radio frequencies on three separate units: Consolette One, Consolette Two, and the 4 Channel Radio. The Ski Hill Sx frequency is what all city radios use daily and is the frequency used for paging. A separate radio also monitors Forest Service radio traffic.

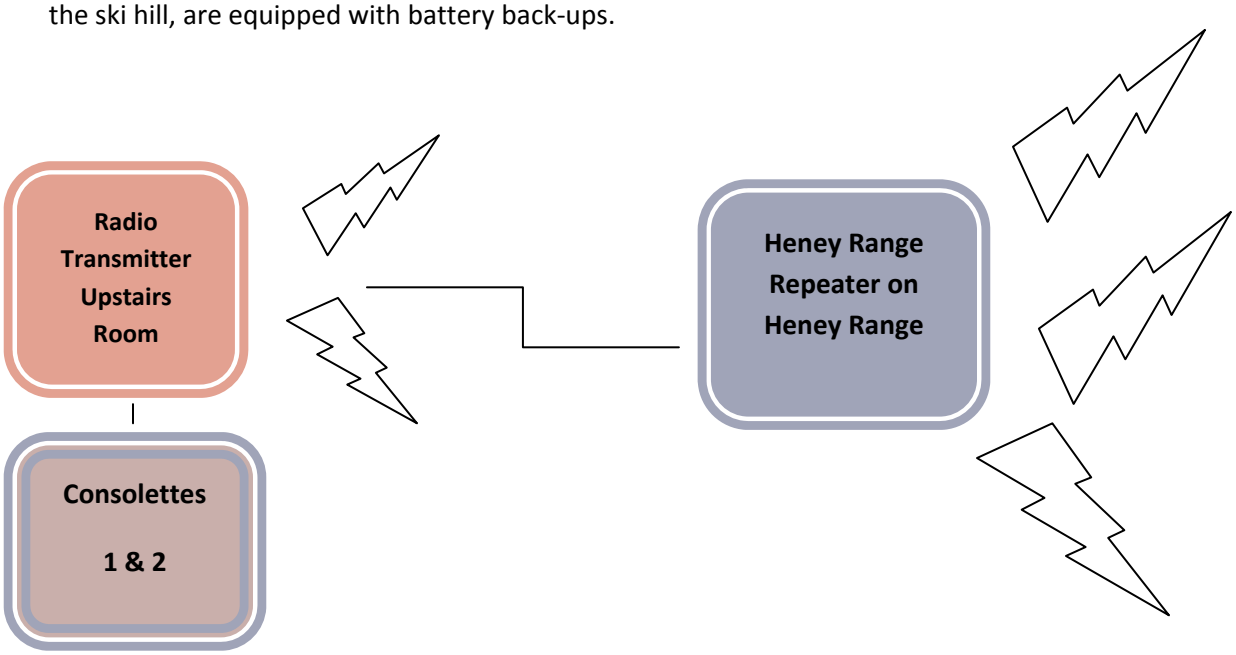
The National Warning System (NAWAS) radio/phone is also located in Dispatch. Dispatch is notified of national or statewide emergencies, from nuclear attack to earthquakes and tsunamis, on that radio.

*****In the event of a tsunami,** Dispatch will move to the CTC or USFS building and operate there.

How the DISPATCH radios works: The radio console in Dispatch is a remote set.

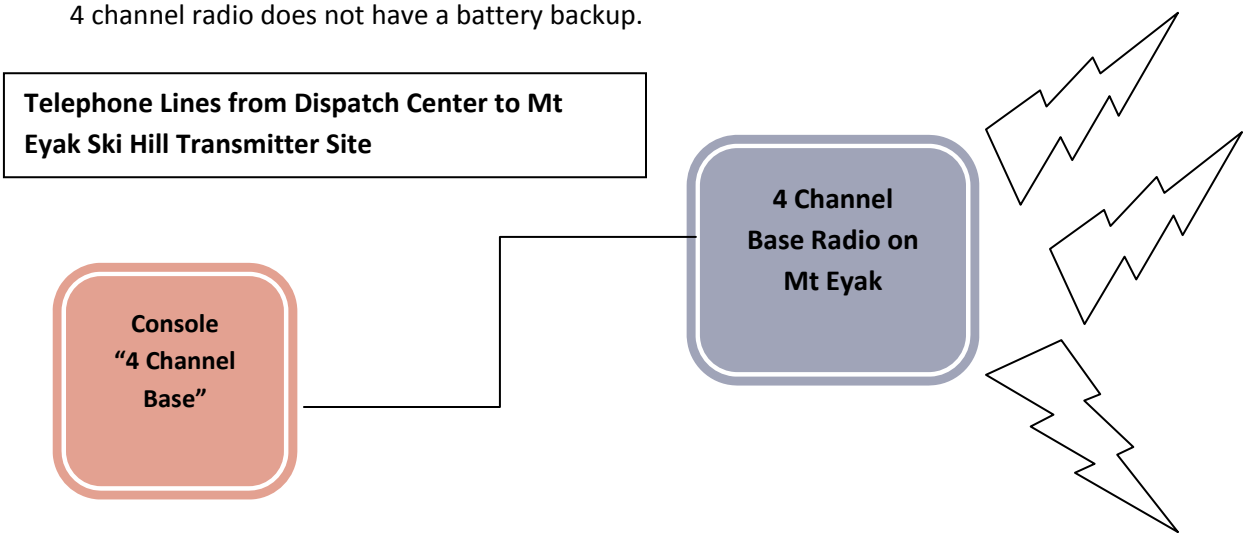
How the Consolettes Work:

The actual transmitter for Consolette 1 and Consolette 2 is located in a store room upstairs in City Hall. From there the signal is transmitted via antenna to a repeater on the Ski Hill (1220') for increased range. The Consolette repeater transmitters, located in buildings on the ski hill, are equipped with battery back-ups.



How the 4 Channel Works:

The signal from the Dispatch 4 channel radio is VHF, carried to the transmitter on the ski hill via phone cable. Power to the transmitter is via power line from the base of the ski hill. The 4 channel radio does not have a battery backup.



B. Director of Public Works Office:

Located on the second floor of the City Hall building, this base radio is equipped with an 8-channel, 45 watt radio transmitter (not remotely connected with a distant transmitter). The radio is primarily used for routine Public Works functions. The frequencies contained are all of the city channels as well as 3 marine channels (16, 68 and 22).

C. Public Works Shop:

It is located on Whitshed Road and is equipped with an 8-channel, 45 watt radio identical to the one in the Public Works Office.

D. Harbormaster's Office:

Located on Nicholoff Way is equipped with one base radio transmitter. The Motorola (which also contains marine 16 & 68) contains the Ski Hill Sx and the Public Works working channel. It is a VHF marine radio, hard mounted.

E. Cordova Community Medical Center:

It is located on Chase Avenue and is equipped with a base radio transmitter with the Ski Hill Sx frequency and a pager encoder. CCMC also uses cell phones to communicate with personnel.

Additionally there are other base stations in Cordova:

A. **Cordova Telephone Co-Op (alternate EOC)**

It is located on 2nd Street. A cabinet in the CTC meeting room contains a NAWAS phone, regular phone (emergency and city phone numbers can be switched to this location in a few minutes).Additionally, antenna cables and radio transmit lines are located there for attaching a radio. The remote radio unit in dispatch should be transported to the EOC in the event of an emergency.

B. USFS (alternate EOC) It is located on 2nd street

The USFS Radio system is composed of three independent systems: Anchorage, Seward, and Cordova. There are 13 repeater sites across the forest, for USFS employees. Dispatch does have capabilities to communicate with the USFS, and monitors their frequency.

C. USCG Sycamore (when in port)

It is located on the ship. They monitor marine channels 16, 21, and 13.

City of Cordova

ANNEX D: EMERGENCY PUBLIC INFORMATION

Purpose

An Emergency Public Information (EPI) annex describes the means, organization and process by which the city will provide timely, accurate, and useful information and instructions to area residents and the media throughout an emergency.

Situation

Emergency Public Information is disseminated to the public via the warning system, the vehicular PA systems, radio and television stations (GCI TV Channel 1 scanner), newspaper (Cordova Times), informational brochures and posters, public forums, and the internet (www.cityofCordova.net).

- In time of emergency, a Joint Information Center (JIC) will be established to organize and coordinate the dissemination of information. The Public Information Officer will be the sole source disseminating the information. The JIC serves as the official public information point of contact to preclude unfounded rumors and inaccurate information.

Assumptions

- During emergency situations, the general public will demand information about the emergency situation and instructions on proper response/survival action.
- The media will also demand information about emergency situations. The local media, particularly broadcast, will perform an essential role in providing emergency instructions and up-to-date information to the public. Depending on the severity of the emergency, or the media conception of the severity of the emergency, State or National media will also cover the story and demand both information and comment from local officials.
- Depending on the severity of the emergency, telephone communications may be sporadic or impossible, due to system overload. Radio and television may also be off the air due to power failure. Electromagnetic pulse (EMP), resulting from a nuclear weapon discharge or the sun, could further disrupt communications.

Limitations

- There are times when disaster strikes without warning and the public information system cannot react quickly enough to warn the public about the hazard.
- Demand for information could be overwhelming if sufficient trained staff is not available.

Concept of Operations

General:

- The Incident Commander will establish a centralized Joint Information Center as the official point of contact for release of emergency information during major disaster situations.
- Newspaper offices, radio and television stations throughout the area will be requested to assist in the coordinated dissemination of emergency information to the public.

- The Public Information Officer, in coordination with the Incident Commander, will approve all emergency information and instructions prior to dissemination by the news media. That information will specifically state that it comes from the "City of Cordova".

- Rumors and incorrect information will be quickly addressed by immediately disseminating the correct information.

- Special needs populations will be reached by making sure that information is disseminated in numerous venues…via the written word, via auditory means, and in appropriate languages.

- Responders and local officials will refer the media to the Public Information Officer at all times.

- The Public Information Officer will make certain that the radio and television are monitored for incorrect information.

Direction and Control:

- The overall direction and control function is addressed in the Basic Plan and in Annex A: Direction and Control. The Public Information Officer, when appointed, reports directly to the Incident Commander .

Organization and Assignment of Responsibilities

Organization:

- The City of Cordova does not have a full time Public Information Officer assigned. During non-emergency periods, the overall responsibility for the dissemination of disaster related public information rests with the City Manager and/or the Emergency Management Coordinator. The Superintendent of Schools also plays a vital role in ensuring that students and faculty receive emergency public information.

- During periods of imminent emergency or when the Emergency Operations Center has been activated, the City Manager will designate a member of his or her staff to serve as the Public Information Officer for the City of Cordova. Normally, this function will be assigned to the City Mayor. Additional staff members from the Office of the City Manager or other City departments will be designated to assist the Public Information Officer if necessary. The person selected to serve as the Public Information Officer should have experience in working with the media and be generally familiar with the operations and policies of the City government.

- Pre-scripted messages/public instructions for specific hazards will be available in the Brown Box for the Public Information Officer, as well as in the Emergency Resource Manual.

- The Public Information Officer is a member of the Emergency Operations Center Command Staff and reports directly to the Incident Commander. He or she will serve as the primary focal point for all information releases pertaining to the emergency. The Public Information Officer also provides his or her services to the Mayor, City Manager and Council in matters pertaining to the dissemination of emergency public information.

- The Incident Commander approves all EPI releases.

- Local media contacts are:

Radio	KLAM 14.50 AM/KCDV 100.9 FM ***can disseminate information immediately	JR Lewis	424-5475
TV	GCI Channel 1 – scanner ***can disseminate information within hours	Cindy Bradford	424-7318
Newspaper	Cordova Times ***can disseminate information weekly	Joy Landaluce	424-3181

Organizational Chart for Emergency Public Information

***RED indicates activation of that entity for EMERGENCY PUBLIC INFORMATION

Policy Section:

Mayor, City Council, City Manager, and Medical Advisor

Incident Commander :
City Manager or Designee
(Possibly a Unified Command)

Command Staff

Public Information Officer : Mayor

Safety Officer:

Liason Officer:
Information Services Director

Operations Chief:
Public Works Director

Planning Chief:
City Planner

Logistics Chief:
City Clerk

Finance/Admin Chief:
City Finance Director

Fire, Rescue, EMS:
Fire Chief

Law Enforcement:
Police Chief

Public Works :
Public Works Supervisor

Medical Branch :

Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Public Information Officer	PIO
Emergency Management Coordinator	EMC

POSITION CHECKLIST: EMERGENCY PUBLIC INFORMATION

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
During times of increased readiness or during an actual emergency, keep the general public and the news media apprised of the current situation	**PIO**
Establish procedures to counter rumors with factual information	**PIO**
Create sample news releases for various types of disasters and locate them in the PIO Brown Box	**EMC**
Organize and train public information staff who are assigned emergency responsibilities	**EMC**
Establish procedures for the collection, authentication and dissemination of official information during an emergency	**EMC**
Develop procedures to assure that all information for dissemination to the public conforms to national security requirements.	**EMC**
Update existing plans for the dissemination of emergency public information	**EMC**
Coordinate with other city officials	**EMC**
Disseminate emergency planning information to the general public	**EMC**
RESPONSE	
When the Emergency Operations Center has been activated, initiate the EPI process	**PIO**
Establish and manage a JIC, if appropriate	**PIO**
Stay abreast of the current situation and coordinate the information releases with the	**PIO**

Incident Commander , who will approve ALL informational releases	
Determine from the Incident commander if there are any limits on information release.	**PIO**
Develop materials for use in media briefings.	**PIO**
Inform public/media and conduct media briefings, as well as any tours necessary.	**PIO**
Arrange for tours or other media briefings, as necessary.	**PIO**
Obtain media information that may be useful to incident planning.	**PIO**
Maintain NIMS Unit Activity Log (Form 214)	**PIO**
RECOVERY	
Communicate final Public Information status to EOC.	**PIO**
Restock supplies and equipment used in the event return any borrowed/rented equipment after proper cleaning/inspection.	**PIO**
Itemize all damaged equipment and supplies and submit list to Finance/Administration Section	**PIO**
Provide a copy of all documentation to the Planning Section Chief.	**PIO**

City of Cordova

ANNEX E: EVACUATION and SHELTER IN PLACE

Purpose

This annex provides for the orderly and expeditious movement of people to a safe area from an area believed to be at risk, when emergency situations necessitate such action. Additionally, this annex describes the implementation of shelter-in-place procedures, if necessary.

Situation

- The City of Cordova is subject to a number of potential natural and technological hazards which might require the evacuation of segments of or the entire the population. These include, but are not limited to major structural fires, power failure, tank farm damage, fuel shortages, tsunamis, earthquakes, flooding, acts of terrorism, and hazardous materials releases.

- Cordova is not considered to be a potential nuclear weapon target site under Nuclear Attack Planning Base - 1990 (N.A.P.B. - 90), a planning guide issued by the Federal Emergency Management Agency (FEMA) in April 1987. However, the community could be subject to conventional weapons attack or fallout from nuclear weapons detonated elsewhere in Alaska.

Assumptions

It is assumed that:

- In most instances there will be sufficient time available to warn the general public of an impending disaster and permit at least some evacuation effort.
- People who refuse to follow evacuation instructions will be left alone until all who are willing to leave have evacuated. Time permitting, further efforts will be made to persuade the stay-puts to evacuate.
- Many evacuees will seek shelter with relatives and friends outside of the evacuated area.
- Cordova will not be the recipient of evacuees from neighboring jurisdictions
- All MOU's needed for outside help are maintained and updated
- A Marine vessel (cruise ship) accident in the vicinity may require evacuation to Cordova, as well as subsequent short term sheltering.

***See ANNEX G: MASS CARE and SHELTERING

Limitations

Due to community isolation, evacuating the entire population from Cordova would be difficult. There are no roads leading out. Mass evacuations would need to be facilitated by airplanes, ferries, ships or boats.

- Severe winter conditions, darkness, or dangerous roads conditions could restrict movement of the population in general and prevent or hinder access to shelter sites..
- The capacity of private vehicles and busses used for local evacuation is a limiting factor, as is the number of busses in Cordova (4).

Concept of Operations

Evacuation may prove to be the only practical means of protecting people from the effects of some disasters. The number of people to be evacuated will depend upon the nature of the incident. This could range from evacuation of a few families in the event of a localized fire to a major evacuation for a tsunami or hazardous materials spill incident. Evacuation involving only a small number of people can be handled without elaborate measures by on-scene Police and Fire Department personnel. Large scale evacuations will normally involve activation of the Emergency Operations Center (EOC) and mobilization of off-duty personnel. Additionally, circumstances may warrant shelter in-place procedures.

- There are a number of factors that will be considered prior to ordering an evacuation/shelter-in-place. These include:
    - Overall threat and nature of threat.
    - Time until onset.
    - Weather.
    - Evacuation routes and their susceptibility to the hazard.
    - Availability of shelters.
- Citizens of Cordova will be notified/warned using the criteria described in the Annex B: WARNING.

See ANNEX B: WARNING

- After the initial evacuation/shelter-in-place procedures, citizens will be updated with relevant information, at least daily, by the PIO. This information will include actions to follow throughout the event , as well any decisions to terminate sheltering-in-place

See ANNEX D: EMERGENCY PUBLIC INFORMATION

- Special needs populations will be notified by Cordova Family Resource Center, through the volunteer Disaster Registry, to ascertain whether they need extra help in evacuating/sheltering-in-place. Hospital residents and patients will be evacuated with the help of hospital personnel and CVFD.

EVACUATION

- Public education will be provided to the Citizens of Cordova regarding evacuation procedures.
- Those people who own or have access to a vehicle will be urged to pick up others enroute to the evacuation safe area. If time permits, transit and school busses will also be utilized to move evacuees to a safe area. MOU's will be established with the appropriate entities for the use of busses. Although the above mentioned sources of transportation will accommodate most of the evacuees, it may be necessary for some people to flee on foot to the nearest safe area.
- Cordova School District will implement their internal evacuation plans, if necessary.
- Vehicles that encounter mechanical problems and are blocking roadways will be pushed off the roadway.
- The urgency of the need to evacuate will generally require a reception center that will be known to the citizens, safe from tsunamis, and always available to temporarily shelter evacuees from inclement weather, until regular shelters can be opened. Mt. Eccles Elementary School is the designated temporary shelter/reception center.
- Plans to return evacuees to their homes in an orderly and safe fashion will be initiated by the Planning Section as soon as it is evident that there WILL be evacuees. CVFD, Public Works, and family friends will be assisting the return of evacuees, including the special needs population, back to their homes. In the case of hospital residents and patients, CVFD and hospital personnel will assist in returning evacuees to the hospital.
- Factors considered prior to making the decision to return evacuees to their homes/businesses will include:
  - Overall threat
  - Condition of the individual homes or businesses
  - Whether access routes are clear and safe

SHELTER IN PLACE

- Public education will be provided to the Citizens of Cordova regarding shelter in place procedures.
- Once a shelter in place is called, residents are expected to immediately go indoors, bring all children and animals with them, and to close and lock windows and doors. All ways in which

outside materials may enter the shelter area should be eliminated, including closure of fireplace dampers, shutting off ventilation or climate control systems, and prepare an area for pets to eliminate waste that does not require allowing them outside. If told to do so via television or radio, those sheltering should seal their rooms with duct tape and plastic. Upon reaching shelter, those who were outside for a period of time seeking shelter after the shelter in place was called and who may have been exposed to chemical contaminants should remove all outer clothing, put it in a plastic bag, and wash with warm water. After an announcement that the shelter in place is over, residents should go outside and open all doors and windows to ventilate the shelter. Similar processes should be followed in cars, workplaces, or schools.

- Factors considered prior to making the decision to terminate sheltering-in-place will be:
  - Input from technical experts
  - Weather and wind patterns
  - Condition of the affected area
  - Whether or not the hazardous material is stabilized/neutralized

PET SHELTERING IN PLACE

- If a shelter in place is called, owners are responsible to shelter their pets.

- In an evacuation, pets will not be allowed in public shelters, but will be housed in an established pet shelter, which will be operated by the Pet Shelter Manager. In a mass evacuation of the entire population, pets will be accommodated, but must have individual kennels.

Organization and Assignment of Responsibilities

The person making the decision to evacuate/shelter in-place will vary depending upon the circumstances.

- In a rapidly developing situation such as a major fire or hazardous materials spill, the decision will normally be made by the senior Fire or Police Department official at the scene. The criticality of the situation simply does not allow for any delay since evacuation procedures must be affected immediately. Within the City of Cordova, Fire and Police Department officials are authorized to carry out large-scale warning and evacuation operations in accordance with departmental SOP's.

- There are other circumstances, however, when time may be available to permit a more coordinated approach to the decision making process. In general, flooding, distant tsunami generation, ash fallout, or attack related situations present such an opportunity. There will normally be ample warning before a flood actually occurs and most strategists believe there will be a buildup phase prior to any overt hostile action. In such circumstances, the Incident Commander, Policy Section, and Operations Section Chief should be apprised of the situation and become part of the decision making process. Regardless of the situation, it is mandatory that these officials be notified at the earliest opportunity of evacuation actions being taken, even if it is after the fact.

- The Incident Commander has overall authority for evacuation efforts within the City of Cordova.

- Police and Fire Department officials are responsible for issuing immediate, on-the-scene emergency evacuation orders as necessary and directing the evacuation effort. The City Manager/Incident Commander will be notified anytime evacuation orders have been issued.

- Small scale evacuations will normally be handled by field forces of the Police and/or Fire Department in accordance with departmental SOP's.

- Large scale evacuations of a major portion of the population, out of Cordova entirely, would be accomplished through AK Airlines, Alaska Marine Highway, or the fishing fleet. Receiving neighboring jurisdictions could potentially be Anchorage or Valdez.

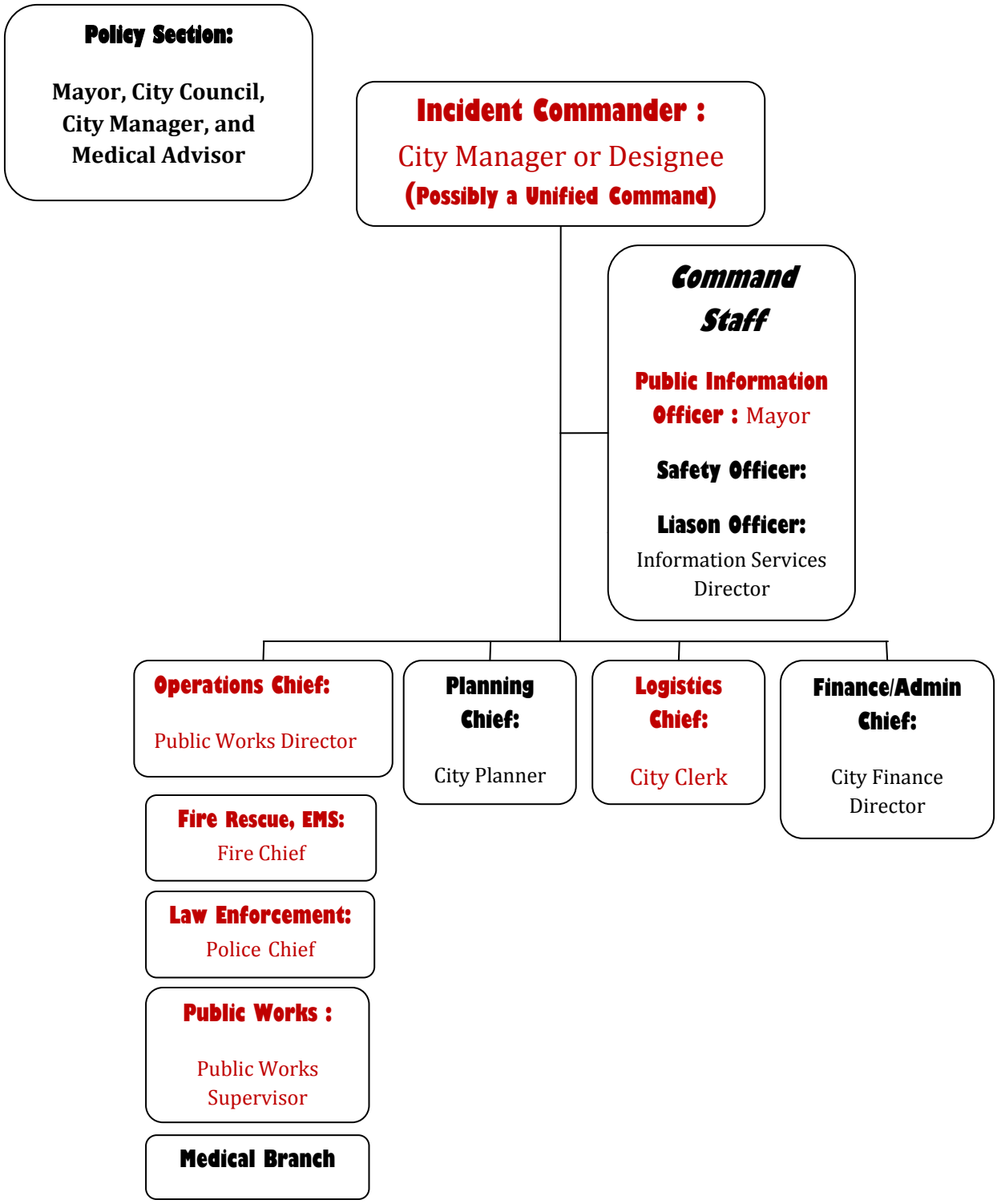
- The Public Health Nurse will address any associated health concerns or actions that returning evacuees should take when returning to homes or businesses.

- The PIO will be responsible to disseminate the information.

- Disaster events requiring the relocation of major segments of the population will normally be of a magnitude that requires activation of the Emergency Operations Center. Once the Emergency Operations Center has been activated, all evacuation efforts will be coordinated by the Operations Section and the Logistics Section within the EOC.

Organizational Chart for Evacuation and Shelter in Place

***RED indicates activation of that entity for EVACUATION and SHELTERING in PLACE



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each position is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Communications Unit Leader	ComUL
Police Department	PD
Cordova Volunteer Fire Department	CVFD
Harbor Department	HAR
Cordova School District	CSD
Emergency Management Coordinator	EMC
Public Works	PW
Facilities Unit Leader	FUL
Emergency Management Organization	EMO
Logistics Section Chief	LSC

POSITION CHECKLIST: EVACUATION and SHELTER in PLACE

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
Maintain a personnel alerting or call-up roster for evacuation procedures	**CVFD**
Maintain/update the volunteer Disaster Registry, identifying special needs citizens	**EMC**

Maintain primary and secondary communications systems and regularly test warning systems	**ALL ENTITIES**
Review assignments of all personnel and brief those who will have emergency tasks to perform	**ALL ENTITIES**
Have vital equipment in the condition necessary for evacuation procedures	**ALL ENTITIES**
Identify, by specific hazard, areas that may require evacuation	**EMO**
Inventory population within hazard areas that may require evacuation	**EMO**
Develop evacuation/shelter in place plans, procedures, and training programs for public information on warning signals and evacuation routes in the community	**EMO**
Identify transportation resources for use during emergencies	**EMO**
Identify critical supplies and equipment that may have to be moved and arrange for transportation of same if an evacuation is declared	**ALL ENTITIES**
Identify special needs population groups requiring special assistance during evacuation (i.e. senior citizens, handicapped and disabled, etc.). The volunteer "Disaster Registry" must be used to facilitate locating and assisting the at-risk population.	**EMC**
Maintain/update current MOU's with neighboring jurisdictions that may receive evacuees	**EMC**
RESPONSE	
Identify appropriate evacuation routes, taking into account road capacities, conditions, and weather	**PW**
Ensure shelter facilities are properly signed	**FUL**
Prepare emergency public information about evacuation routes and procedures and disseminate this information as appropriate	**PIO**
Notify DHS&EM of possible evacuation and State assistance required to support the evacuation	**IC**
Move critical supplies and equipment to a safe area, according to departmental SOP's	**ALL ENTITIES**
Manage, or possibly relocate incarcerated persons, if necessary	**PD**
Determine population numbers that must be relocated, appropriate reception areas, and evacuation routes and resources to support an efficient and effective evacuation effort	**IC**
Issue evacuation or shelter in place orders	**IC or PD**
Evacuate or shelter in place students, if necessary	**CSD**
Disseminate emergency public information on affected areas requiring evacuation,	**PIO**

evacuation routes and reception areas for the relocated population	
Coordinate traffic and perimeter control, as well as security for the evacuation area	**PD**
Procure the volunteer "Disaster Registry" for special needs population groups and evacuate them. Patients and Long-Term-Care residents at the Cordova Community Medical Center may require ambulance transportation	**IC**
Coordinate reception areas for receiving the relocated population	**CSD and/or FUL**
Provide Situation Leader with the current status of Evacuation operations/resources	**OSC**
Maintain records accurately, including using NIMS logs daily (ICS Form 214)	**UNIT LEADERS**
RECOVERY	
Prepare emergency public information about procedures to return to homes/businesses or to terminate shelter in place	**PIO**
Arrange transportation for essential workers to commute to hazardous areas	**LSC**
Coordinate the relocation of the sheltered population or their return to evacuated areas	**IC**
Coordinate traffic control for return	**PD**
Assist displaced citizens in returning to their homes/businesses	**LSC**
Address any associated health concerns or actions that returning evacuees should take when returning to homes or businesses	**PHN,** PIO
Coordinate with Public Information Office to disseminate recovery and disaster assistance information	**ALL ENTITIES**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Perform a post incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX F: MASS CARE AND SHELTERING

Purpose

The purpose of this ANNEX is to provide guidance regarding the location, establishment and operation of shelters and mass care facilities during natural disasters, emergency situations, hazardous materials incidents or hostile enemy activity:

- The City of Cordova IMT will activate the appropriate facilities to meet one or more of the following needs:
    - Sheltering of persons who have been displaced from their homes
    - Sheltering of persons with special needs
    - Feeding of persons who have been displaced from their homes
    - Sheltering of domestic animals
    - Delivery of human services, including behavioral health
    - Receive, manage, and secure Strategic National Stockpile.

Situation

It is highly unlikely that the City of Cordova will be faced with the problem of sheltering large numbers of evacuees from other communities throughout the State

- The City of Cordova has sufficient spaces available to shelter the general public from the effects of all potential natural and manmade hazards. With relatively minor upgrading, there are also facilities available to protect the public from radiation fallout resulting from a nuclear detonation elsewhere in the State. However, there are no facilities within the local area that could withstand the effects of a direct nuclear hit within the City. A listing of all potential shelters is found in the Emergency Resource Manual.

- The American Red Cross normally has the responsibility for operating shelters during disaster situations. Unfortunately, there is no Red Cross Chapter in the Cordova area, although there is a Red Cross representative. The closest Chapter is located in Anchorage and there would be a time lag before these resources would become available in Cordova. It is therefore essential that local volunteers be recruited and trained in shelter management.

Assumptions

Individuals trained in shelter management will staff the City's mass care facilities. Alaska American Red Cross (I-800-660-4272) will be available to support shelter operations, and will take over shelter management, if so requested.

- It is assumed that associated MOU's have been established and updated.
- Depending upon the nature of the disaster, many evacuees will seek shelter with friends and relatives, thus reducing the need for public shelter. As a rule, less than 25 percent of evacuees go to shelters.
- In most instances, some advance warning of impending disaster will be received, thus allowing a portion of the community to seek shelter.
- In the event that evacuees are exposed to hazards posed by the disaster (e.g. chemical hazards, etc.), they will be decontaminated by CVFD after screening and prior to admittance to the shelter.
- If necessary, weather providing, overflow tents can be set up at the City campground and at the campsites at Mile 13.
- The American Red Cross standards for sheltering and feeding will be assumed for planning purposes.

Limitations

Currently, there are no supplies in the shelters, nor are the shelters equipped with emergency generators and generator hookups.

- Severe weather conditions will limit the upgrading of shelters or the building of expedient shelters, as well as restrict movement of the population and prevent access to shelter sites.

Concept of Operations

Red Cross sheltering practices will be used as a guideline for the management of Cordova shelters.

- **KEY COMPONENTS OF THE MASS CARE AND SHELTERING ANNEX:**
  - Facility Unit Leader(FacUL)…the person responsible for all facilities used during the incident, including shelters
  - Shelter Manager (SM)….the person responsible for the management of the shelter.
  - Facility operator(FO)…the person who is the responsible party for any building being used as a shelter
  - Food Unit Leader (FUL)…the person responsible for food

- The number of people to be sheltered will vary greatly depending upon the nature of the incident. Experience has shown that people generally look upon public shelters as a last resort, preferring to stay with friends or relatives if that option is available. In small scale disasters, where only a few people are involved, use of available hotel/motel space is often times the preferred alternative for those who have nowhere else to go. Conversely, major events such as a catastrophic earthquake would require an extensive sheltering effort by the local government. It would require a coordinated effort on the part of all public officials and volunteer agencies and will normally require activation of the Emergency Operations Center.

- EOC will inform the Facility Unit Leader of expected number of evacuees.

- Each shelter manager will be issued a VHF FM radio in order to have contact with The Facilities Unit Leader. FRS radios may be issued to shelter staff members for internal communications.

- Each individual or head of household within the city is encouraged to develop a family disaster plan that includes maintaining supplies to sustain them for seven days and a plan to shelter with family or friends when necessary. A “go kit” should be assembled by each family to take to public shelter if they are displaced from their homes.

- The city will provide translation services, as able, for persons with limited English proficiency sheltered at congregate care facilities.

- An Initial Care Center, Mt. Eccles Elementary School, will be activated, if necessary, to provide limited shelter services at the onset of an emergency until a mass care facility can be activated to provide regular shelter. The City will coordinate the transportation of persons from an initial care center to a mass care facility.

- Public briefings at mass care facilities and initial care centers will be made available in written format to ensure that persons with hearing disabilities are able to obtain accurate information.

- The City will coordinate the delivery of mass care services with local voluntary organizations. Shelters will be established at community centers, faith-based facilities, local hotels, and schools. Hotels will be reserved for the infirm and special needs populations who require above average comforts and conveniences.

- If an emergency occurs during school hours, the priority of the City's School District is to provide safety and shelter for students and their families.

- Following a major disaster, the City will conduct a safety evaluation of a facility and approve a mass care site before it may be activated.

- The Facilities Unit Leader will activate a shelter(s) when an emergency requires mass care facility activation. The shelter manager will coordinate efforts, with the assistance of the facility operator.

- Mass feeding will take place in the location most suitable for the specific emergency. Options are shelters, pre-designated feeding sites, restaurants, and cannery kitchens.

- Pet shelters will be established, if warranted. The pre-designated Pet Shelter Manager and Pet Emergency Response Team will establish and manage the shelter. The Pet Shelter manager will immediately contact the American Society for the Prevention of Cruelty to Animals and the American Humane Society to request support teams, if warranted.

Authority and References

- The authority of the Shelter Manager(s) begin(s) as soon as the Incident Commander declares a state of emergency, indicates that mass care and shelter will be needed, and chooses a shelter manager. That authority ends when the IC returns the community to normal operational status.

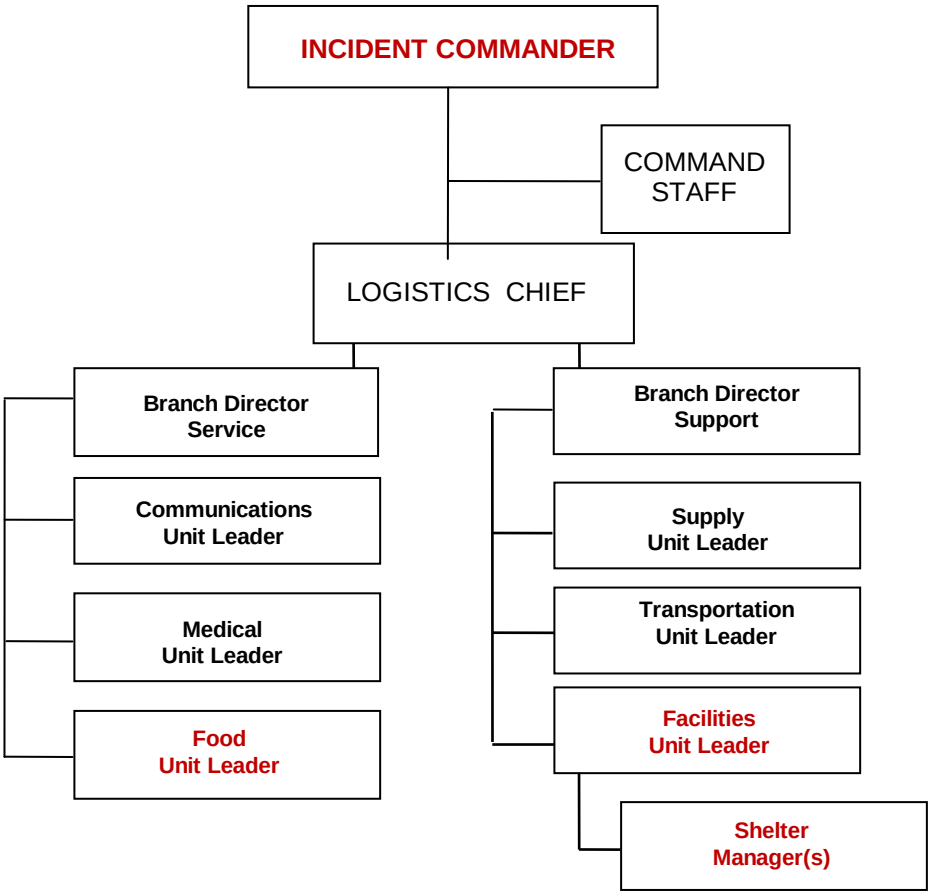
- There will be no official pre-delegation of the shelter manager(s). The Incident Commander will assign one of the Red Cross trained individuals in the community for the job(s). Persons currently qualified and willing are:

    - Frank Wicks 424-3236
    - Jim Nygaard 424-3265
    - Robyn Kincaid 424-6286

Organization and Assignment of Responsibilities

Organizational Chart for Mass Care and Shelter

***RED indicates activation of that entity for MASS CARE and SHELTERING



Specific responsibilities for the following jobs are found in the Job Checklist. The abbreviation for each job is found in the table below.

Logistics Chief	LC
Facilities Unit Leader	FacUL
Facility Operator	FO
Food Unit Leader	FUL
Shelter manager	SM
Public Information Officer	PIO
Police Department (424-6100)	PD
Public Works (424-6231)	PW
Public Health Nurse (424-4547)	PHN
Mental Health Services (Sound Alternatives and Cordova Family Resource Center)	MHS
Incident Commander	IC
Salvation Army (424-3134)	SA
Alaska American Red Cross 1-800-660-4272	ARC
Pet Shelter Manager	PSM
Disaster Animal Response Team	DART
Red Cross Disaster Assistance Team	DAT
Mental Health Support (Sound Alternatives 424-8300 and Cordova Family Resource Center 424-5674)	MHS
Cordova Telephone Cooperative	CTC
Cordova Electric Cooperative	CEC
Dispatch	Dispatch

POSITION CHECKLIST: MASS CARE AND SHELTERING

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
Maintain roster of personnel available for assignment as shelter managers and cooks	**EMC**
Maintain primary and secondary communications systems and regularly test	**ALL ENTITIES**
Establish need for shelters and relay that information to Dispatch	**IC**
Issue evacuation or shelter in place orders	**IC or PD**
Coordinate initial reception area, Mt Eccles, for receiving the relocated population, while waiting for shelters to open	**CSD and/or SM**
Identify critical supplies and equipment that may have to be moved and arrange for transportation of same if an evacuation is declared	**ALL ENTITIES**
Determine population numbers that must be relocated/sheltered, and evacuation routes and resources to support an efficient and effective evacuation effort	**IC**
Select safe shelter site(s) and establish communications with the shelter facility contact.	**FacUL**
Contact shelter manager(s)	**Dispatch**
Select shelter site(s) for special needs population, if necessary. Establish communications with the shelter facility contact for special needs population	**FacUL**
Identify and determine arrangements for unsupervised/orphaned children. Bidarki Recreation Center is first choice.	**SM, MHS**
Notify DHS&EM of possible evacuation/sheltering and State/Red Cross assistance required to support the sheltering	**IC**
Establish liason with the local and private support services for the provision of resources and personnel required to augment operations of the shelter system. Notify Anchorage Red Cross via (800) 660-4272. They can either assist in management or manage the shelter for the city.	**IC**
Conduct initial pre-occupancy shelter inspections. In major earthquake scenario, inspections must be performed at each shelter site before occupancy and after each aftershock	**PW,** PD

Appoint shelter manager(s) and issue Shelter Tool Kits (with numerous copies of Red Cross Shelter Operation Workbook in the toolkit)	**FacUL**
Appoint Food Unit Leader	**FacUL**
Coordinate food supply and storage requirements for mass feeding sites with EOC staff. Contact trained cooks and assign those volunteers to perform mass feeding requirements, using Red Cross guidelines.	**FUL**
Notify public of locations and anticipated opening of shelter(s)	**PIO**
Provide traffic control and security for the selected shelter sites, as needed.	**PD**
Maintain access roads to various shelter sites and ensure power and sanitation services at each mass care facility	**PW**
Ensure potable water supply at each shelter, using local spring water if necessary	**PW**
Coordinate arrangements for fire protection of shelters with the Fire Chief.	**FacUL**, CVFD
Arrange for clear marking of facilities.	**SM**
Report to EOC regarding readiness of shelter(s)	**FacUL**
RESPONSE	
Keep Facilities Unit Leader informed, at least daily, of operational status and needs of shelters	**SM**
Operate shelters, using Red Cross Shelter Operations Workbook as a guide	**SM**
Assign support staff , give them the pre-positioned Shelter Kits, and brief them on emergency responsibilities	**SM**
Distribute necessary forms for sheltered population as required (i.e. registration)	
Repair existing telephone lines to each shelter and establish extra lines as necessary	**CTC**
Repair electrical problems in shelter(s) and hook up generators, if necessary	**CEC**
Post shelter GENERAL RULES and FIRE RULES prominently in numerous places	**SM**
Establish information distribution center in shelter to keep evacuees informed	**SM**
Provide information to evacuees about the well-being of their pets and the procedures for visiting them	**PSM**
Establish a Disaster Welfare Inquiry System within the shelter to help people find family members	**SM**
Determine arrangements necessary to accommodate sheltered population requiring hospitalization, medication or special care with Medical Unit	**SM**

Implement record keeping system to monitor the supply and distribution of shelter resources	**SM**
Coordinate release of information regarding shelter operations to the public, through the PIO	**SM**
Coordinate with Medical Branch to arrange for emergency medical treatment and handling of deaths among sheltered population	**FacUL**
Provide emergency welfare services (i.e.care of elderly, counseling, unmet needs)	**SM,** MHS
Establish /operate center for the bulk distribution of relief items to disaster victims	**SA**
Activate the volunteer coordination center	**SA**
Ensure psychological support is available for victims and responders	**MHS**
Conduct public health assessments of the shelters. Use Environmental /Health Assessment form for shelters (CDC)	**PHN**
Coordinate the monitoring of food handling and mass feeding sanitation service in emergency facilities	**PHN**
Coordinate with Public Works to ensure the availability of potable water and an effective sewage system.	**PHN**
Implement actions to control disease vectors and work with veterinarians (if available) to prevent the spread of disease in animals	**PHN**
Dispose of animal carcasses to prevent the spread of disease	**PW**
Receive, manage, and secure Strategic National Stockpile	**PHN**
RECOVERY	
In conjunction with policy section, determine when evacuees may return to their homes	**IC**
Prepare emergency public information about procedures to return to homes/businesses or to terminate shelter in place	**PIO**
Coordinate the return of the sheltered population to their homes	**IC**
Coordinate traffic control for return	**PD**
Assist displaced citizens in returning to their homes/businesses	**LSC**
Address any associated health concerns or actions that returning evacuees should take when returning to homes or businesses	**PHN,** PIO
Coordinate with Public Information Office to disseminate recovery and disaster assistance information	**ALL ENTITIES**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment	**ALL ENTITIES**

obtained from other agencies after proper cleaning/inspection	
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Perform a post-incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**
PET SHELTERS	
Identify potential locations for pet shelter	**DART**
Gather supplies for pet shelter	**DART**
Educate the public about pet disaster response/Pet First Aid	**EMC**
Perform mock drills with lives animals, stressing safety	**DART**
Establish and manage Pet Shelter	**PSM, DART**
Rescue/recover displaced pets	**PSM**
Establish separate housing for evacuees with companion/service animals	**PSM**
Determine shelter needs and relay that information to Logistics Section chief	**PSM**
Provide for medical attention to injured animals	**DART**
Establish communications with other shelters	**PSM**
Establish registration/tracking system for each animal	**PSM,DART**
Establish central location to display pictures of lost and found animals	**DART**
Report to Public Information Officer, advising the public about safety procedures with regards to roaming pets	**PSM**
Establish a means for pet owners to look for missing pets	**PSM, DART**
Establish procedures/hours that pet owners can visit their pets	**PSM**
Coordinate with Public Works to haul waste	**PSM**
Document all hours and equipment expenses	**PSM**
Arrange for 24 hour supervision of animals	**PSM**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Perform a post-incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX G: FIRST RESPONDERS

Purpose

The purpose of this annex is to provide guidance to First Responders, in the event of an emergency. First Responders are City Police, Alaska Wildlife Troopers, and CVFD Fire, Rescue, and Emergency Medical Services (EMS).

Situation

- Cordova Volunteer Fire department is the primary fire control agency in this jurisdiction. CVFD has ~40 volunteers, 2 paid firefighters, 3 fire engines, one 3000-gallon pumper tender, 1 brush/utility vehicle, two 4-wheelers, 2 ambulances, a rescue truck, and a harbor fire vehicle.

    - Due to its isolation, the community must rely exclusively on CVFD and the agencies listed below for fire suppression:
    - Mile 13 ARRF Fire Department - Alaska Department of Transportation
    - US Forest Service - Portable Pumps and Hoses
    - US Coast Guard - Waterfront Firefighting Capability
    - USCG Air Station- Fixed system - 10,000-gallon water supply and foam

- Cordova Police Department is the primary law enforcement agency in the City. Cordova PD has five law enforcement officers, as well as five patrol vehicles.

- Search and Rescue operations are shared. Urban Search and Rescue is done by CVFD. Wilderness Search and Rescue is done by Alaska Wildlife Troopers. Cordova has 3 Troopers.

- EMS operations in Cordova are the full responsibility of CVFD. The ~20 medics range in experience from ETT to EMT III levels.

Assumptions

Police, Troopers, Fire, Rescue, and EMS will be trained in the Incident Command System

In a disaster the highest and most immediate priority will be given to the rescue and care of victims.

Limitations

Police, Troopers, Fire, Rescue, and EMS resources will be overwhelmed in any major disaster

- In a disaster, the rescue capability of the Fire Department must be augmented by the resources of other agencies and by trained citizen volunteers.

Concept of Operations

Extrication from entrapment and/or endangered areas, stabilization and transportation of the injured to hospitals, and provision of medical care will take precedence over all other emergency services operations.

Police

- The City Police Department will continue to function and operate in accordance with its normal SOP's, accepting additional responsibilities as may be imposed by a disaster.

- One of those additional duties will be to assist Public Works in performing the initial assessment of damage to the community, information that is of vital importance in requesting state assistance.

- Law enforcement functions, including judicial proceedings, in a disaster, will be carried out according to the requirements of law and to the extent feasible.

- An enemy attack or major natural disaster in Alaska will cause conditions of public confusion and distress. Only if the police successfully carry out their duties will it be possible to effectively perform the many other services of civil defense.

- During a period of increased tension due either to international conditions or resulting from local unrest, the Police Department will take precautionary steps to prepare it to insure the maintenance of law and order under conditions of stress beyond those of normal operations.

- It is expected that every individual will know laws, rules and regulations in emergency situations and will comply with the lawful directions of duly constituted authorities.

Fire

- The Fire Department will continue to function and operate in accordance with its normal firefighting SOP's, accepting additional responsibilities as may be imposed by a disaster.

Rescue

- The Fire Department will continue to function and operate in accordance with its normal Search and Rescue procedures, accepting additional responsibilities as may be imposed by a disaster. CVFD is responsible for urban SAR, and is also available to support SARs conducted by Alaska Wildlife Troopers, if requested .

- Alaska Wildlife Troopers are responsible for wilderness SAR, and are also available to support SARs conducted by CVFD, if requested.

- Sheridan Alpine Association ski patrollers are also available to assist in back-country SARs and perform initial medical treatment.

- In a disaster, special rescue operations will start as soon as possible in order to rescue or evacuate the greatest number of people before hazards such as fire, explosion, impending structural collapse, rising water, etc., impede emergency operations.

EMS

- CVFD ambulance will continue to function and operate in accordance with its normal EMS SOP's and Standing Orders, accepting additional responsibilities as may be imposed by a disaster.

- EMS will assess, treat, transport, and account for all injured or ill patients that are transported by CVFD.

- A “staging” area will be established near the scene, where all incoming traffic (City vehicles, non-city buses, and private vehicles) will be stopped, documented, and directed to where they are needed.
- Mass fatality events, as to disposition of the bodies, will be managed by the temporary coroner.

- To contain and stabilize a disaster situation, the mass casualty trailer (equipped to manage 50 patients) will be transported to the scene by CVFD. A triage “gate”, where the Triage Officer resides, is established. CVFD firefighters will triage patients (using the START triage system) in the field and transport them to the triage “gate”, where the Triage Officer will confirm the triage level, tag the patient for identification and accountability, and send them to the treatment area. At treatment, patients are treated, under the direction of the Treatment Officer. If field decontamination is required, it will be established. Transporting ambulances report to the treatment area, acquire the patient from the Loading officer, and transport them to the assigned medical facility. The ambulance reports directly to the assigned medical facility, advising them of incoming casualties.

- Additional medical supplies are found at the CVFD fire station , through the Public Health Nurse, and at other various locations within the City. When local medical supplies have been exhausted, a request for additional supplies will be made to the Department of Homeland Security and Emergency Management, through the Operations Section Chief.

- The medical facilities will manage patient influx according to their internal EOP’s. They will divert ambulances to appropriate receiving areas and prioritize them based on the initial patient reports and initial triage at the hospital. If decontamination is necessary at the hospital, CCMC is equipped to do that and will be responsible for that process.

Organization and Assignment of Responsibilities

POLICE

- Cordova Police Department has a Chief and 4 Officers reporting directly to him. In addition, there is one Dispatch Supervisor, 4 Dispatchers, and an Administrative Assistant.

CVFD (Fire, Rescue, and EMS)

- The Cordova Volunteer Fire Department consists of 3 Chief officers and 4 Company officers and approximately 35 other members who assemble for emergency operations by pager call-out.

Succession to Command:

a. Chief
b. Deputy Chief
c. Chief Engineer.
d. Company Officers

ALASKA WILDLIFE TROOPERS

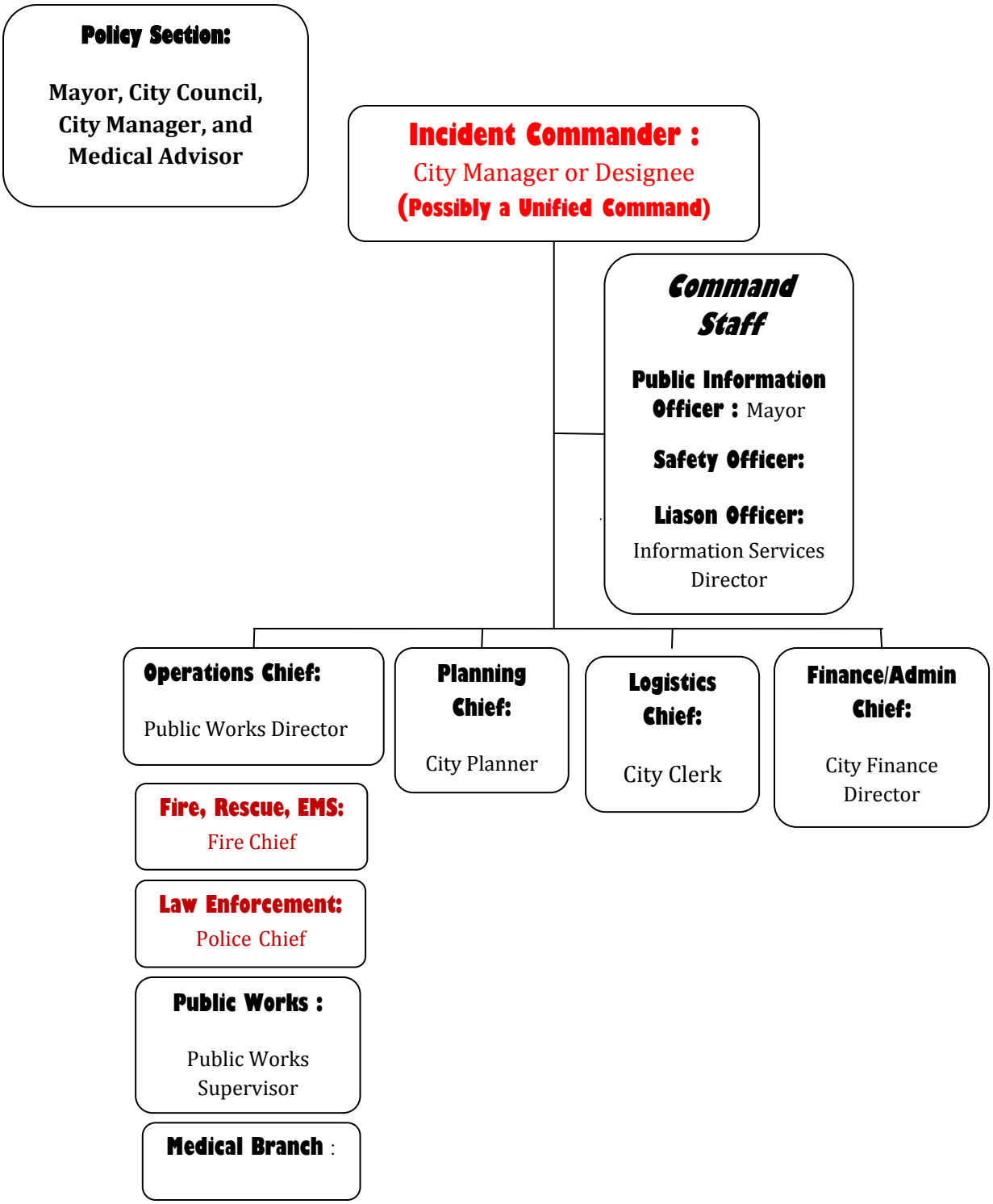
- AK Wildlife Troopers consist of 1 Sergeant, 2 Troopers, a public satery technician (PST 2)and administrative clerk. In the summer there is an additional PST

Succession to Command:

a. Post Sergeant
b. Designee of the post Sergeant

Organizational Chart for First Responders

***RED indicates activation of that entity for FIRST RESPONDERS



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Dispatch	DIS
Police Department	PD
Public Works	PW
Harbor Department	HAR
Cordova Volunteer Fire Department	CVFD
Fire Chief	FC
Emergency Medical Services	EMS
Fire Marshal	FM
Emergency Management Coordinator	EMC
CERT team	CERT
Alaska Wildlife Troopers	AWT
Sheridan Alpine Association Ski Patrol	SP

POSITION CHECKLIST: FIRST RESPONDERS

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
PREPARATION	
Have vital equipment in the condition necessary for major emergencies	**<u>ALL ENTITIES</u>**
Develop/update plans and operating procedures for responders. Coordinate all plans and operating procedures with those of other City emergency services.	**<u>ALL ENTITIES</u>**
Maintain an inventory of all first responder resources within the City and develop plans to make all responder resources available	**<u>ALL ENTITIES</u>**

Upon receipt of an impending disaster report, verify the report with authorized agencies	**ALL ENTTIES**
Estimate possible effects and consequences of impending hazard	**ALL ENTITIES**
Prepare and maintain an inventory of all police resources within the City and develop plans to make such resources available	**PD**
Develop, plan and coordinate police training programs for civil defense purposes.	**PD**
Develop plans for expansion and development of patrol forces in a disaster	**PD**
Monitor Department of Homeland Security Advisory System Threat Level and take appropriate actions	**PD**
Initiate a comprehensive program of fire prevention education	**CVFD**
Train department personnel	**CVFD**
Conduct frequent community-wide fire and safety inspections	**CVFD**
Update preplans…Identify structures susceptible to fire and prepare building layout and plan of attack in event of fire	**CVFD**
Inspect fuel storage areas and determine hazards during fuel transfer operations	**CVFD**
Locate and document locations of storage areas of hazardous materials	**CVFD**
Determine legal authorities and procedures necessary to demolish private property if required to establish or construct firebreaks in order to contain major structural fires	**CVFD**
RESPONSE	
Notify the City Manager or Emergency Management Coordinator of hazard (if not already accomplished) who will mobilize other resources	**On Scene IC**
Insure that the Department of Homeland Security and Emergency Services is kept advised of the emergency.	**IC**
Determine a safety officer for each incident	**ALL ENTITIES**
Determine, from Communications Unit Leader, what frequencies to use on the radios	**ALL ENTITIES**
Review assignments of all personnel and brief those who will have emergency tasks to perform	**ALL ENTITIES**
Evaluate the overall community situation. Compare reports from the scene with those of other services to obtain a community-wide assessment of the threat	**ALL ENTITIES**
Contact Ski Hill representative, if the situation warrants	**CVFD**
Determine priority of CVFD operations…rescue, treatment of injured, evacuation, firefighting	**FC**
Provide equipment and manpower for and conduct search, rescue, and evacuation,	**CVFD**

and mass casualty responses	
Arrange for a thorough search of the impacted area for persons stranded, trapped or injured	**CVFD**
Assess , treat, transport and account for injured or ill patients	**EMS**
Determine type of rescue operation , if necessary, and alert appropriate rescue teams	**CVFD**
Determine if evacuation of the area is warranted or search and rescue required, and notify Operations Chief of the situation	**CVFD**
Estimate of numbers of people to be evacuated, if necessary	**CVFD**
Recommend evacuation routes and mode of travel, i.e., car, bus, walking, or combination of modes and means of moving the sick and injured	**PW, PD**
Evacuate the public from any unsafe areas	**CVFD,**HAR
Determine means for searching the evacuated area for persons left behind	**CVFD**
Provide leadership and control for the activities of volunteers working with CVFD	**On Scene IC**
Assess any fire situation, including a determination of the area to which fire might spread and an estimate of speed and direction of wind at the scene	**CVFD**
Determine strategy and the tactics to use fighting fires, plus requirements for additional manpower, equipment, and supplies	**CVFD**
Operations will be conducted according to departmental SOP's and procedures	**ALL ENTITIES**
Provide for responder accountability	**ALL ENTITIES**
Assign personnel to any fallout shelters during periods of radiation exposure following nuclear attack	**CVFD**
As available, provide manpower to assist in clearing debris	**CERT**
Neutralize the secondary impacts of the disaster such as fire, explosions, and hot wires	**CVFD**
After extricating the trapped and injured, and stabilizing the situation, remove bodies of victims. Coordinate removal with the police and temporary coroner.	**CVFD**
Provide assistance in removal of critical supplies, equipment, and materials subject to damage	**ALL ENTITIES**
Conduct radiological monitoring	**CVFD**
Assist in damage assessment and in making emergency repairs.	**PW,PD**
Shore up damaged buildings	**PW**
Recruit, train, and place in service additional personnel to serve as auxiliaries to assist in guarding damaged areas, providing traffic control, and other duties	**PD**
Coordinate with the Federal Bureau of Investigation in matters concerning espionage, sabotage, and subversive activities.	**PD**

Coordinate with the State Department of Transportation and the Cordova Public Works Department in establishing control and taking necessary steps to regulate traffic and planning for priority traffic control.	**PD**
Perform Anti-looting patrol	**PD**
Protect stocks of alcoholic liquors and narcotics	**PD**
Guard Critical Infrastructure and Key Resources	**PD**
Provide traffic control	**PD**
Provide for suitable detention facilities and alternate facilities	**PD**
Provide reconnaissance of unexploded ordinance or munitions	**PD**
Provide the Public Information Officer , though the chain of command, with appropriate information and instructions for release to the public	**ALL ENTITIES**
Maintain records, including standard NIMS forms, including the daily log ICS Form 214	**ALL ENTITIES**
RECOVERY	
Restore the incident area to a safe condition and return evacuees as appropriate	**ALL ENITIES**
Provide emergency public information about procedures to follow in the recovery phase	**PIO**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Decontaminate hazardous areas	**CVFD**
Perform a post-incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX H: HEALTH and MEDICAL SERVICES

Purpose

The purpose of this annex is to provide guidance regarding the activities that are associated with lifesaving; treatment, transport, and evacuation of the injured; behavioral health; mass distribution of prophylactic vaccinations; disposition of the dead; and disease control activities related to sanitation, preventing contamination of water and food supplies, etc., during response and recovery operations. It focuses on health and medical problems under emergency conditions.

Situation

The City of Cordova, although limited by virtue of its geographical isolation, infrastructure capacity, and size, has a wide range of health services capabilities. Depending upon the length and severity of the emergency, those capabilities may become overwhelmed.

- **Cordova Community Medical Center** (CCMC) is a Critical Access Hospital with a normal capacity of 23 licensed beds (10 are LTC nursing-home beds), which could be increased to a maximum of 40 beds. There is 1 Medical Doctor (MD), 2 Physician Assistants (PA), 2 licensed lab technicians, 2 licensed X-ray technicians, 1 licensed pharmacy technician, 1.5 licensed physical therapists, 2 Licensed Practical Nurses (LPN) , 10 Registered Nurses (RN)

and 9 Certified Nursing Assistants (CNA) working at the facility. The hospital maintains a licensed drug room and there is one private pharmacy in town. Additionally, the hospital administrator is a Licensed Clinical Social Worker.

- **Sound Alternatives**, a division of CCMC, is the behavioral health facility in Cordova, and has 7 employees. There is 1 Licensed Professional Counselor (LPC), 1 Licensed Clinical Social Worker (LCSW), 1 Mental Health clinical social worker, 1 Licensed Medical Social Worker (LMSW), 1 Developmental Disabilities Coordinator, 1 Administrative Assistant and 1 case worker. Additionally , there is a traveling psychiatrist that visits Cordova regularly, which whom there is cell phone access at all times.

- **Ilanka Community Health Center** has 1 MD, 2 PA's (one with an additional behavioral health component), 1 RN, 1 CNA, 1 Certified Medical Assistant/Department of Public Assistance agent (CMA, DPA), 1 DPA agent, 1 Medicare specialist, 1 WIC specialist, 1 Wellness Coordinator, and 5 administrative staff .

- **Cordova Family Resource Center** (CFRC) will serve as an advocacy organization for families/persons in crisis by providing information and referral services. They also offer behavioral health support. They have a staff of four individuals.

- A **State of AK Public Health Nurse** (NP) is located in Cordova; the office has one nurse and an administrative assistant. The Public Health Nurse is responsible for the National Stockpile cache and is the responsible party for mass vaccinations.

- **Cordova Volunteer Fire Department** currently has 22 medics, ranging from ETT's to EMT III's. Additionally, there are 2 ambulances, BLS/ALS sometimes certified.

- **Cordova Ski Patrol** has roughly 20 members, all medically trained. Members have a mixture of Outdoor Emergency Care (OEC), Emergency Medical Technician (EMT), and Emergency Trauma Technician (ETT) training.

- **Cordova's CERT Team** has 4 current members, all trained in First Aid/CPR/and triage

- **Points North Heli-Adventures, Inc.** also has EMT's. This business is seasonal and only available in the spring of the year. An MOU is maintained with the company, facilitating access to their highly trained personnel and the 2 A-Star helicopters they operate on a daily basis.

- First Aid/CPR trained individuals from other agencies, such as AK Dept of Fish and Game, the US Forest Service, the Cordova School District, and the Native Village of Eyak will also be called upon in a disaster.

Assumptions

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- A disaster that causes numerous casualties and /or fatalities will immediately overwhelm local medical, health, and mortuary services capabilities.

- It is assumed that, in any major disaster, all health and medical volunteers will first attend to their own families

- It is assumed that all MOU's needed for outside help are maintained and updated.

Concept of Operations

In general, there will be a medical decision making entity, with representation from CCMC, Ilanka Community Health Center, Public Health Nurse, Sound Alternatives, CFRC, and EMS. This entity will be called the "Medical Branch Representatives." The Medical Branch Representatives will collectively choose one person to send to the EOC, who will serve as the Medical Advisor within the Policy Section.

- Delegation of the Medical Branch Representatives will include representatives from CCMC, Public Health Nurse, Ilanka Community Health Center, EMS, Cordova Family Resource Center (CFRC), and Sound Alternatives. In the event that any of the delegated Medical Representatives are unavailable, the next in line of authority in each entity will take their place.

- Any incoming Health and Medical response groups will coordinate with the Medical Branch Representatives, providing a representative to work alongside the Medical Branch Representatives.

- Sources for potential medical and general health supplies that may be needed during a disaster are listed in the Resource Binder, which is found in the Logistics Brown Box.

- Offices of each health and medical entity are as follows:
  - CCMC Chase Avenue 424-8000
  - Ilanka Chase Avenue 424-3622
  - Public Health Nurse Nicholoff Way 424-4547
  - Sound Alternatives Chase Avenue 424-8300
  - CFRC Second Street 424-5674
  - Cdv.Vol Fire Dept/EMS Railroad Ave 424-6117

HOSPITALS/CLINICS/PUBLIC HEALTH

- The providers of routine health and medical services in Cordova are the Cordova Community Medical Center, the Ilanka Community Health Center, and the Public Health Nurse. In the event of a disaster or a catastrophic event, the three entities will combine resources and work together in an emergency under the Medical Representatives.

- CCMC and Ilanka Community Health Center will receive and treat injured/ill patients.

- The State of AK Department of Health and Human Services Public Health Nurse concerns during a disaster would include identifying and controlling environmental health hazards, issuing health advisories to the public on water supplies, coordinating with Public Works for waste disposal, controlling disease vectors, monitoring food at mass care facilities, and distributing mass prophylactic vaccinations through a distribution center.

EMERGENCY MEDICAL SERVICES

- The provider of emergency medical services (EMS) to the City of Cordova is the Cordova Volunteer Fire Department. During a disaster emergency that resulted in multiple casualties, the Cordova Volunteer Fire Department would be the forces to provide emergency medical services.

***See ANNEX G: FIRST RESPONDERS

- Additional EMS resources are available through various State of Alaska and Federal government resources which can be accessed by contacting Alaska Department of Homeland Security and Emergency Management and requesting assistance. This would be a decision made by the Incident Commander, with input from the Medical Advisor.

- The Cordova Volunteer Fire Department will be the agency responsible for establishing the on-scene Incident Command Post, utilizing the NIMS Incident Command System, using either single or unified command, as appropriate. If the incident is localized to the Mile 13 airport, unified command must be established with DOT.

- The START triage system will be initiated with initial care provided in the field and secondary care provided by CCMC /Ilanka Community Health Center. In the event that the hospital facility is overwhelmed with patients, provisions for the transfer of patients to the chosen alternate care site would be the responsibility of the Medical Representatives in coordination with the Incident Management Team commanding the incident.

BEHAVIORAL HEALTH

- Behavioral Health services in Cordova are provided for by Sound Alternatives. To access those services, Sound Alternatives can be contacted through the Emergency Hotline (424-8888) or CCMC. Other agencies such as the Cordova Family Resource Center, the American Red Cross (1-800-660-4272), The Salvation Army, and various religious clergy can also provide behavioral health support. Additionally, if a local disaster has been declared, requesting state assistance, behavioral health services can be accessed by contacting the Alaska DHS&EM.

- Behavioral health support for the responders is provided by local resources or by a regional Critical Incident Stress Debriefing Team (CISD Team). These teams are activated through Sound Alternatives or the Cordova Volunteer Fire Department. CISD teams, when necessary, will be available to responders within 24-72 hours after the incident.

FATALITY MANAGEMENT

- At present, Cordova Community Medical Center has the capacity to hold up to two deceased patients. There are no full time private mortuary services provided in the community. Private firms from the neighboring city of Anchorage provide those services on an as needed basis for the community of Cordova.

- In the event of a multi-fatality incident, procedures to set up a temporary morgue will be initiated. The State of Alaska Medical Examiner is responsible for the collection, identification and disposition of deceased persons and human tissue from a multi-casualty incident. In addition, FEMA has the capability to provide Disaster Mortuary Assistance Teams (DMORT) to respond to the scene of a multi-casualty incident. Both the State Medical Examiner and FEMA DMORT can be accessed by contacting the DHS&EM and requesting assistance, but this may take considerable time. The City must have declared a state of emergency in order to request this assistance.

- Until state support arrives, a temporary coroner will be appointed by the Medical Advisor. Local shipping companies and the canneries will provide space for multiple bodies in their refrigerated vans. The vans are owned by the shipping companies and leased by the canneries. The canneries have also offered to provide manpower to move the bodies, if the manpower is available. The vans would remain stationed at the canneries, and arrangements would be made by the Medical Representatives to transport the bodies.

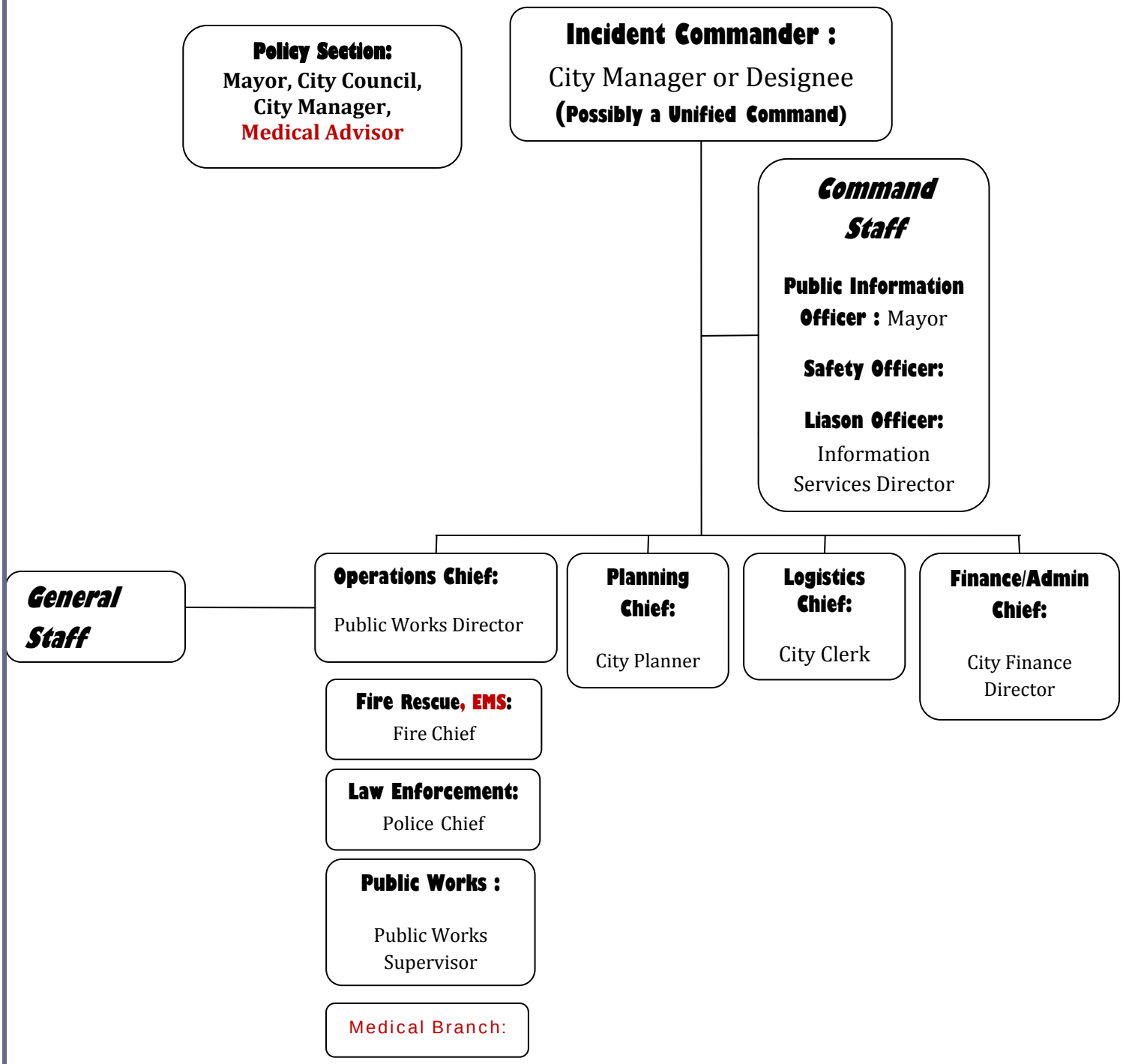
Organization and Assignment of Responsibilities

Specific responsibilities for each of the HEALTH and MEDICAL entities are found in the Position Checklist. The abbreviation for each associated Position/Entity is found in the table below.

Planning Section Chief	PSC
Operations Section Chief	OSC
Medical Branch Representatives	MBR
Medical Advisor (chosen by MBR)	MA
Cordova Community Medical Center	CCMC
Ilanka Community Health Center	ILC
Public Health Nurse	PHN
Emergency Medical Services-ambulance	EMS
Public Information Officer	PIO
Police Department	PD
Department of Public Works	PW
Fire Department	CVFD
Incident Command	IC
Policy Section	PS
Temporary Coroner	TC
Behavioral Health Support (Sound Alternatives and Cordova Family Resource Center)	BHS

Organizational Chart for Health and Medical

***RED indicates activation of that entity for HEALTH and MEDICAL



POSITION CHECKLIST: HEALTH and MEDICAL SERVICES

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
Maintain a personnel alerting or call-up roster	**ALL ENTITIES**
Maintain primary and secondary communications systems	**ALL ENTITIES**
Maintain clear and concise records of all expenditures throughout the entire event, including personnel hours and the incident accounting number	**ALL ENTITIES**
Provide one decision maker, empowered to make decisions at the EOC	**MBD**
Maintain relief and and shift schedules	**ALL ENTITIES**
Prepare to escalate to full and sustained operational (24 hour status) on short notice	**ALL ENTITIES**
Create SOP's to establish assignments of all personnel and brief those who will have emergency tasks to perform	**ALL ENTITIES**
Have vital equipment in the condition necessary for 24 hour operation	**ALL ENTITIES**
Arrange with private pharmacy for support, if required, to supplement pharmaceuticals	**ALL ENTITIES**
Establish and maintain any MOU's that are needed	**ALL ENTITIES**
Check availability of supplies, facilities, and equipment that might be needed to render health care. Establish Emergency Medical supply channel , both from within Cordova and from outside sources	**ALL ENTITIES**
Establish line of succession for all critical assignments	**ALL ENTITIES**
Coordinate final plan with Cordova Police Dept./Public Works to keep access to the hospital/clinic clear	**CCMC, ILK**
RESPONSE	
Establish and maintain contact with EOC at all times	**ALL ENTITIES**
Activate internal emergency plans or SOP's	**ALL ENTITIES**

Brief personnel on casualty identification, registration, and flow	**ALL ENTITIES**
Direct all news media to the Public Information Officer	**ALL ENTITIES**
Facilitate health care requests for personnel, equipment, and supplies	**OSC, CCMC**
Maintain records accurately, including using NIMS logs daily (Form 214)	**ALL ENTITIES**
Ensure that someone with authority to make medical decisions (the Medical Advisor, MA) reports to the EOC, as a representative of Health and Medical services	**MBR**
If additional help is necessary, verify that a disaster has been declared	**MBR**
Request that the IMT contact the State to initiate FEMA's Disaster Mortuary Assistance Teams (DMORT), if needed	**MA**
Appoint a temporary coroner	**MA**
Advise and serve as a medical resource to the IMT Policy Section on all medical issues	**MA**
Provide public health information, providing advice/education on all health issues	**MA**
Provide Situation Leader with the current status of Health and Medical operations/resources	**MA**
Activate Behavioral Health support services	**MA, BHS**
Provide counseling assessment and assistance at medical/shelter facilities	**BHS**
Assist in mobilizing community counseling for victims, families, emergency workers and others recognized to have behavioral health needs	**BHS**
Assist in counseling the orphaned/unsupervised children that are being cared for by Bidarki staff members	**BHS**
Coordinate and implement quarantine protocol, when necessary	**IC**
Mobilize decontamination procedures, if necessary	**MBR**
Arrange for the organization, staffing, security , and logistics of the distribution and delivery of antibiotics, antiviral medications, vaccines , or other medications	**CCMC, ILK, PHN**
Coordinate mass emergency immunizations	**PHN**
Coordinate the monitoring of food handling and mass feeding sanitation service in emergency facilities	**PHN**
Ensure adequate sanitary facilities are provided in emergency shelters	**PHN**
Implement action to prevent or control disease vectors and work with veterinarians (if available) to prevent the spread of disease through animals	**PHN**
Provide for the monitoring and evaluation of environmental health risks or hazards and take or assign appropriate corrective measures	**PHN**
Inspect for purity , usability, and quality of vital foodstuffs, water, and other consumables	**PHN**

Coordinate with Public Works to ensure the availability of potable water and an effective sewage system to shelters	**PHN**
Detect and inspect sources of contamination dangerous to the public's physical and behavioral health	**PHN**
Report the number of casualties transported to CCMC/Ilanka to the EOC, via Dispatch	**EMS**
Treat, transport, and account for injured or ill patients	**EMS**
Determine if contamination exists on exposed individuals and advise CCMA/Ilanka prior to delivery of patients	**EMS**
Provide field decontamination, if possible and necessary	**CVFD**
Provide decontamination at the hospital, if possible and necessary	**CCMC**
TEMPORARY CORONER **Under normal circumstances, determination of the cause of death, investigation of the scene of the fatality, disposal of human remains, and notification of next of kin is the responsibility of the Medical Examiner. Cordova does not have a Medical Examiner. In the event of a catastrophic disaster, a temporary coroner will be appointed by the Medical Advisor and the following process shall be used.**	
Contact the Office of the Medical Examiner and determine its ability to respond to the incident	**TC**
If the Medical Examiner is unable to respond, dispatch law enforcement or CVFD to recover bodies	**TC**
Contact local business and establish temporary morgues in refrigerated vans	**TC**
Arrange for transport of bodies from the scene to the temporary morgue	**TC**
Coordinate with PW to recover unearthed/missing coffins impacted by the disaster	**TC**
Determine and document the cause of any death to the best of their ability	**TC**
Photograph scene of any deaths	**CVFD**
Obtain body bags, and place personal effects with body	**TC**
Confirm identification, if possible	**CVFD,** PC
Coordinate the decontamination and transportation of remains to temporary morgue	**CVFD,** PC
Relay identification of deceased (if that can be determined) to the Planning Section	**TC**
With the approval of IC, contact clergy or BHS to notify next of kin	**TC**
Provide copies of documentation to the Office of the Medical Examiner	**TC**

Ensure that fatalities are handled to conform to legal and moral standards and that deviations are accurately documented, verified , and witnessed	**TC,CVFD, PD**
RECOVERY	
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies Finance/Administration Section	**ALL ENTITIES**
Provide a copy of all documentation to the Planning Section Chief and complete all required reports	**ALL ENTITIES**
Perform an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX I : PUBLIC WORKS and TRANSPORTATION

Purpose

The purpose of this Annex is to provide guidance for maintaining City buildings, streets, waterlines, and sewers during a disaster. It also provides guidance procedures for damage assessment.

- The scope of responsibility also includes, but is not limited to clearing debris, delivering potable water, collecting and disposing of sewage, garbage collection, performing damage assessments, maintaining water lines, and securing transportation infrastructure.

Situation

The City of Cordova has a variety of resources available for Public Works…resources within the city, as well as support from the Alaska Department of Transportation and numerous local contractors.

*****See the Emergency Resource Manual for a detailed list of available resources**

Assumptions

It is assumed that:

- Associated MOU's have been established and updated.
- An informal, but close relationship, exists between the City Public Works Department and the other public and private resources referenced in this annex.
- Local non-City public works resources will work within the Incident Management System during a disaster.

Limitations

The City of Cordova has limited resources.

- The City of Cordova is geographically isolated, only accessible by air or sea. Therefore, it is difficult to transport resources into or out of the community.
- Options to route traffic in Cordova are limited.

Concept of Operations

The Publics Works Director, acting as the Operations Section Chief, will manage the Public Works functions (as well as other Ops Branches) during a disaster from the EOC. He will use both City and non-City resources to accomplish the objective of each operational period. Each of the Divisions within Public Works (which are divided by functions) will be managed by the Supervisor of that Division, reporting directly to the Operations Section Chief. CEC and CTC will manage themselves as per their own protocols, but will work in close coordination with the Operations Section Chief. The private local contractors that do damage assessments for the City during a disaster will report directly to the Operations Sections Chief.

The Public Works Department of the City of Cordova is divided into four (4) Divisions, by functional responsibility. Responsibilities during a disaster will parallel normal day-to-day functions.

- Streets Division: Maintains City-owned streets and City-owned automotive and heavy equipment.
- Solid Waste Division: Collects and disposes of garbage and refuse and stores hazardous materials.
- Water and Sewer Division: Maintains sewer and water systems , delivers potable water, and transports sewage.
- Building Maintenance Division: Maintains City-owned buildings.

The Harbor Department will secure the harbor during a disaster. Additionally, they will assist the fire department during a disaster, by evacuating the harbor are if necessary.

- Maintain and secure all aspects of the harbor facilities, including Old and New harbors, Ocean Dock, City Dock, Coast Guard Dock, the North Containment Storage facility, the Ocean Dock Subdivision and the Cordova Boat Haul-out.

The Alaska Department of Transportation will clear, repair, and maintain roads and airfields within their jurisdiction, as well as assist the City, if requested.

- DOT maintains the following roads/airfields**:**
    - City to airport at Mile 13 - paved. Beyond the airport to Mile 49- gravel.
    - City to Hartney Bay at Mile 3- paved.
    - City to Power Creek at Mile 7 - gravel.
    - State-operated airport runways -paved 7500' - Mile 13 and gravel 1875' - Eyak Lake.
    - Operate the Aircraft Rescue and Fire Fighting (ARRF) apparatus

Damage Assessment will be the responsibility of the Operations Section Chief.

- Emphasis of initial efforts will be focused on critical infrastructure and key resources, assessed by the Public Works Department, as they drive through the city and report the damages back to the EOC.

- Initially, local private contractors will be used by the Operations Section Chief to do structural damage assessments (see established MOU's), with priority on City buildings and any buildings that are used for shelters. The purpose of these assessments is twofold; first, to establish the safety of building and secondly, to establish total damages to the community. Safety assessments must be performed initially , and after any aftershocks that may occur.

- Damage assessments to other public buildings will follow, performed by the same department and contractors.

- Damage assessments on private property will be last, also performed by Public Works and private contractors.

- If needed, the City may request damage assessment teams from AK Department of Homeland Security and Emergency Management (1-800-478-2337) in order to assess local damage.

- Information will be collected, organized, and reported, by the Operations Section Chief, on the AK State EMA damage and needs assessment form. If the City is declaring a disaster, the damage assessment will be a high priority, reporting to the State of AK SEOC within 36 hrs.

*****See TAB 1 of this annex for EMA Damage and Needs Assessment form.**

Assistance may be requested from non-City agencies.

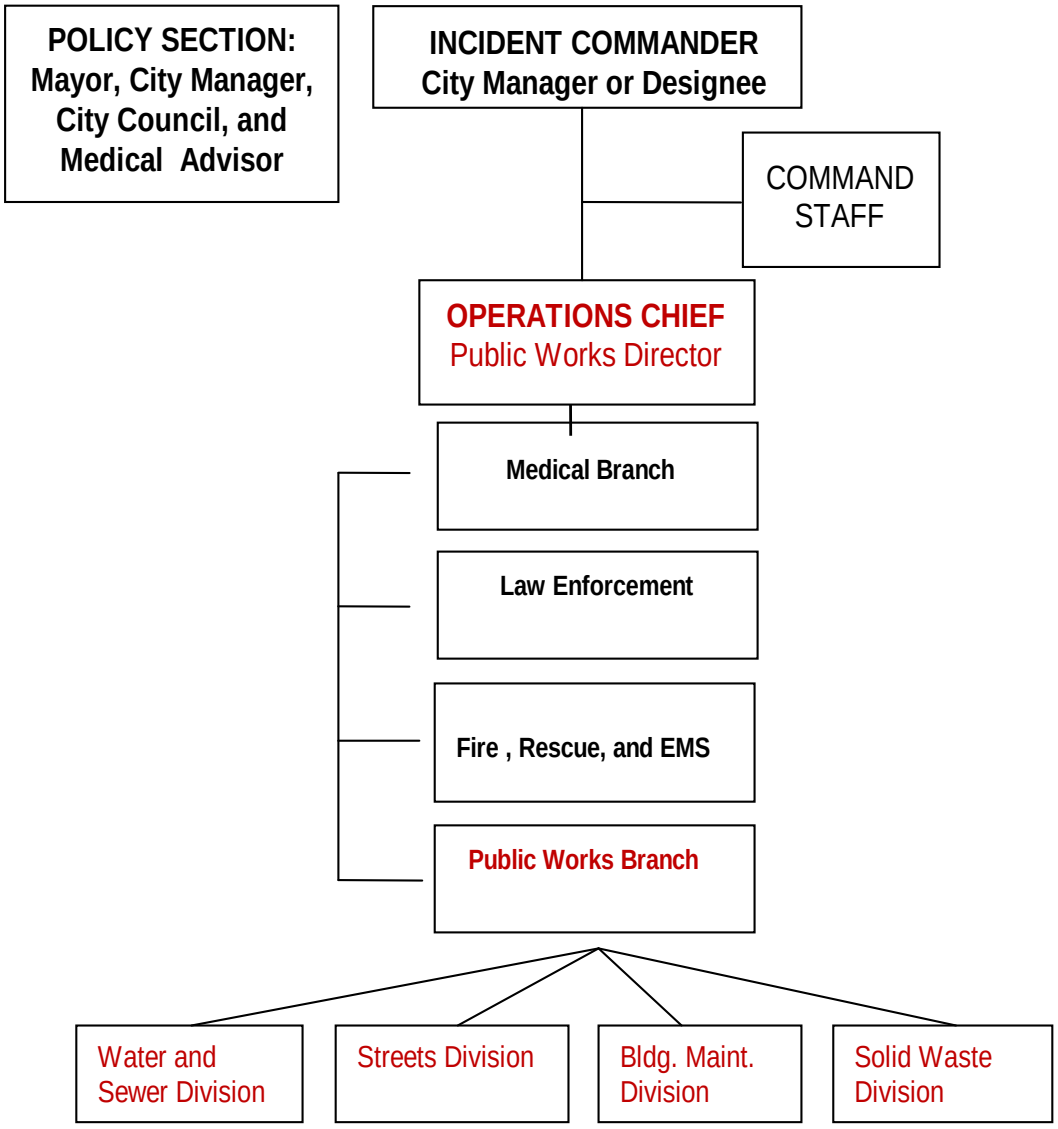
- The Operations Section Chief may, through the EOC, request assistance from any or all resources in the area to achieve objectives. Associated MOU's have been established and are updated.

Organization and Assignment of Responsibilities

The person who has overall responsibility for Public Works and Transportation is the City of Cordova Public Works Director, who is also the Operations Section Chief.

ORGANIZATIONAL CHART FOR PUBLIC WORKS and TRANSPORTATION

***RED indicates involvement in PUBLIC WORKS and TRANSPORTATION



Specific responsibilities for the following jobs are found in the Job Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Streets Division Supervisor	SD
Harbor Division Supervisor- Harbormaster	HM
Water and Sewer Division Supervisor	WSD
Solid Waste Division Division Supervisor	SWD
Police Department (424-6100)	PD
Cordova volunteer Fire Department	CVFD
AK Department of Transportation	DOT
Cordova Telephone Cooperative	CTC
Cordova Electric Cooperative	CEC

POSITION CHECKLIST: PUBLIC WORKS and TRANSPORTATION

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
PREPARATION	
Maintain roster of personnel available for assignment during a disaster, in coordination with the EOC.	**ALL ENTITIES**
Train to operate available equipment, including Hazmat response.	**PW**
Establish and maintain communications with the EOC, informing Operations Section Chief of the needs.	**ALL ENTITIES**
Maintain Hazmat certifications and training	**ALL ENTITIES**

When in receipt of warning of an impending natural disaster such as floods or extraordinary storm or tsunami, an immediate survey shall be made to determine the availability and location of equipment and its susceptibility to possible damage.	**ALL ENTITIES**
Take such steps as are feasible to remove or protect such equipment, in accordance with departmental SOP's	**ALL ENTITIES**
Check with other department heads for their anticipated needs.	**ALL ENTITIES**
Make plans and provide the means to obtain potable water	**PW**
RESPONSE	
Track all resources and the amount of time worked. Maintain cost sheets on all private equipment use and personnel.	**ALL ENTITIES**
Coordination of all available City and privately owned transportation equipment and/or construction equipment.	**OSC**
Provide emergency power to shelters	**PW, CEC**
Provide damage assessment and evaluation of Critical Infrastructure and Key Resources, as well as EOC, schools, shelters, and City buildings.	**OSC**
Conduct initial pre-occupancy shelter inspections .In a major disaster, inspection must be done at each shelter site before occupancy and after each aftershock.	**PW,** CVFD, PD
Provide damage assessment and evaluation of transportation routes: streets, harbor, docks, bridges, and airfields.	**OSC, DOT, HM**
Determine damage assessment reporting frequency/format/and procedures. Report to EOC and the SEOC.	**OSC**
Debris clearance and disposal	**OSC**
Repair and maintenance of roads and evacuation routes.	**OSC, SBS, DOT**
Repair and maintenance of airfields.	**OSC for City airport, DOT for Mile 13**
Repair and maintenance of harbor facilities.	**HM**
Repair and maintenance of all city vehicles and automotive equipment.	**OSC**
Placing of barricades.	**OSC**
Providing necessary manpower to operate Public Works equipment.	**OSC**
Providing support of local urban Search and Rescue efforts	**ALL ENTITIES**
Revise and update Annexes and Appendices annually	**OSC**
Repair/restore electrical related services	**CEC**
Repair/restore telecommunications services	**CTC, GCI**
Support evacuation efforts, in coordination with Cordova Volunteer Fire Dept.	**HM**
Protect water supply	**PW**
Provide traffic control and security for public works operations, as needed.	**PD**
Coordinate arrangements for fire protection of City buildings with the Fire Chief	**OSC**, CVFD

Acquire school buses for supplemental transportation	**OSC**
RECOVERY	
Continued debris clearance and disposal.	**OSC**
Submit expenditure reports, personnel costs, unpaid supply requisitions and other emergency records for reimbursement to the Finance/Administration Section Chief	**ALL ENTITIES**
Repair and restore roads, buildings, harbor, water lines, and sewer facilities	**OSC**
Restock supplies and equipment used in the event and return any equipment obtained from other agencies after proper cleaning/inspection	**ALL ENTITIES**
Submit an itemized list of all damaged equipment and supplies to the Finance/Administration Section	**ALL ENTITIES**
Perform a post-incident briefing and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**
Return to normal functions as soon as situation permits.	**ALL ENTITIES**

EMERGENCY MANAGEMENT AGENCY

DAMAGE and INJURY ASSESSMENT

☐ **Original** ☐ **Revision #_____**	**Date:**
Type of Disaster:	**Date(s) of Occurrence:**
Jurisdiction (town, county, agency, etc.):	**County:**
Area Affected (northeast, west side, etc.):	
Information provided by:	
Name:	**Title:**
Address:	**Day Phone:**
	Evening Phone:

PUBLIC DAMAGE

A	**DEBRIS REMOVAL** (trees, building wreckage, sand, mud, silt, gravel, vehicles, and other disaster-related material)	$
B	**EMERGENCY PROTECTIVE MEASURES** (sandbagging, barricades, signs, extra police and fire, and emergency health measures)	$
C	**ROADS AND BRIDGES** (roads, culverts, bridges, and associated facilities)	$
D	**WATER CONTROL FACILITIES** (dams, reservoirs, shore protective devices, pumping and irrigation facilities, drainage channels, and levees)	$
E	**BUILDINGS AND EQUIPMENT** (buildings, supplies, inventory, vehicles, and	$

	equipment)	
F	**UTILITIES** (water treatment plants and delivery systems, power generation and distribution facilities, sewerage collection systems and treatment plants)	$
G	**PARKS, RECREATIONAL, AND OTHERS** (playground equipment, swimming pools, bath houses, tennis courts, boat docks, piers, picnic tables, cemeteries, and golf courses)	$
	TOTAL	$
PRIVATE NONPROFIT (education, medical, custodial care, emergency [fire departments, search and rescue, and ambulances], utility, and other [museums, community centers, libraries, homeless shelters, senior citizen centers, health and safety services.])		$
PUBLIC DAMAGE—GRAND TOTAL		$

NOTE: Report Individual Damage on the other side of this worksheet. G:\Documents\Web\MEMA\FORMS\Akf

INDIVIDUAL DAMAGE

Jurisdiction:	**Date:**

PEOPLE AFFECTED	**Number**	**ASSISTANCE PROVIDED**	**Number**
Deaths		**Persons Evacuated**	
Injuries		**Persons in Public Shelters**	
Missing			

RESIDENTIAL	**Primary**		**Secondary**	
	Number	**Value (if known)**	**Number**	**Value (if known)**
(ARC) 3 Houses destroyed		$		$

(ARC) 2 Houses with major damage		$		$
(ARC) 1 Houses with minor damage		$		$
Houses affected		$		$
(ARC) 3 Mobile homes destroyed		$		$
(ARC) 2 Mobile homes severely damaged		$		$
(ARC) 1 Mobile homes moderately damaged		$		$
Mobile homes affected		$		$
TOTAL		$		$
TOTAL RESIDENTIAL (primary plus secondary)				$
BUSINESS				
Businesses affected				$
Number now unemployed				
Estimated duration of unemployment (weeks)				
TOTAL BUSINESS				$
AGRICULTURE				
Farm buildings and equipment				$
Crop land (all crops)				$
Livestock				$
TOTAL AGRICULTURE				$
INDIVIDUAL DAMAGE TOTAL				$

CALL or FAX THIS INFORMATION to your COUNTY EMERGENCY MANAGEMENT AGENCY ***as SOON as POSSIBLE (BEFORE MAILING)***	Aroostook County Emergency Management Agency 158 Sweden St. Caribou, ME 04736 Phone: 493-4328 FAX: 493-4357

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City of Cordova

ANNEX J: TERRORISM and WEAPONS of MASS DESTRUCTION

Purpose

This annex provides for the orderly and expeditious response to an act of terrorism or weapons of mass destruction, to minimize damages and death.

Situation

Cordova is isolated, yet could easily be targeted due to the current ease of travel and the wide base of access to all communities. The influx of transients during Cordova's fishing season creates a particular vulnerability, since the local population doubles and many of the incomers are of unknown backgrounds and represent a wide ethnic base. Additionally, Cordova could be indirectly affected by terrorism in any attack on the west coast of the United States, since numerous local supplies are shipped from there.

- Although the potential for a worldwide nuclear conflict has diminished in recent years, history has proven that the nation must always remain vigilant. Civil defense planning continues to be a vital element in any emergency management program. The City of Cordova is not included as a target site in the Nuclear Attack Planning Base. However, other areas in Alaska are considered to be potential targets and Cordova may experience varying amounts of radioactive fallout in the event of a nuclear war.

- Additionally, Alaska's geographical proximity to North Korea and other US threats is a key element of concern.

- If necessary, the City of Cordova has sufficient space available to shelter the general public from the effects of most natural and manmade hazards. With relatively minor upgrading, there are also adequate facilities available to protect the public from radiation fallout resulting from a nuclear detonation elsewhere in the State.

- Lastly, Cordova is not immune to the potential threat from EMP (Electromagnetic Pulse Attack) terrorism. Any threat regionally could directly affect communications or transportation, at the least. Any threat in the lower 48 could interrupt supply lines to Cordova.

Assumptions

Although the potential for terrorist activity is minimal in Cordova, it must be anticipated.

- In acts of terrorism, it is unlikely that warning will be issued. The first terrorist event may serve to warn other areas.

- Although specific attack objectives cannot be predicted with assurance, it is assumed that military, oil, and governmental centers, concentrations of industry and population, will be the principal targets.

- Acts of terrorism involving WMD may occur anywhere within Region 4 and may involve the detonation of explosives, and/or a release of nuclear, biological or chemical material.

- Oil and commercial industrial chemicals at fixed facilities as well as in transportation also represent a threat from deliberate releases

- Local security forces and immediately available fire, law enforcement and emergency medical personnel will be the first government/response forces at the scene. Their ability to handle a large number of casualties will be limited and their capability to rapidly detect and identify chemical and biological (C/B) warfare agents or materials is limited by the technical knowledge and equipment available to them.

- A multi-agency response force of Federal and local personnel trained to detect, identify, remove and dispose of C/B warfare materials and to decontaminate the victims, response personnel and areas involved will be required to successfully respond to a terrorist incident.

Limitations

There are no facilities within the local area that could withstand the effects of a direct nuclear hit within the City.

- Additionally, Cordova does not have the ability to identify biological or chemical WMD. Nor does not it have bomb or explosive defusing capability.

Concept of Operations

Preparation

- Preparation includes gathering pertinent information. In order for the City to protect its constituents from all threats or hazards, including terrorism and natural and technological hazards, they must establish the capability to monitor conditions and analyze information that could signal the onset of any of these events. Information from the DHS&EM Daily Situation Report, the National Weather Service (NWS), the Alaska Volcano Observatory (AVO), local law enforcement and a variety of other sources will be monitored.
- Three incident intelligence areas will be focused upon if the need to collect intelligence/investigative information arises: situation status, resource status, and anticipated incident status or escalation (e.g. weather forecasts, location of supplies, etc) .
- Finally, preparation will include public education on various potential threats and what citizens can do to mitigate the effects. Examples would include education on sheltering in place, preparing family plans, and creating an emergency supply kit for 7 days.

During the Warning Period

- Terrorism warnings may come directly from the FBI. If warnings are generated locally, call the National Terrorism Hotline; it is the central point of contact for all federal agencies (1-800-424-8802)

During the Response Period

- Activate the EOC and contact the appropriate authorities/coordinate with them.
  - FEMA Rapid Response System Information System
    - Biological/Chemical 1-800-424-8802
    - Radiological
  - FBI Bomb Data Center (if explosive devise) 1-202-324-2696
  - CDC (if suspected biological materials 1-770-488-7100
  - AK Natl. Guard 103rd Civil Support (thru DHS&EM) 1-800-478-2337

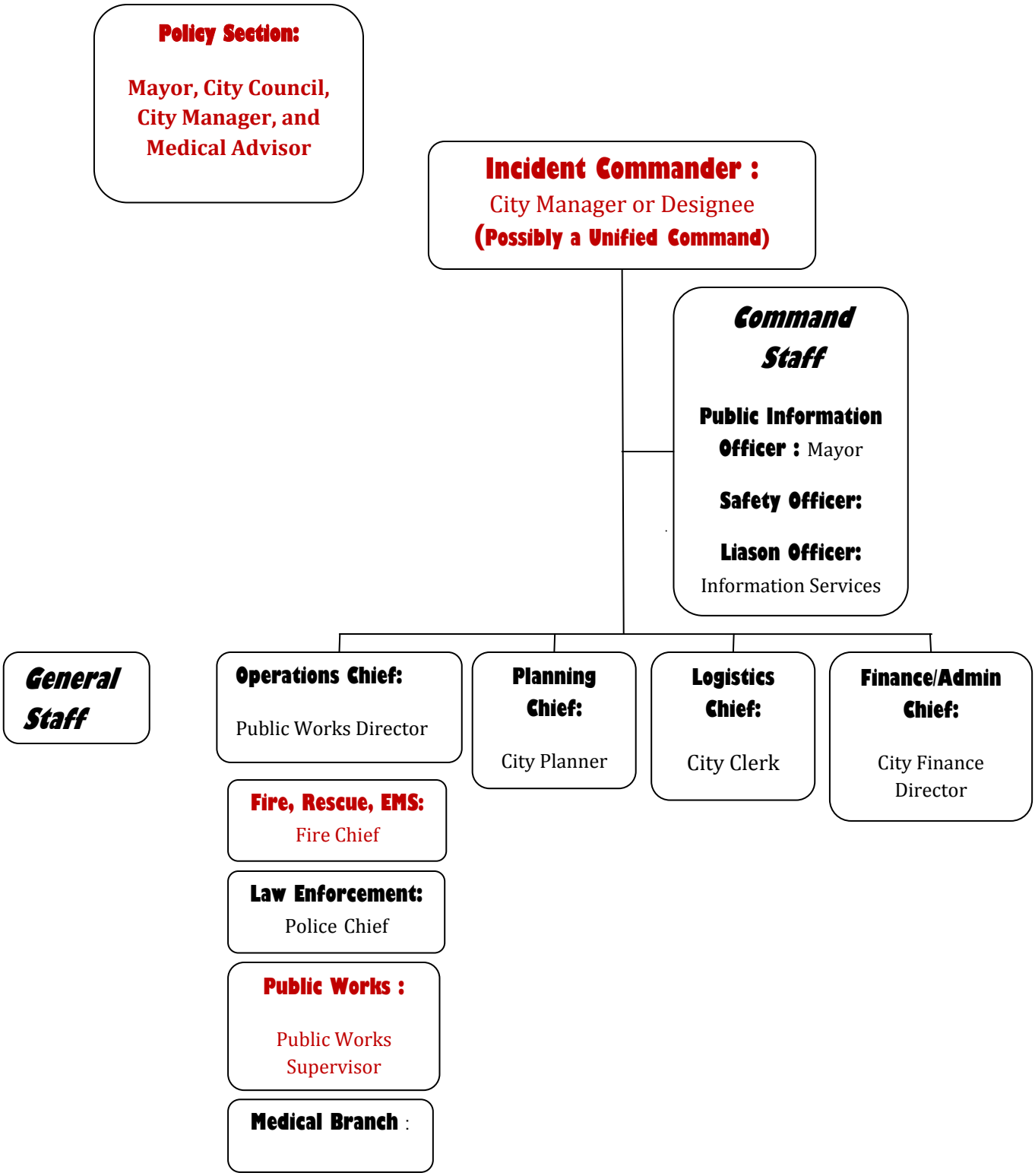
- The collection, analysis, and sharing of incident-related intelligence are important elements of any terrorism/WMD incident. Dispatched on the incident needs, the information and investigations function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.
  - Input from local Law Enforcement agencies will initially guide the intelligence information collection, analysis, and sharing.
  - All efforts will be made to cooperate with State and Federal authorities with regards to intelligence information

Organization and Assignment of Responsibilities

- See following chart for organizational chart depicting organizational structure during a terrorism/ WMD event

Organizational Chart for Terrorism/WMD

***RED indicates activation of that entity for Terrorism/WMD



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Operations Section Chief	OSC
Dispatch	DIS
Police Department	PD
Cordova Volunteer Fire Department	CVFD
Emergency Management Coordinator	EMC
AK Department of Transportation	DOT
Communications Unit Leader	Com UL
Administrative/Finance Section Chief	FASC
Logistics Section Chief	LSC
Liason Officer	LIO
Supply Unit Leader	SupUL
Temporary Coroner	TC
Behavioral Health Services	BHS

POSITION CHECKLIST: TERRORISM and WMD

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
PREPARATION	
Gather/monitor intelligence information continuously	**<u>PD</u>**
Maintain/update the Disaster Registry, identifying special needs citizens	**<u>EMC</u>**
Review assignments regularly of all personnel and train those who will have emergency tasks to perform	**<u>ALL ENTITIES</u>**

Review and update plans for possible terrorist/WMD attack	
Test warning system regularly	**DIS**
Pre-designate shelters for employees and their families	**EMC**
Pre-designate busses used for the movement of populations to shelters, if necessary	**EMC**
Have vital equipment in the condition necessary for terrorism/WMD procedures	**ALL ENTITIES**
WARNING PHASE	
Receive and evaluate report and confirm as soon as possible	**ALL ENTITIES**
Make estimates about extent, timing, and consequences of threat	**IC**
Estimate the number of evacuees and identify and select areas suitable for sheltering evacuees	**IC**
Identify and select areas suitable for storage of evacuated equipment and emergency supplies	**IC**
Assure that evacuation routes to shelters selected will not become impassable before they can be reached	**PW,** DOT
Notify the Incident Management Team (IMT).	**DIS**
Establish an Emergency Operations Center (EOC) in a safe and suitable location	**IC,** EMC
Prepare for the evacuation and reception of the evacuees	**IC**
Estimate the nature and scope of outside assistance that may be required	**IC**
Initiate Communications plan	**ComUL**
Inventory communications capabilities between essential functions and the EOC	**ComUL**
Publicize emergency public information. Disseminate warning in English, Spanish , and Tagalog, if necessary	**PIO**
Arrange for the control of incoming air, marine, and surface traffic to facilitate receipt and delivery of needed supplies and to divert non-supplies	**SupUL**
Prepare for documenting equipment and supplies used, personnel hours spent, including overtime, and other documentation on expenses which might be necessary for later reimbursement	**FASC**
Sound alert and warning sirens as appropriate	**DIS**
Establish liason with the Department of Homeland Security and Emergency Management and otter appropriate State and Federal authorities	**LIO**
Maintain and alert or standby of personnel as necessary	**ALL ENTITIES**
Notify EMS and hospitals of potential injuries and decontamination needs	**CVFD**

RESPONSE	
Activate the Incident Management Team (IMT) and EOC and update the State	**IC**
Coordinate response with the State and Federal authorities	**IC**
If conditions warrant, declare a local disaster and contact Department of Homeland Security and Emergency Management, requesting assistance	**MAYOR**
Request assistance from the State Hazmat team, if needed	**IC**
Secure all associated evidence	**ALL ENTITIES**
If attack involves hazardous materials, see Annex K	**ALL ENTITIES**
If anthrax is suspected, double bag and wash hands with soap and water (no decon needed if substance is contained)	**CVFD**
Notify EMS and hospital if there are injuries, making certain they understand if there are contaminated victims	**CVFD**
Conduct field decontamination as needed	**CVFD**
Activate reconnaissance, rescue, and medical strike teams and/or task forces , making certain they have EOC communications	**CVFD**
Warn citizens of hazardous materials or compromised structures	**DIS**
Control fires and the escapement and/or spread of hazardous or toxic substances	**CVFD**
Maintain order- control crowds and protect property	**PD**
Issue evacuation notice as appropriate and activate shelters	**IC**
Maintain transportation routes to shelters	**PW**
Coordinate movements to shelter using school busses, if necessary.	**PD**
Secure evacuated areas	**PD**
Survey existing communications and mobilize amateur radio communications, if needed	**IC**
Restore and maintain essential services, such as disrupted utilities, transportation routes, and fuel tank farms	**PW, CEC, CTC**
Continue to update the public on shelters or shelter in place procedures, evacuation routes, and how to get information on victims	**PIO**
Search for secondary devices	**PD**
Establish temporary morgue, as needed	**IC**
Establish strike teams and/or task forces to begin assessment of damages to public and private property	**PW**

Establish traffic control and roadblocks in heavily damaged areas	**PD**
Assist in repairs	**PW,** CVFD
Maintain records accurately, including using NIMS logs daily (Form 214)	**UNIT LEADERS**
RECOVERY	
Prepare emergency public information about procedures to follow in the recovery phase	**PIO**
Initiate criminal investigations, as necessary	**PD**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Establish disaster aid centers to process applications for the rehabilitation of individuals and families	**FASC**
Ensure that all hazardous materials have been disposed of or nuetralized	**CVFD**
Identify safety hazards and undertake corrective action	**IC**
Perform post-incident cleanup and restore damaged utilities and transportation systems	**PW, CEC, CTC**
Coordinate recovery activities with state and federal relief agencies	**FASC**
Arrange for emergency housing, if necessary	**LSC**
Arrange for partial return of evacuees, particularly the heads of households, for individual damage assessment and cleanup	**PD**
Arrange for initial debris clearance	**PW**
Arrange for handling and identification of fatalities	**TC**
Provide mental health support services	**BHS**
Initiate immediate and long range rehabilitation measures and programs	**FASC**
Release extra personnel and equipment	**IC**
Perform damage assessments	**PW**
Provide monetary figures necessary to support a request for disaster declaration	**FASC**
Restock supplies and equipment used in the event and return any borrowed or rented equipment after proper cleaning/inspection	**ALL ENTITIES**
Itemize all damaged equipment and supplies and submit list to Finance/Administration Section	**ALL ENTITIES**
Perform a post-incident brief and an incident critique	**ALL ENTITIES**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**

City of Cordova

ANNEX K: HAZARDOUS MATERIALS

Purpose

This annex provides for a coordinated emergency response by Local Government and industry to mitigate the adverse effects on the population and environment resulting from an uncontrollable release of /or exposure to hazardous materials

- The annex primarily addresses the local Designated Emergency Response Agency (DERA), which is the City of Cordova. The DERA has the responsibility to identify response capabilities, including on-scene control, request additional outside resources as needed, and to ensure that emergency response procedures are developed. The annex also discusses Alaska Wildlife Trooper (AST) participation, as well as coordination with the private sector.

Situation

Hazardous materials pose a potential threat to a community at both fixed facilities and during transport.

- Numerous facilities use and transport chemicals which pose threats to public and private sectors. They routinely provide Material Safety Data Sheets (MSDS) to the supporting fire departments which are responsible for training of the fire fighters who respond to hazardous materials incident.

- Over 400 hazardous materials have been identified by EPA as subject to the requirements for Superfund Amendments and Reauthorization Act of 1986 (SARA) Title III.

- The City of Cordova, like any community, has identified many of these hazardous materials.

Assumptions

- Safety of all responders is the number one priority.

- The First On-Scene Responder may not be a highly trained hazardous materials handling specialist, but as first on-the-scene, becomes the initial response force.

- Local, state and federal hazardous materials response teams and other support agencies will respond with technical expertise and resources upon request by the local officials.

- Emergency response personnel will be trained in hazardous materials control (within the capabilities and resources available, and based on known local hazards) and all response vehicles will be equipped with emergency response reference materials guidebooks.

- Facilities subject to reporting under the Emergency Planning and Community Right-to-Know Act of the Superfund Amendments and Reauthorization Act of 1986 (SARA), will provide Material Safety Data Sheets or list of MSDS chemicals to the appropriate fire department and the Alaska State Emergency Response Commission (SERC).

- Private agencies involved in the manufacture, use, storage and transportation of hazardous materials will cooperate with local governments in preparing for response to hazardous materials incidents.

Limitations

The City of Cordova has limited resources with which to respond to a hazardous material incident.

Concept of Operations

This annex anticipates an initial accident report or request for assistance.

- The initial report should be investigated by the first responding. That First On-Scene Responder must act quickly .
    - Initial reports of an incident rarely reflect the true nature of the situation. The worst situation must be assumed and an objective on-the-scene evaluation and assessment must be made as soon as possible.
    - It may not be immediately possible to identify the hazardous or toxic materials or chemicals involved in the spill, although every attempt should be made to do so. Stay UPWIND, UPHILL, and/or UPSTREAM at a safe distance. Look for information on labels, shipping paper, placards, license plate numbers, tank/container types, etc.
    - Emergency response personnel should always assume the materials are highly toxic, even in small quantities; and take protective action.
    - Of special interest and value to the local agencies is the requirement that all facilities subject to the provisions of SARA Title III must in addition to their other responsibilities, immediately notify the local jurisdiction and the State Emergency Response Commission if there is a release of a listed hazardous material that exceeds the reportable quantity for that material. The initial notification can be by telephone, radio, or in person. Emergency notification requirements involving transportation incidents can be satisfied by dialing 911, or calling the district office of DEC or to place a call to the DEC Division of Environmental Quality on the spill hotline, 1-800-478-9300.
- Once the jurisdiction has been tentatively identified, and the responsible DERA and/or designated response agency notified, established procedures will be utilized.
    - An appropriate response team will be dispatched as provided in the DERA and local emergency response SOP's. The Position Checklist is included herein.
- The Alaska Wildlife Troopers (AST), as DERA for incidents occurring on highways outside municipal city limits, will follow their operations manual.
- Major marine oil spills in the Prince William Sound will be managed by the Alyeska Oil Spill Response Plan. See Tab 1 for details. Oil/fuel spills of a smaller scale will be handled by local contractors and CVFD. See Tab 2 for details.
- Hazardous material emergency response personnel will operate as a team and will function under the concept of the Incident Command System as described in the Direction and Control Annex.

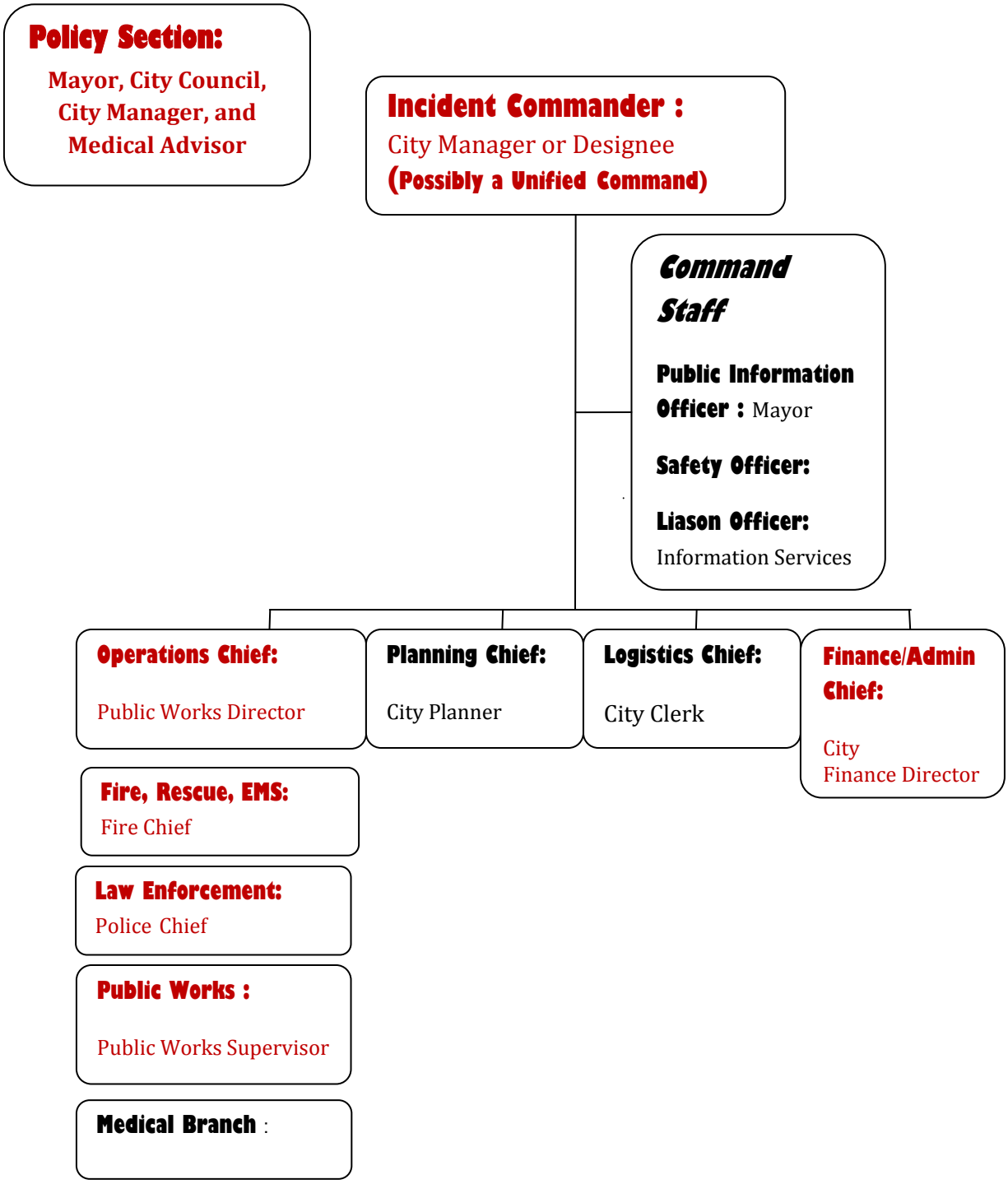
- During the response, if evacuation of the public (or a community) is necessary to save lives and property, the Governor, the AST, or the On-Scene Commander may order this action.
- If the DERA determines not to have the equipment, personnel or expertise necessary to handle a particular hazardous material incident, assistance will be requested .
- The City Emergency Operations Center (EOC) will be activated in support of the on-site Incident Command if the hazardous material incident is of such magnitude as to pose a threat to human life, have a significant impact upon the environment, or affects more than one jurisdiction.
- Public Information and media relations will be given priority attention, especially for any hazardous material incident that will, or is likely to, affect the public. The Emergency Public Information Annex establishes this function.
- Clean-up and removal of the hazardous material involved in an incident will be monitored by the City of Cordova according to local, state, and federal guidelines.
- If a hazardous material incident or release occurs on private property, the owner or operator thereof may undertake the emergency response. If the owner or operator does not undertake such emergency response, or if in the judgment of the DERA there exists an imminent danger to the public health and safety, the DERA should initiate an appropriate emergency response.
- Any facility that produces, uses, or stores any of the over 400 hazardous materials listed by the EPA in a quantity greater than its threshold planning quantity, is subject to the emergency planning and community right-to know provisions of SARA Title III.
- Teir II forms are required to be on file with CVFD. Facilities experiencing a hazardous material incident are advised to check with CVFD to review their Teir II forms.
- State involvement within City disaster damage assessment, emergency response (except for AST) and recovery processes will be coordinated by the State Department of Environmental Conservation (DEC).

Organization and Assignment of Responsibilities

- The following organizational chart indicates what City Departments would be involved in a hazardous materials event.

Organizational Chart for Hazardous Materials

***RED indicates activation of that entity for HAZARDOUS MATERIALS



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Incident Commander	IC
Policy Section	PS
Operations Section Chief	OSC
Dispatch	DIS
Police Department	PD
Cordova Volunteer Fire Department	CVFD
Emergency Medical Services	EMS
Public Works	PW
Water and Sewer Department	WSD
Alaska Wildlife Troopers	AWT
Cordova Electric Cooperative	CEC
Cordova Telephone Cooperative	CTC
Alaska Department of Transportation	DOT
Finance/Administration Section Chief	FASC
Public Health Nurse	PHN

POSITION CHECKLIST: HAZARDOUS MATERIALS

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
PREPARATION	
Have vital equipment in the condition necessary for major emergencies	**<u>ALL ENTITIES</u>**
Develop/update plans and operating procedures for services. Coordinate all plans and standard operating procedures with those of other first responders.	**<u>ALL ENTITIES</u>**
Mitigate fuel spills through the monitoring of derelict vessels and through public awareness of fuel tank stabilization	**<u>ALL ENTITIES</u>**
Maintain an inventory of all first responder resources within the City and develop plans to make such resources available	**<u>ALL ENTITIES</u>**

Upon receipt of an impending hazard report, verify the report with authorized agencies	**ALL ENTTIES**
Estimate possible effects and consequences of impending hazard	**ALL ENTITIES**
Train and perform regular hazmat drills	**CVFD**
Locate and document locations of stored hazardous materials	**CVFD**
RESPONSE	
Notify the City Manager or Emergency Management Coordinator of hazard (if not already accomplished) who will mobilize other resources	**IC**
Establish command and appoint Safety Officer	**IC**
Insure that the Department of Homeland Security and Emergency Management is kept advised of the emergency.	**IC**
Contact Department of Environmental Conservation (DEC) for assistance and information regarding environmental health dangers and population protection	**IC**
Determine, from Communications Unit Leader, what frequencies to use on the radios	**ALL ENTITIES**
Review assignments of all personnel and brief those who will have emergency tasks to perform	**ALL ENTITIES**
For a MAJOR oil spill, inform Dispatch. That will activate the Aleyska Oil Spill Response Plan, if it hasn't been already activated. **See TAB 1 for major oil spill response details.**	**ALL ENTITIES**
For an oil/fuel spill on a smaller scale, contact Dispatch, who will contact the Fire Marshal and the local contractor immediately	**ALL ENTITIES**
Control and direct the entire, on-scene response activity	**IC**
Identify materials involved.	**IC**
Select PPE based on hazards presented, establish zones, and continue air monitoring	**IC**
Eliminate ignition sources and consider confinement/containment options	**IC**
Establish crowd control, traffic control and scene security. Prevent anyone from entering or accessing the hazard area.	**PD**
Initiate perimeter control , including atmospheric monitoring	**IC,** PD
Assess the situation to determine type of release, approximate size, weather factors, etc.	**IC**
Assist in necessary road closures, detours and establishment of control zones.	**PW**
Advise Water and Sewer Dept. immediately if the City water supply could be affected	**IC**
Provide remedial actions when a hazardous material may affect water sources and distribution systems	**WSD**

Assist in product analysis, if requested.	**WSD**
Establish a decontamination area for exposure victims, if necessary	**CVFD**
Consider isolating exposure victims from others, especially if biohazards are involved	**CVFD**
Maintain government and public awareness of the incident situation	**PIO**
Disseminate public information about evacuation or shelter in place	**PIO**
Initiate evacuation , if necessary	**IC**
Activate shelters or locate emergency housing for evacuees, if necessary	**IC**
Inform hospital and EMS of injuries	**IC**
Assess, treat, transport, and account for injured and ill patients	**EMS**
Establish a radiological monitoring strike team and/or task force if radioactive materials are believed to be involved	**IC**
Activate IMT and EOC, if necessary	**IC**
Monitor public health and safety and respond to developing hazards	**PHN**
If conditions warrant, declare a local disaster emergency and request state assistance	**MAYOR**
Request assistance from statewide Hazmat Response team, through the SEOC, if applicable	**IC**
Provide the Public Information Officer with appropriate information	**ALL ENTITIES**
Maintain records accurately, including using NIMS logs daily (Form 214)	**ALL ENTITIES**
RECOVERY	
Assist in appropriate disposal of recovered product(s) and contaminated soils.	**IC**
When feasible, restore the incident area to a safe condition and return evacuees as appropriate	**ALL ENTITIES**
All exposures to responders will be documented	**ALL ENTITIES**
Prepare emergency public information about procedures to follow in the recovery phase	**PIO**
Take actions necessary to restore public confidence	**ALL ENTITIES**
Restock supplies and equipment used in the event and return any rented/borrowed equipment after proper cleaning/inspection	**ALL ENTITIES**
Itemize all damaged equipment and supplies and submit list to Finance/Administration Section	**ALL ENTITIES**
Restore and maintain essential services	**ALL ENTITIES**
Assist in ensuring that all hazardous materials have been disposed of or neutralized	**CVFD**
Perform post-incident cleanup and restore damaged utilities and transportation	**PW,CEC, CTC,**

systems	**DOT, HAR**
Coordinate recovery activities with state and federal relief agencies. The governing body of the jurisdiction is responsible for claiming reimbursement from the parties or persons responsible for a hazardous material incident in concert with the State Department of Environmental Conservation (DEC).	**IC,FASC**
Establish disaster aid centers to process applications for the rehabilitation of individuals and families	**FASC**
Release unnecessary personnel and equipment	**OSC**
Contact SEOC and request damage assessments teams	**IC**
Provide financial figures necessary to support a request for disaster declaration	**FASC**
Complete and submit necessary reports and paperwork to appropriate agencies	**ALL ENTITIES**
Perform a post incident briefing and an incident critique	**ALL ENTITIES**

TAB 1: City of Cordova Oil Spill Response- Major

PURPOSE:

The purpose of TAB 1 is to define the organization, strategies, equipment and manpower needed by the City of Cordova in the event of a major oil spill (e.g tanker spill) which could impact the daily operations of the City of Cordova.

OIL SPILL RESPONSE INTERFACE:

- As a result of the 1989 oil spill of the Exxon Valdez in Prince William Sound, the new Alyeska Oil Spill Response Plan incorporates the activities of local communities in supplying resources to aid in containment and clean up. The Alyeska Plan also includes provisions for liaisoning between the Valdez EOC and the local communities. It is not necessary to duplicate those provisions in this plan.

CONCEPT OF OPERATIONS:

- In the event of a major spill within the Prince William Sound or Gulf of Alaska, two separate and distinct operations will be conducted within the community:

    1. Dispatching of contracted fishing vessels with clean up equipment to aid Alyeska in their response, and,

    2. The formation of the City's Oil Spill Response Office to provide the official focal point of the City's interests and participation.

NOTIFICATION:

- Millions of gallons of North Slope crude are transported by each tanker leaving the Valdez terminal. Alyeska's escort vessels (SERVs) accompany tankers through the Sound to the Hinchenbrook entrance. In the event of an accident and spill the SERVs vessels notify the Valdez EOC to activate an initial Alyeska response and mobilize supplementary resources from surrounding communities. The National Response Center (**NRC** 1-800-424-8802) **must be contacted whenever an oil discharge enters or threatens to enter navigable waters of the United States or whenever a hazardous substance greater than a reportable quantity is released.** Failing to report such releases to the NRC can result in severe fines

  The Valdez EOC will notify Cordova through Dispatch (24-hour manning). The dispatcher, after making a confirming return call, notifies the Fire Marshal. The Fire Marshal, after confirming that the primary function in Cordova is underway (CDFU notified via phone or pager to begin dispatching boats), notifies the City Manager, and Mayor, who, in turn, calls an emergency meeting of the City Council.

ACTIONS:

- The City Council may direct the following actions:

  A. Appoint an Oil Spill Response Office Coordinator and make provisions for staff, office space, equipment and supplies. This office will co-locate with the Regional Citizens' Advisory Council (RCAC) and Regional Stakeholder Committee (RSC). These entities will all work together towards the goal of transparent communications during an oil spill. See Tab 7 in REFERENCES for a schematic that clarifies the relationships between those three entities.

  B. Direct the Finance Department to assign a special account number for tracking all expenditures and encumbrances relating to the spill.

  C. Appoint he Mayor or his/her designee to be the Public Information Officer (PIO).

  D. Notify all appropriate persons and agencies of the establishment of the Oil Spill Response Office, and that the Office is the focal point and clearing house for spill related activities and information.

  E. Make provisions for office space for representatives of state agencies and for the spillers representative (liaison) expected to arrive in Cordova.

- The Oil Spill Response Office Coordinator shall:

  A. Receive, from the governing body, clarification as to the scope of the City's involvement in the spill response.

  B. Keep the governing body abreast of all situation updates received from Valdez EOC and act as official liaison to Valdez EOC.

  C. Establish the "Cordova Fact Sheet" as the mechanism to keep the public informed of events surrounding the oil spill.

  D. Run all public announcements through the PIO for release of information to media.

  E. It is the responsibility of the Coordinator to assure the receipt of the situation updates, objectives of the Incident Action Plan, and spill trajectories from Valdez EOC, possibly through the City's representative on the Regional Citizens' Advisory Council (RCAC).

  F. The Coordinator shall schedule daily briefings for the governing body and appropriate city officials.

  G. The Coordinator shall maintain copies of information to and from the Oil Spill Response Office.

FISHING VESSEL RESPONDERS:

- The governing body may direct the Oil Spill Response Office to provide aid (if requested) to the Cordova District Fishermen's United (CDFU) in their efforts to dispatch the fishing fleet to the spill site, such as snow removal in staging areas where spill equipment must be maneuvered. CDFU and Alyeska have already arranged for the boom trucks, cranes, flat bed trucks, tractors, forklifts, and longshoremen for moving oil boom and spill equipment from Alyeska storage vans to the docks.

LOCAL ACTIVITIES AND IMPACT

- Should the emergency expand to require a long, involved commitment to attack a major spill such as the Exxon Valdez, City Government and the community should prepare itself for the disruption of normal activities.
- Spill materials and equipment (not to mention people)might be arriving daily via Alaska Airlines, ERA, or any number of charter aircraft, and military aircraft to the mile 13 airport. Presumably, equipment and materials shippers arrange for staging and security at the airport. This is to be handled ultimately by the "Out-of-Region Assets Manager" from the Valdez EOC
- Next, that equipment must be transported to town and be staged, inventoried, and have security provided for it. A traffic plan may have to be devised during certain times of the year. This equipment will ultimately be transported to a dock where it would be loaded onto vessels being dispatched to the spill site. It may be necessary to coordinate with CDFU, the use of port space and equipment during certain times of the year.
- The community might expect that repair parts for fleet equipment, and rotation of boat crews, might require considerable floatplane traffic near or in the harbor. The harbormaster may need to establish a plan to handle the increase in floatplane traffic.
- The city should also expect increase aircraft traffic (both fixed-wing, and helicopter) at the city airstrip and Eyak Lake.
- An influx of people from government agencies, the oil industry, workers, and the media may also impact the functions of City employees and elected officials. It is advisable that all City employees and elected officials keep records of their daily activities until the spill event is over.

For details on the activities directly associated with the spill response, see the Alyeska plan or CDFU's plan.

TAB 2: City of Cordova Oil Spill/Fuel Response- Small Scale

PURPOSE:

The purpose of TAB 2 is to define the organization, strategies, equipment and manpower needed by the City of Cordova in the event of a smaller-scale oil spill which would most likely NOT impact the daily operations of the City of Cordova.

CURRENT RESOURCES:

Oil/fuel spill resources are stored throughout the City by these entities, in these locations:

ENTITY WITH RESOURCES:	WHERE THE RESOURCES ARE:	WHAT THE RESOURCES ARE:
DEC- Department of Environmental Conservation	1 Connex behind the Harbor Master	Basic spill resources… rakes, absorbents, etc.
Alaska Marine Response- local contractor Andy Craig 424-5656 Mark Heidbrink 424-5324 Brent Davis 424-7655	Warehouse @ Cordova Coastal Outfitters…	Vinyl containment boom, boats, barge, skiffs, diving gear, misc. response equipment
Cordova Harbor Department	With the City	Containment boom
USCG	2 Connexes In the lot next to Bayside Storage	Lots of absorbents
Alaska Chadux Corp, Oil Spill Removal Organization for Cordova Non-profit company that provides contingency plan for its members (smaller shippers)	4 Connexes @ Shoreside Petroleum	All the basics for spill removal

CONCEPT OF OPERATIONS:

- In the event of a smaller-scaled spill within the Prince William Sound or the local vicinity, these operations will be conducted within the community:

    1. Dispatching of local contractors to the spill in an expedient manner.
    2. Dispatching of Cordova Volunteer Fire Department to assist.

- Small scale responses will happen quickly, through the effort of both entities. Alaska Marine will respond to smaller spills for any initial containment. If there is a prolonged period of clean-up, the City may choose to contract with Alaska Marine Response to finish the job. If the spill exceeds AK Marine resources capabilities, they will then work as an arm of the larger spill response for Cordova, Alaska Chadux Corporation. The City would need to contract with Chadux at that point. If the scope of the job is beyond those resource capabilities, the City will contact Alyeska Oil Response.

NOTIFICATION:

- Cordova Dispatch (24-hour manning) will be notified. The dispatcher, after making a confirming return call, notifies the Fire Marshal and the Harbor Master, if appropriate. The Fire Marshal, after confirming that the primary function in Cordova is underway (CVFD has been paged and the local contractor has been notified), notifies the City Manager and the local spill response contractor.

- Keys to USCG connex are carried by the Harbor Master and by Alaska Marine Response (Andy Craig 424-5656). Keys to DEC connex are carried by the Harbor Master. Keys to the Chdux connexes are carried by Shoreside employees.

ACTIONS: The Incident Commander may direct the following actions:

A. Supervise on-scene CVFD members (and Harbor personnel, if appropriate) during assistance to local contractors.

B. Direct the Finance Department to assign a special account number for tracking all expenditures and encumbrances relating to the spill.

C. The Mayor or his/her designee be appointed the official Public Information Officer (PIO).

MITIGATION MEASURES: Oil Spill recovery is expensive and usually preventable. The City of Cordova will institute mitigation measures by:

- increasing awareness of fuel tank stabilization (of both stationary and mobile tanks)

- monitoring derelict vessels

City of Cordova

ANNEX L: PANDEMIC INFLUENZA

Purpose

To reduce morbidity, preserve continuity of City operations, and to minimize the social and economic impact of an influenza pandemic

To define roles and responsibilities of key stakeholders during all phases of the disease

To serve as a guide to local health care partners, response agencies, and businesses in the development of local pandemic influenza response plans

Introduction

- Influenza Pandemics occur sporadically when there is a major change in the structure of a strain of influenza virus such that most (or all) of the world's population is susceptible to infection. These major changes emerge by at least two mechanisms: Genetic recombination and adaptive mutation.

- At some point in the future, the world will be faced with another Pandemic caused by a strain of influenza virus that spreads rapidly and causes extra ordinarily high rates of illness

and death—higher, in fact, than virtually any other natural health threat. Because novel influenza viruses have the potential to spread rapidly, high levels of absenteeism in the workforce can quickly jeopardize essential community services, including healthcare services throughout affected regions. Because little time will be available to prepare after the pandemic is first identified, it is critically important for us to promptly maximize our ability to respond effectively to this imminent threat.

- Although there is no way to fully predict the impact of an influenza pandemic on Cordovans, CDC has developed software, called FluAid, to assist in establishing a range of estimates of impact due to a future pandemic influenza strain circulating in our community. Based on attack rates of 30% and 50% of the Cordova population affected (assuming summer population of 5000):

- ✓ Up to 30 – 50% of the population will become ill with the flu. (1,500-2,500 Cordovans)
- ✓ Up to 15 – 25% of the population will require out-patient visits. (750-1250 Cordovans)
- ✓ Up to .3 – 3% of the population will require hospitalization. (15-150 Cordovans)
- ✓ Up to .1 – 2.5% of the population will die of flu related causes. (5-125 Cordovans)

Assumptions

- The identification of a novel influenza virus with sustained human-to-human spread may give warning of a pandemic weeks or months before the first cases are identified in Alaska.

- Most people who have access to clean water, food, sanitation, fuel, and nursing and medical care while they are sick will survive.

- There could be significant disruption of public and privately owned critical infrastructure.

- The number of ill people requiring outpatient medical care and hospitalization may overwhelm the city's healthcare system.

- No effective influenza vaccine will be available early in the course of the pandemic. When influenza vaccine becomes available, it will be in short supply and may require two doses.

- Supplies of antiviral medications that are effective against influenza will also be inadequate and need to be prioritized for use.

- Implementation of social distancing measures, such as isolating the sick, screening travelers, and reducing the number of public gatherings, may help to slow the spread of influenza early in the pandemic period.
- Federal and State declarations of emergency will change legal and regulatory aspects of providing public health services during a pandemic.

- Maintaining social order and compliance with health recommendations during a pandemic may prove to be problematic.

Limitations

Police, Troopers, Fire, Rescue, and EMS resources will be overwhelmed in any major disaster

- In a disaster, the rescue capability of the Fire Department must be augmented by the resources of other agencies and by trained citizen volunteers.

Concept of Operations

Phases Of An Influenza Pandemic

- WHO has developed a global influenza preparedness plan that presents a classification of six phases grouped within the following three phases: Interpandemic Period, Pandemic Alert Period, and Pandemic Period. These phases are associated with increasing public health risk associated with the emergence and spread of a new influenza subtype that may lead to a pandemic. The Director General of WHO is responsible for declaring the current global pandemic phase and adjusting the phase level to correspond with pandemic conditions around the world.

WHO Pandemic Alert Phases

Interpandemic Period	No new influenza virus subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If present in animals, the risk of human infection or disease is considered to be low.	1
	No new influenza virus subtypes have been detected in humans. However, a circulating animal influenza virus subtype poses a substantial risk of human disease.	2
Pandemic Alert Period	Human infection(s) with a new subtype but no human-to-human spread or at most rare instances of spread to a close contact.	3
	Small cluster(s) with limited human-to-human transmission but spread sis highly localized, suggesting that the virus is not well adapted to humans.	4
	Larger cluster(s) but human-to-human spread is still localized, suggesting the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible (substantial pandemic risk).	5
Pandemic Period	Pandemic Phase: increased and sustained transmission in the general population.	6

The Alaska (and Cordova) Pandemic Influenza Plan utilizes the WHO and HHS phases by combining them into two periods called :

#1. Interpandemic and Pandemic Alert Period (this combines WHO's Phases 1, 2, 3; and federal HHS phases Interpandemic and Pandemic Periods) and:

#2. Pandemic Period (this combines WHO's Phases 4, 5, 6; and is the federal HHS phase Pandemic Period).

Federal Role

- DHS&EM will coordinate all non-medical support and response actions. HHS will coordinate the overall public health and medical emergency response efforts. HHS Secretary can declare a public health emergency and, subsequently, coordinate response functions. Additionally, the President can declare a disaster and activate the National Response Plan.

State Role

- States are individually responsible for coordination of the pandemic influenza response within and between their jurisdictions. Administrative Order No. 228 orders the Department of Military and Veterans Affairs, Division of Homeland Security and Emergency Management (DHS & EM) to assume overall responsibility for interagency coordination of pandemic influenza preparedness and the Department of Health and Social Services, Division of Public Health (DPH) to assume primary functional and technical responsibility for pandemic influenza preparedness. They will coordinate with Cordova to ensure development of local plans and provide resources to assist in that planning process.

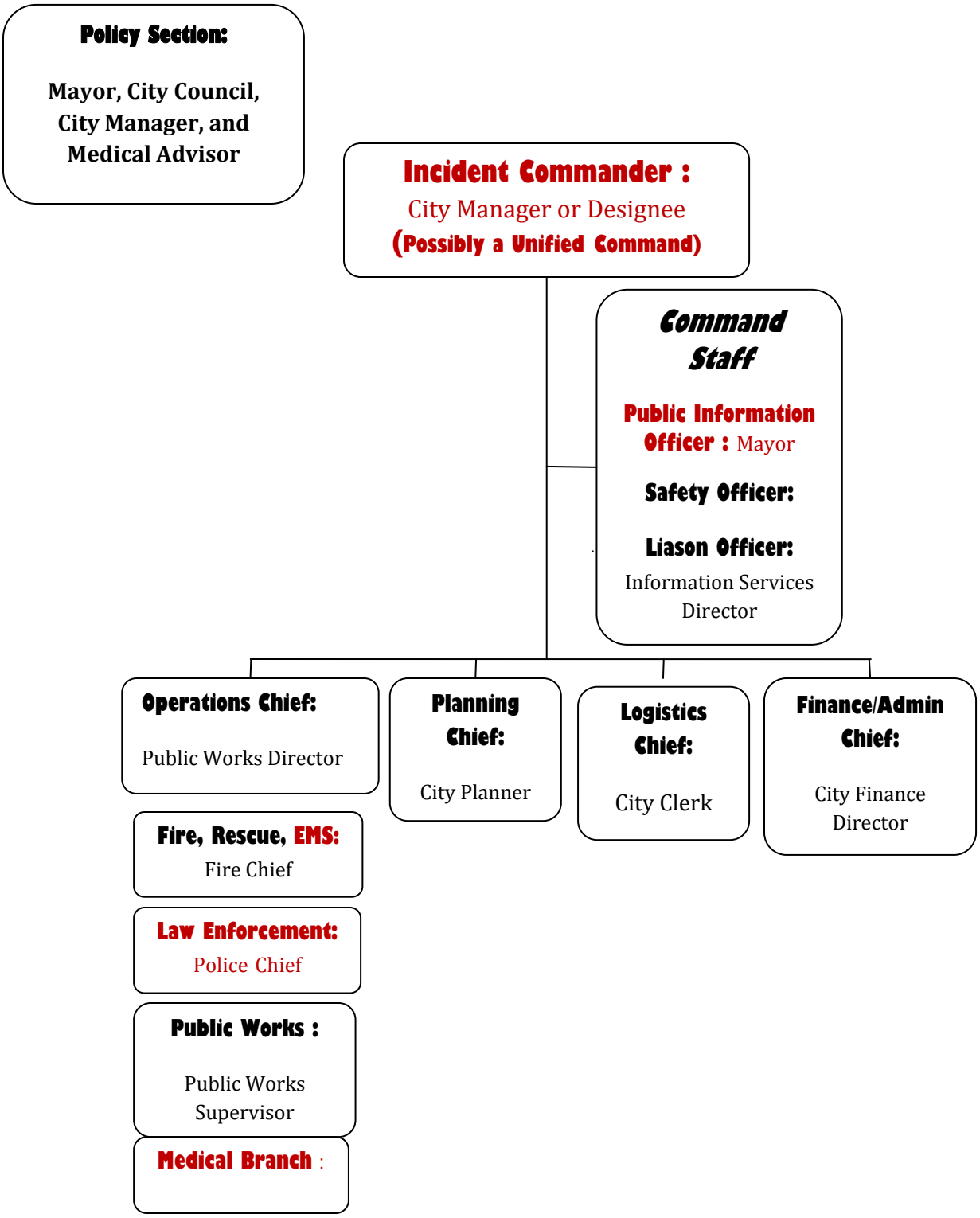
Organization and Assignment of Responsibilities

The State of Alaska Director of Public Health will declare when it is time to activate the state plan for the pandemic period, at which point Cordova will activate its EOP and declare a local emergency. Emergency powers are contingent upon that declaration.

- When the plan is activated, the organizational structure on the next page will be in effect in Cordova. The Medical decisions will be made by a unified command of the four medical entities, entitled Medical Unit Medical Directors (MBR): one representative each, from Cordova Community Medical Center, Ilanka, Public Health Nurse, and Emergency Medical Services (EMS). CCMC representation will include Mental Health. The Medical Directors will meet daily, if the plan is activated. The Medical Directors will choose one representative to be present at the EOC, if it is activated.

Organizational Chart for Pandemic Influenza

***RED indicates activation of that entity for PANDEMIC INFLUENZA



Specific responsibilities for the following jobs are found in the Position Checklist. The abbreviation for each job is found in the table below.

Key Stakeholders	Acronym
Section of Epidemiology	SOE
AK Division of Public Health	DPH
Center for Disease Control	CDC
Planning Chief	PC
Logistics Chief	LC
Medical Branch Representatives	MBR
Cordova Community Medical Center	CCMC
Ilanka Clinic	IL
Emergency Management Coordinator	EMC
Public Health Nurse (424-4547)	PHN
Cordova School District	CSD
Emergency Medical Services-ambulance	EMS
Public Information Officer (Mayor)	PIO
Police Department (424-6100)	PD
Public Works (424-6231)	PW
Fire Department (424-6117)	FD
Incident Command	IC
Salvation Army (424-3134)	SA
Red Cross Volunteers (Cordova Unit)	RC
Community Emergency Response Team	CERT
Incident Management Team	IMT
Surveillance Unit	SU
Policy Section (Mayor, City Council, City Manager)	PS
Temporary Coroner	TC
Mental Health Support (Sound Alternatives 424-8300 and Cordova Family Resource Center 424-5674)	MHS

POSITION CHECKLIST: INTERPANDEMIC and PANDEMIC ALERT PERIOD

***If it is a PRIMARY responsibility, it will be in **BOLD and <u>underlined</u>**

Responsibility/Task	**<u>Who is Responsible?</u>**
Command, Control, and Mngt.	
Have vital equipment in the condition necessary for major emergencies	**<u>ALL ENTITIES</u>**
Develop/update plans and operating procedures for responders. Coordinate all plans and operating procedures with those of other City emergency services.	**<u>ALL ENTITIES</u>**
Maintain an inventory of all first responder resources within the City and develop plans to make all responder resources available	**<u>ALL ENTITIES</u>**
Upon receipt of an impending disaster report, verify the report with authorized agencies	**<u>ALL ENTTIES</u>**
Estimate possible effects and consequences of impending hazard	**<u>ALL ENTITIES</u>**
Maintain/update/revise the pandemic flu annex	**<u>EMC</u>**
Maintain a personnel alerting or call-up roster	**<u>ALL ENTITIES</u>**
Maintain primary and secondary communications systems which will be tested twice a year (backup system may include ARES radio operators)	**<u>ALL ENTITIES</u>**
Prepare to escalate to full and sustained operational status on short notice	**<u>ALL ENTITIES</u>**
Have vital equipment in the condition necessary for 24-hour operation	**<u>ALL ENTITIES</u>**
Arrange with the private pharmacy for their support, if required, to supplement pharmaceuticals.	**<u>ALL ENTITIES</u>**
Establish and maintain MOU's associated with pandemic flu preparation	**<u>EMC</u>**
Choose who will be the medical administrative decision makers (6 Medical Representatives/one from each entity) during the pandemic	**<u>CCMC, IL, PHN, EMS,MHS</u>**
Identify a medical representative to send to an EOC, if needed	**<u>MBR</u>**
Ensure coordination among all responding entities	**<u>IMT</u>** or **<u>MBR</u>** if EOC not activated
Meet with local stakeholders and review major elements of this plan	**<u>ALL ENTITIES</u>**
Decide when the EOP and pandemic flu annex is implemented	**<u>DPH</u>**
Review the plan to close and reopen schools, businesses, and public events	**<u>POL</u>**
Review the legal and regulatory aspects of pandemic flu issues	**<u>POL, CSD, PD</u>**
Educate the public prior to onset of the pandemic	**<u>EMC, PIO</u>**, CSD
Mobilize additional resources	**<u>LC</u>**. Or MBD, if EOP not activated

Participate in mass casualty disaster exercises	**ALL ENTITIES**
Review City COOP plan to prepare for high rate of absenteeism…identify essential services and functions within the jurisdiction	**POL**
SURVEILLANCE and INVESTIGATION	
Establish surveillance unit	**IMT,** or MBR, if EOP not activated
Follow state surveillance guidelines for rapid identification and isolation of persons infected	**CCMC, IL, PHN, EMS**
Support State Surveillance activities, including Viral Culture Sentinel Program w/CDC, the Influenza-like Illness Surveillance.	**SU, CCMC, IL,PHN**
Prepare for and monitor hospital census	**SU, CCMC**
Prepare for and monitor death rates	**SU, CCMC,TC**
Prepare for and monitor absentee rates in schools	**SU, CSD**
Coordinate with AK State Virology Laboratory (ASVL) for guidance and submitting of viral cultures	**CCMC, IL, PHN**
Train all applicable healthcare providers in proper specimen collection and shipping	**CCMC, IL, PHN**
Keep the State informed for all surveillance activities	**SU**
HEALTH CARE SYSTEMS	
Educate health care providers on diagnosis and management of pandemic influenza	**DPH**
Encourage routine influenza vaccination of all healthcare workers	**PHN**
Provide health care providers with infection control training and supplies	**CCMC, IL, PHN, EMS**
Develop and maintain an inventory of emergency medical supplies	**CCMC, IL, PHN, EMS**
Identify surge capacity resources (alternate care sites, backup personnel, volunteers)	**ALL ENTITIES**
Prepare to establish temporary morgues (See Annex F)	**TC**
Identify special population needs and review plans to meet those needs	**MBR**
Determine appropriate counseling techniques (eg. Teleconference calls, hotlines, etc)	**MHS**
Update health care providers regularly as the influenza pandemic progresses	**MBR**
COMMUNITY DISEASE CONTROL	
SOCIAL DISTANCING:	
Closely monitor changing epidemiological data frequently to determine need to implement various community disease control strategies	**MBR, POL**
Educate Cordovans regarding impact of pandemic influenza and use of community	**EMC, PIO, POL**

disease control	
Prepare protocols for managing ill passengers at ports of entry	**MBD**
Prepare health information for travelers…issue travel advisories and precautions	**MBD**
Determine appropriate timing for implementation of social distancing measures. The state may issue an advisory in this regard.	**POL, MBD**
Prepare to screen/quarantine at points of entry…follow CDC guidelines	**IMT, POL**
Prepare to implement protocols for managing ill passengers at ports of entry	**IMT, POL**
Prepare for preventing importation of infected birds and animals	**IMT, POL**
Continually evaluate travel –related cases of infection	**CCMC, IL, PHN**
ISOLATION and QUARATINE:	
Review hospital and clinic isolation protocols	**CCMC, IL**
Reviews plans for quarantine , as appropriate	**IMT, POL**
Review plans for isolation of essential function personnel (see COOP plan)	**IMT, POL**
VACCINE DISTRIBUTION and USE	
Identify priority groups for vaccinations and educate Cordovans about the rationale for acquiring vaccinations and for the currently recommended priority groups for vaccinations	**EMC, PHN, PIO**
Review/modify plans for procurement and distribution of vaccine, including security	**PHN**, PD
Confirm locations for mass clinic sites	**PHN**
Determine how persons in vaccine priority groups will be identified and tracked	**PHN**
Assure legal authorities review plans for vaccine distribution and the authority of volunteers and EMT's to provide vaccinations and/or work in healthcare facilities	**PHN**
Use current population estimates to quantify the number of persons in priority groups for vaccination	**PHN**
Utilize state standing orders for influenza vaccinations	**PHN, IL**
Develop a practice mass vaccination clinic	**PHN, EMS**
ANTIVIRAL DRUG DISTRIBUTION & USE	
Educate Cordovans concerning priority group designations	**EMC, PHN, PIO**
Identify high-risk groups and coordinate the delivery of antivirals to those individuals in the community based on state recommendations . Review HHS guidelines to determine current appropriate use of limited antiviral supply	**PHN**
Plan for receipt and security of antivirals	**PHN**
Procure and maintain local stockpile of antivirals	**PHN**
Reviews plans for implementation of home delivery systems of antivirals	**PHN**
Plan and train for rapid disbursement and use of antivirals	**PHN**

Discontinue when no longer needed and recover unused supplies	**PHN**
COMMUNICATIONS	
Take responsibility as the City spokesperson	**PIO (Mayor)**
Develop a 24/7 contact list for staff	**ALL ENTITIES**
Determine how daily briefings ~~between Medical Directors~~ will be slated and how information from those meetings will get to the PIO	**IMT or MBR**
Establish telephone hotline	**EMC**
Prepare basic communication materials on influenza, influenza vaccine, antiviral agents, general preventative measures, and other relevant information in multiple languages.	**EMC**
Review plans for communicating with special populations in alternate languages	**EMC**
Publicize/regularly update pandemic flu website	**EMC**
Review list of local media contact names and numbers and methodology to quickly send them information	**PIO**
Review internal plan on how to distribute information passed on from DHSS/SOE to appropriate health care staff	**ALL ENTITIES**
Schedule public educational presentations	**EMC**
Present infection control information to school children	**PHN**
Conduct town meeting	**MAYOR**
Conduct meetings with partners, community leaders, and government leaders to present plans and updates	**PIO**

POSITION CHECKLIST: PANDEMIC PERIOD

***If it is a PRIMARY responsibility, it will be in **BOLD and underlined**

Responsibility/Task	**Who is Responsible?**
Command, Control, and Mngt.	
Activate EOC, if necessary	**IC**
Implement the Pandemic Flu Annex	**IC**
Implement medical surge and infection control plans at health care facilities	**CCMC, Ilanka,PHN, EMS**
Prepare to close all but essential functions and implement plans to protect critical services . Implement security and protection plans for critical infrastructure, including contingency plan for 30-40% absenteeism .(See COOP plan)	**IC**

Prepare to protect and supply the needs of essential workers	**IMT**
Establish a regular briefing/planning schedule	**IC**
Publish regular situation reports /incident action plans, if EOC is fully activated	**PC**
Implement the personnel alerting or call-up roster	**ALL ENTITIES**
Establish communications systems	**ALL ENTITIES**
Track inventory of resources and submit resource requests to SEOC, if necessary	**PC**
Mobilize additional resources or submit requests to SEOC for additional resources, if necessary	**LC**
Escalate to full and sustained operational status , if necessary	**ALL ENTITIES**
Provide Personal Protective Equipment (PPE) to all pertinent responders	**ALL ENTITIES**
Implement community mass fatality plans (See Annex F)	**IC**
Activate appropriate MOU's associated with pandemic flu	**IC**
Choose who will be the medical administrative decision makers (Medical Unit Medical Directors (MBR)/representation from each entity) during the pandemic	**CCMC, IL, PHN, EMS, BHS**
Identify a medical representative to send to an EOC, if necessary	**CCMC,IL,PHN, EMS**
Meet with local stakeholders and review major elements of this annex	**ALL ENTITIES**
Determine when to close and reopen schools, businesses, and other public events, if necessary.	**POL**
Have legal and regulatory input available	**POL**
SURVEILLANCE and INVESTIGATION	
Activate surveillance unit	**IMT,** or MBR, if EOP not activated
Follow state surveillance guidelines for and rapid identification and isolation of persons infected with influenza-like illness	**CCMC, IL, PHN, EMS**
Support State Surveillance activities, including the Enhanced Surveillance Form http://www.hss.state.ak.us/dph/DPHPP/pandemicflu/panfluplan.pdf	**SU, CCMC, IL,PHN**
Monitor hospital/clinic census and provide information reports to the SEOC	**SU, CCMC,IL**
Monitor death rates	**SU, CCMC,TC**
Monitor absentee rates in schools, government offices, and businesses	**SU, CSD**
Coordinate with State Public Health Laboratory for guidance and submitting/shipping of viral cultures. Request additional specimen collection supplies from the SEOC, if necessary.	**CCMC, IL, PHN**
Keep the SEOC informed of all surveillance activities. (Check reporting requirements for SOE)	**SU**
Report data to SEOC	**SU,CCMC, IL, PH**
Pre-screening	**PHN**

HEALTH CARE SYSTEMS	
Initiate screening and triage of symptomatic patients for either personal or contact history of travel to geographical area with novel virus activity	**CCMC,IL,PHN**
Initiate mental health counseling services, as necessary	**MHS**
Contact special needs population (elders, etc), to ascertain needs	**MHS**
Provide or facilitate testing suspected case-patients	**PHN**
Provide health care providers with infection control training and supplies and promote strict adherence.	**CCMC, IL, PHN, EMS**
Limit movement and transport of patients with influenza	**CCMC, IL, PHN, EMS**
Activate volunteer lists	**ALL ENTITIES**
Establish Alternative Care Sites	**CCMC**
Establish temporary morgues and file/ issue death certificates , if necessary	**TC**
Activate hospital/clinic plan and EMS plan , in coordination with Division of Public Health	**CCMC, IL, PHN, EMS**
Update health care providers regularly as the influenza pandemic progresses	**PC**
COMMUNITY DISEASE CONTROL	
SOCIAL DISTANCING:	
Closely monitor changing epidemiological data frequently to determine need to implement various community disease control strategies	**MBR, POL**
Continue to educate Cordovans regarding impact of pandemic influenza and use of community disease control, as well as infection control measures	**EMC, PIO, POL**
Determine appropriate timing for implementation of social distancing measures. The state may issue an advisory in this regard.	**POL, MBR**
Implement social distancing measures	**IC**
Provide recommendations for discontinuing social distancing measures	**POL, MBR**
Implement protocols for managing ill passengers at ports of entry	**IC**
Implement screen/quarantine procedures at points of entry…follow CDC guidelines	**IC**
Consult with schools regarding closure	**POL**
Implement protocols for managing ill passengers at ports of entry	**IC**
Implement emergency staffing for both public and private sectors, in order to accomplish social distancing	**IC**
Close non-essential government functions, as appropriate	**IC,POL**
Close public gathering places, as appropriate	**IC, POL**
Determine the need to close ports of entry	**IC, POL**
Implement restrictions of nonessential travel	**IC, POL**
ISOLATION and QUARATINE:	

Direct infectious case-patients to remain in isolation(quarantine)	**IC**
Isolate all suspect patients	**CCMC, IL, PHN**
Quarantine contacts , as appropriate	**IC, PIO**
Communicate quarantine/isolation procedures to the public	**PIO**
Implement alternate care site (ACS)/home care. The state may issue an advisory in this regard.	**IMT, CCMC**
Implement just-in-time training for ACS, hotline, home care support team staff/volunteers	**IC**
Continue distribution of home care checklists to community. See http://www.redcross.org/www-files/Documents/pdf/domestic%20programs/pandemic_flu_home_care_brochure.pdf	**PIO, CERT**
VACCINE DISTRIBUTION and USE	
Continue to educate Cordovans concerning priority group designations	PIO
Using state-wide plans, distribute to high-risk groups in the community	PHN. IL
Implement home delivery systems of antivirals	PHN
Ensure that antiviral information is included on pre-recorded hotline	PIO
Implement drive thru protocols for pharmacy pick up of antivirals	Cordova Drug
Request additional antiviral drugs, if available	PHN
Prepare for post-exposure prophylaxis, if drug is available	CCMC, IL, PHN
Monitor antiviral drug use, safety, and effectiveness	PHN
Discontinue when no longer needed and recover unused supplies	PHN
ANTIVIRAL DRUG DISTRIBUTION & USE	
Continue to educate Cordovans concerning priority group designations	PIO
Using state-wide plans, distribute to high-risk groups in the community	PHN. IL
Ensure that antiviral information is included on pre-recorded hotline	PIO
Implement drive thru protocols for pharmacy pick up of antivirals	Cordova Drug
Request additional antiviral drugs, if available	PHN
Prepare for post-exposure prophylaxis, if drug is available	CCMC, IL, PHN
Monitor antiviral drug use, safety, and effectiveness	PHN
Discontinue when no longer needed and recover unused supplies	PHN
COMMUNICATIONS	
Identify spokesperson	PIO
Identify audiences	PIO
Review 24/7 contact list for staff	ALL ENTITIES
Implement daily briefings between Medical Directors and disseminate information	MBR

from those meetings to the PIO	
Activate pre-recorded telephone hotline	EMC
Establish and staff call-in hotline	MHS
Post community recommendations in prominent locations…including transmission mitigation techniques, PPE suggestions, and website/telephone references	EMC
Disseminate materials on influenza, influenza vaccine, antiviral agents, general preventative measures, and other relevant information in multiple languages.	EMC, CERT
Implement plans for communicating with special populations in alternate languages	
Publicize/regularly update pandemic flu website	EMC
Increase local media attention and establish regular media advisories/briefings	PIO
Use list of local media contact names and numbers and methodology to quickly send them information	PIO
Implement internal plan on how to distribute information passed on from DHSS/SOE to appropriate health care staff	MBR
Continue to communicate with partners, community leaders, and government leaders to present plans and updates	MBR
Coordinate with SEOC on updating information and modifying messages	PIO

City of Cordova

REFERENCES

TAB 1: Warning Call-out Roster

****<u>PLEASE NOTE</u> When the individuals on this list are called, their phones cannot identify the caller as being Cordova Police. Instead, it shows as a PRIVATE number. The ID block should be temporarily lifted while making these calls.

Who To Notify?

Who To Notify?	Contact Info-Day	Contact Info-Night	Via
City Manager (Incident Commander) Mark Lynch	City Hall 424-6200 Fax 424-6120	253-6224x	Telephone/fax or messenger
Public Information Officer Jim Kallander- The Mayor	?	?	Telephone
CVFD *(PAGE THEM)*	911 PAGE IMMEDIATELY	911 PAGE IMMEDIATELY	Pagers
CVFD Fire Chief- Mike Hicks	424-3184 (w) or 253-5896(c)	253-5896 (c) or 429-5896(c)x	Telephone or Pager
Cordova Police Department Chief Bob Griffiths	RADIO IMEDIATELY	253-4000x	Messenger
Emergency Management Coordinator	????	????	????
Operations Section Chief Moe Zamarron	424-6231	253-7216x	Telephone
Planning Section Chief Samantha Greenwood	424-6233	424-5729 (h) or 253-3007 (c)x	Telephone
Logistic Section Chief Cindy Appleton	424-6223	424-5126 / 253-5126x	Telephone
Finance/Administration Chief Ashley Royal	424-6200	424-5434x	Telephone
CCMC Hospital Nurses Station	424-8000	424-8000x	Telephone
Cordova Family Resource Center Nicole Songer ****SPECIAL NEEDS CONTACT****	424-5674	429-3400	Telephone
Cordova School District Jim Nygaard ****CONTACT FOR SHELTERS****	424-3265	424-3423	Telephone
Bidarki Recreation Center Susie Herschleb ***CHILDCARE CONTACT FOR**	253-7282	253-3217	Telephone

RESPONDER's CHILDREN… NOTIFY in ANY MAJOR DISASTER*			
Public Health Nurse -Barbara Bunte	424-4547 Fax 4548	424-5505 (h) 429-5505 (c)x	Telephone
AK Wildlife Troopers- Mike Hicks	424-3184	424-6100?	Telephone
Harbormaster- Dale Muma	424-6400	253-6400x	Telephone
Information Services- Cathy Sherman	424-6665	424-6665x	Telephone
DOT Rob Mattson	424-3202	424-5771x	Telephone
US Forest Service Teresa Benson	424-7661	424-3080x	Telephone
Alaska Dept of Fish and Game Dave Crowley	424-3212	424-4347	Telephone
US Coast Guard	424-3434	424-3434x	Telephone
USCG Air Station Mark Frohnapel	424-3382	424-7715?	Telephone
Alaska America Red Cross	I-800-660-4272	I-800-660-4272	Telephone
CERT Martin Moe	429-7264	424-7264x	Telephone
CEC Andy Gentry	424-5555	424-7959 / 253-5031x	Telephone
CTC Paul Kelly	424-2345	424-3109?	Telephone
Alaska Marine Highway- Cordova	424-7333	424-7333	Telephone
KLAM/KCDV Radio Station JR Lewis	424-3796 Fax 424-3737	424-5475x	Telephone or fax
GCI Channel 1 scanner Bret and Cindy Bradford	424-7317 Fax 424-5183x	429-7317 (C) or 424-5804	Telephone or fax
State Emergency Operation Center (SEOC)	1-800-478-2337	1-800-478-2337	Telephone
Tatitlek	Health Clinic 325-2235	David Totemoff 325-2386	Telephone or VHF 16,21,or 22
Chenega Bay	Health Clinic 573-5129	Andy McLaughlinx 573-5092	Telephone or VHF FM Channel 16
Prince William Aquaculture Corporation (hatcheries)	424-7511 Fax 424-7514	424-3147x	Telephone or messenger
Boswell Bay Tom or Leslie Justice	424-7304	424-7304	Telephone
Canoe Pass Alan or Jane Jensen	424-7373	424-7373	Telephone or VHF FM

TAB 2: Glossary

Alert	Informs people of impending danger.
ADEC	Alaska Department of Environmental Conservation.
ADES	Alaska Division of Emergency Services.
ADF&G	Alaska Department of Fish and Game.
ARC (American Red Cross)	The national organization with a congressional mandate to undertake the relief of persons suffering from disaster.
AST	Alaska State Troopers.
Avalanche	A mass of sliding snow occurring in mountainous terrain where snow is deposited on slopes of 20 degrees or more.
CHEMTREC (Chemical Transportation Emergency Center)	Operated by the Chemical Manufactures Association. Provides information and/or assistance to emergency responders on hazmat. Can be reached 24 hours a day by cal ling 800-424-9300.
Civil Disorder	Terrorist attack, riot, violent protest, demonstrations, illegal assembly.
Damage Assessment	The appraisal or determination of the actual effects resulting from a disaster emergency. This estimate serves as the basis for the Governor's request for a Presidential Disaster Declaration.
Disaster	Occurrence or imminent threat of wide spread or severe damage, injury, or loss of life or property resulting from a natural or man-made cause including: a. fire, flood, earthquake, landslide, mudslide, avalanche, wind driven water, weather condition, tsunami, volcanic activity, epidemic, air contamination, blight, infestation, explosion, riot, or shortage of food, water, fuel, or clothing. b. the release of oil or a hazardous substance; if the release requires prompt action to avert environmental danger or damage; and c. equipment failure, if the failure is not a predictably frequent or recurring event or preventable by adequate equipment maintenance or operation (AS 26.23.900).
Disaster Emergency	The condition declared by proclamation of the governor or declared by the principal executive officer of a political subdivision to designate the imminence or occurrence of a disaster. (AS 26.23.900).

Drought	Prolonged period without rain.
Earthquake	A sudden motion of the ground which may cause surface faulting (ground rupture) ground shaking, and ground failure.
EAS (Emergency Alert System)	Consists of broadcasting radio; television; cable stations; and interconnecting facilities which have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies, disseminating warnings.
EHS (Extremely Hazardous Substance)	In the text of SARA, Title III, EHS means any substance contained within the list of substances published by the Administrator of the U.S. Environmental Protection Agency. Otherwise known as the 302 Extremely Hazardous Substance List.
EOC (Emergency Operations Center)	Facilities designated for use by governments to direct and manage disaster emergency operations.
Emergency Management Coordinator	The individual who has the primary day-to-day responsibilities for emergency management programs and activities, and coordinates a jurisdiction's mitigation, preparedness, response, and recovery activities.
Enemy Attack	Hostile action taken against the U.S. by foreign forces resulting in the destruction of military or civilian targets or both.
Energy Shortages	Shortage or interruption of vehicle fuel, heating oil, natural gas, or disruptions of electrical power.
EPA (Environmental Protection Agency)	The federal agency responsible for regulating air, water, hazardous waste, pesticides, and toxic substances.
EPCRA	Emergency Planning and Community Right-to-Know Act of 1986.
Evacuation	The removal of potentially endangered, but not yet exposed, persons from an area threatened by a hazard. Entry into the evacuation area should not require special protective equipment.
FEMA (Federal Emergency Management Agency)	Agency established to oversee federal assistance to local government in the event of major disasters. Also administers the Emergency Management assistance program, which provides emergency management funds to local governments through the states.
Fire	**Wildland** - Any instance of uncontrolled burning in grasslands, brush, or woodlands. **Structural** - Uncontrolled burning in residential, commercial, industrial, or other properties in developed areas.

Flood	**Flash** - Quickly rising small streams after heavy rain or rapid snow melt. **Riverine** - Periodic overbank flow of rivers and streams. **Urban** - Overflow of storm sewer system usually due to poor drainage, following heavy rain or rapid snowmelt. **Coastal** - Flooding along coastal areas associated with severe storms, hurricanes or other events.
Hazard	Any situation or condition that has the potential of causing injury to people or damage to property.
Hazardous Materials Incident	Uncontrolled or unlicensed release of hazardous materials during storage or use from a fixed facility or during transport outside a fixed facility that may impact the public health, safety, and/or environment.
HAZ-MAT (Hazardous Material)	Any material which is explosive, flammable, poisonous, corrosive, reactive, or radioactive, or any combination, and requires special care in handling because of the hazards it poses to public health, safety, and/or the environment.
HAZWOPER (Hazardous Waste Operations and Emergency Response)	Federal safety and health standards promulgated for hazardous waste operators and emergency response personnel by the Occupational Safety and Health Administration (OSHA) as authorized in SARA, Title I; otherwise known as 20 CFR 1910.120 final rule.
IAP (Incident Action Plan)	The Incident Action Plan, which is initially prepared at the first Planning Meeting, contains general control objectives reflecting the overall incident strategy, and specific action plans for the next operational period. The Incident Action Plans will have a number of attachments. All incidents require an action plan. For simple incidents the action plan is not usually in written form. Large or complex incidents will require that the action plan be documented in writing for each operational period.
IC (Incident Commander)	The individual responsible for the management of all incident operations.
ICP (Incident Command Post)	Facility where the incident commander, responders, and technical representatives can make response decisions, deploy resources, and handle communications.
ICS (Incident Command System)	System which provides effective incident management through the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure to accomplish stated objectives pertaining to an incident.
IMT (Incident Management Team)	A management team organized within the Incident Command System to effectively achieve stated incident objectives utilizing the five management functions required for response to all hazard/all risk incidents.

Incident	An occurrence or event, either human-caused or natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.
Integrated Emergency Management System	A broad, all hazard emergency management system which encompasses all the various types of emergencies, and addresses mitigation, preparedness, response, and recovery activities. It encourages the development of the common management functions required for response to emergencies of all types.
JIC	Joint Information Center.
Landslide	A mass of sliding mud or rocks.
Local Government	Any county, city, village, town, district, or other political subdivision of any State, Indian tribe or authorized tribal organization, or Alaska Native village or organization and includes any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by a State or political subdivision thereof. (42 USC 5122).
MAC Group	A Multi-agency Coordination (MAC) group is a group of agency administrators who come together when the character and intensity of the emergency situation significantly impacts or involves other agencies for the intended purpose of improving interagency coordination at the top management level by the execution of the following duties: Setting priorities, acquiring or allocation of resources, coordinating State and Federal disaster designations, providing a political interface with the incident activity, and coordinating information to other agencies and the public.
MSDS (Material Safety Data Sheet)	Written or printed material concerning hazardous chemicals, including the manufacturer's name, the chemical's synonyms, trade name, chemical family, hazardous ingredients, physical data, fire and explosion hazard data, health hazard data, reactivity data, spill or leak procedures, special protection information, and special precautions.
NAWAS (Nation Warning System)	The Federal portion of the Civil Defense Warning System, used for the dissemination of warning and other emergency information from Federal and State warning points. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis.
NIIMS (National Interagency Incident Management System)	A common system consisting of five major sub-systems that collectively provide a total systems approach to all risk incident management. The sub-systems are: - The Incident Command System - Standardized training

- Qualifications and certification system
- Publications management
- Supporting technologies

NRT (National Response Team)	Is the national body responsible for coordinating Federal planning, preparedness, and response actions related to oil discharges and hazardous substance releases.
NOAA	National Oceanic and Atmospheric Administration.
NWS	National Weather Service.
OEM (Office of Emergency Management)	A branch of the municipal government responsible for the preservation of life and property in the event of a natural or man-made disaster emergency by making maximum use of municipal resources.
OSHA (Occupational Safety and Health Administration)	Part of the U.S. Department of Labor. OSHA develops and enforces federal standards for occupational safety and health.
PIO (Public Information Officer)	A member of the command staff, is responsible for the formulation and release of information about the incident to the news media, other appropriate agencies, and the general public.
PPE (Personal Protective Equipment)	That equipment and clothing required to shield or isolate personnel from chemical, physical, and biological hazards.
Salvation Army (The)	A religious and charitable organization, that in the event of a major disaster, mobilizes its personnel and resources to provide assistance to disaster victims and workers. Other aid provided includes food, clothing, shelter, and other needs as indicated.
SARA (Superfund Amendments and Reauthorization Act of 1986)	Title I deals with health and safety issues for hazardous waste workers and emergency response personnel. Title III deals with emergency planning and community right-to-know provisions. Also know as the Emergency Planning Community Right-to-Know Act (EPCRA).
SCO (State Coordinating Officer)	The representative of the Governor who coordinates State, Commonwealth, or Territorial response and recovery activities with those of the Federal Government.
SEOC	State Emergency Operation Center.
Title III	The Emergency Planning and Community Right-to-Know Act of 1986 which specifies requirements for organizing the planning and community right-to-know process at the state and local level. See SARA previous page.

Transportation Accident	An accident involving passenger air, highway, rail, or marine travel resulting in death or injury.
Triage	The screening and classification of sick, wounded, or injured persons to determine priority needs in order to ensure the efficient use of medical personnel, equipment and facilities.
Tsunami	Series of traveling ocean waves of great length and long period usually generated by submarine geophysical displacement. May or may not be preceded by an earthquake.
Unified Command	A command structure which provides for all agencies who have jurisdictional responsibility for the incident, either geographical or functional, to jointly manage an incident through a common set of incident objectives, strategy, and priorities.
USCG	United States Coast Guard.
Volcano	An eruption from the earth's interior producing lava flows or violent explosions issuing rock, gases and debris.
Warning	Notifies people of the imminent impact of a specific hazard, and protective actions which should be taken.
Weather Extremes	Severe weather includes ice storm, blizzards, extreme cold, drought, and high winds.

TAB 3: Agencies/Legislation involved in Disaster planning

The State has a number of resources, capabilities, and authorities that can be used to aid in disaster response. The Alaska Constitution provides a strong Office of the Governor with unified and singular authority over the Executive Branch. Additionally, integrated and effective emergency management and inter-agency procedures have created strong inter-agency cooperation between all levels of government in the last ten years, due to natural disasters, and oil spills. Some of the following organizations, agreements, and legislation have increased the state of Alaska's capability to respond to any kind of disaster, including one that may be WMD-related and or terrorist caused.

Agencies:

- The **Disaster Policy Cabinet** provides coordinated, timely, and appropriate policy and resource recommendations to the governor.

- The **State Emergency Operations Plan (EOP)** delineates agency and departmental responsibilities as well as identifying assets available throughout the state.

- The **State Emergency Operation Center (SEOC)** is the single point of contact for all jurisdictions and agencies to coordinate twenty-four hour emergency operations.

- The **State Emergency Response Commission** focuses on planning, preparing, and training for emergencies and disasters.

- Several **Local Emergency Planning Committees (LEPCs)** throughout the state have an all-hazards charter.

- The **Incident Command System (ICS)** is modeled after the National Interagency Incident Management System (NIIMS).

- The **Alaska Division of Emergency Services (DES)** serves as the foremost authority within the executive branch of state government for assisting the governor in coordinating all phases of emergency management in the state of Alaska.

- Under the **Alaska Department of Military and Veterans Affairs (DMVA)** the adjutant general and the commander of the National Guard is a cabinet member who is responsible for state emergency management. This arrangement encourages a single and strong focus for state emergency response while facilitating inter-and-intra-agency coordination and cooperation at local, state, and federal levels.

- The **Alaska State Defense Force** maintains an organized and trained military force, capable of timely and effective response to state emergencies, or on occasions deemed appropriate by the governor, to provide military assistance to civil and military authorities in the preservation of life, property and public safety.

- The **Alaska National Guard** is uniquely structured to accomplish homeland security. The twenty-two member, deployable 103rd Civil Support Team (CST) has also been added. The CST can provide rapid assessment, field testing, identification, and detection of nuclear, biological, and chemical agents, as well as limited decontamination operations and communication support while offering expert on-scene advice to first responders.

- The **US Environmental Protection Agency (EPA)** has Federal On-Scene Coordinators (OSC) located in Anchorage, Alaska. As a Federal OSC these individuals have access to commercial clean-up and technical assistance contractors as well as government special teams from EPA, USCG, DOE, HHS and others located nationwide. An EPA HAZMAT team has been trained to supplement local HAZMAT teams, as well as the 103rd Civil Support Team (CST). Approximately six personnel with chemical, biological and radiation monitoring equipment are pre-positioned in Alaska to begin response operations. The EPA team can be deployed anywhere in Alaska to support the Federal On-Scene Coordinator (FOSC) in the event of a major HAZMAT event.

- The **Alaska Department of Health and Social Services (DHSS)** has Epidemiology Surveillance and Outbreak Investigation Teams, 140 Public Health Nurses, a statewide Emergency Medical System (EMS) that includes 100 certified ground ambulance services, eighty-four first responder units, fourteen aero medical services, a Disaster Medical Assistance Team (DMAT), and a State Health Laboratory.

- The **Alaska Department of Public Safety (DPS)** is Alaska's primary law enforcement agency for federal, state, and local laws. The mandate of the department is to prevent loss of life and property as a result of illegal or unsafe acts. The department enforces criminal laws, traffic laws, and state fish and game regulations, and provides public protection programs for fire and traffic safety. The department has 348 commissioned officers assigned to the Alaska State Troopers (AST).

- The **Alaska Department of Natural Resources (DNR)** cooperates with other agencies and has a strong fire suppression mission accomplished through the Alaska Interagency Coordination Center (AICC). The Division of Forestry (DOF) within the DNR has twenty-three village crews for wildland fire fighting in addition to one "hot shot" crew, two Type II Interagency Incident Management Teams, and one Type I Interagency Incident Management Teams, and one Type I Interagency Incident Management Team.

- The **Alaska Department of Transportation and Public Facilities (ADOT/PF)** is the state's largest department with over 3,000 employees tasked with maintaining and operating the state's highways, marine highway systems, over 200 airports including Anchorage and Fairbanks International as well as all state owned facilities, ports and harbors.

- The **Alaska Department of Administration (DOA)** is the parent agency to the Information Technology Group (ITG). ITG manages the state's emergency telecommunications network that supports local law enforcement agencies, the Alaska Railroad Corporation, DHSS, DPS, DNR, DEC, and Department of Transportation and Public Facilities (DOT/PF).

- The **Alaska Department of Environmental Conservation (DEC)** does not maintain a Level A or Level B Hazmat response capability within the Department. DEC relies on community response agreements with the Municipality of Anchorage, Fairbanks North Star Borough, and the City of Valdez, all of which possess Level A Hazmat teams. Each team maintains a basic WMD chemical and radiological detection capability, and these teams may be deployed anywhere in the state at the request of DEC's State On-Scene Coordinator. DEC also has limited capabilities to assess general airborne levels of radioactivity using stationary air sampling stations and portable field screening equipment.

- The state of Alaska is a signatory to the **Pacific Northwest Emergency Management Arrangement**, a disaster mutual aid agreement among Alaska, Oregon, Washington, Idaho, British Columbia, and Yukon. The signatories agreed to provide assistance to each other's emergency organizations if emergencies/disasters are beyond state or provincial capability.

Legislation:

- The **Alaska Disaster Act (AS 26.23)** gives the governor extraordinary powers during a declared disaster and activates the Disaster Relief Fund.

- The **Alaska Civil Defense Act (AS 26.20)** gives the DMVA broad authority to undertake civil defense planning and operational functions and gives the governor extraordinary powers during a declared emergency.

- **AS 46.03.865** gives the DEC emergency authority to issue orders directing that action be taken when it finds that an actual or imminent discharge of a hazardous substance or low level radioactive material poses an immediate threat to the public's health and welfare or to the environment.

- **AS 18.60.505** gives DHSS extraordinary authority to issue orders directing that action be taken when it finds that an emergency exists that requires immediate action to protect the public's health or welfare.

TAB 4: Acronyms

AEIC	Alaska Earthquake Information Center
AERT	Alaska Emergency Response Team
AICC	Alaska Interagency Coordination Center
AKNG	Alaska National Guard
AKVOAD	Alaska Voluntary Organizations Active in Disaster
ALCOM	Alaskan Command
AO	Administrative Order
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
ARRC	Alaska Railroad Corporation
AS	Alaska Statute
ASHNHA	Alaska State Hospital and Nursing Home Association
ATC	Applied Technology Council
ATF	Bureau of Alcohol, Tobacco, Firearms and Explosives
AVO	Alaska Volcano Observatory
CAP	Civil Air Patrol
CCC	Citizens Corps Council
CDC	US Centers for Disease Control
CERT	Community Emergency Response Teams
COOP	Continuity of Operations Planning
DCCED	Alaska Department of Commerce, Community & Economic Development
DCCED/AEA	Alaska Energy Authority
DCCED/AIDEA	Alaska Industrial and Development Export Authority
DEC	Alaska Department of Environmental Conservation
DEC/SPAR	Alaska Division of Spill Prevention and Response
DEC/VSW	Alaska Division of Facility Construction & Operation/Village Safe Water Program
DEED	Alaska Department of Education and Early Development
DFG	Alaska Department of Fish and Game
DHS	US Department of Homeland Security
DHSS	Alaska Department of Health and Social Services
DHSS/DBH	Alaska Division of Behavioral Health
DHSS/DPH	Alaska Division of Public Health
DLAW	Alaska Department of Law
DMAT	Disaster Medical Assistance Team
DMVA	Alaska Department of Military and Veterans Affairs
DMVA/AKNG	Alaska National Guard
DMVA/ARNG	Alaska Army National Guard
DMVA/ASDF	Alaska State Defense Force
DMVA/CST	Civil Support Team
DMVA/DHS&EM	Alaska Division of Homeland Security & Emergency Management
DNR	Alaska Department of Natural Resources

DNR/DOAg	Alaska Division of Agriculture
DNR/DOF	Alaska Division of Forestry
DNR/DORP	Alaska Division of Parks and Outdoor Recreation
DOA	Alaska Department of Administration
DOA/ITG	Alaska Information Technology Group
DOC	Alaska Department of Corrections
DOI	US Department of the Interior
DOJ	Department of Justice
DOI/BLM	Bureau of Land Management
DOI/NPS	National Park Service
DOL	Alaska Department of Labor
DOR	Alaska Department of Revenue
DOT&PF	Alaska Department of Transportation and Public Facilities
DPC	Disaster Policy Cabinet
DPS	Alaska Department of Public Safety
DPS/AST	Alaska State Troopers
DPS/DFP	Alaska Division of Fire Protection
DRC	Disaster Recovery Center
DSCA	Defense Support of Civil Authorities
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
EOD	Explosive Ordinance Demolition
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ERP	Emergency Response Plan
ERT	Emergency Response Team
ERT-A	Emergency Response Team – Advance Element
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FC	Functional Coordinator
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FLO	Federal Liaison Officer
FNSB	Fairbanks North Star Borough
FREPP	Federal Radiological Emergency Response Plan
GAR	Governors Authorized Representative
HAN	Health Alert Network
HSAS	Homeland Security Advisory System
HSEC	Homeland Security Executive Cabinet
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
ICE	Immigration and Customs Enforcement
ICS	Incident Command System
IHP	Individuals and Households Program

JFO	Joint Field Office
JIC	Joint Information Center
JOC	Joint Operations Center
JTTF	Joint Terrorism Task Force
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency
MAC	Multi-Agency Coordination
MARSEC	Maritime Security
MOA	Municipality of Anchorage
NAWAS	National Warning System
NIIMS	National Interagency Incident Management System
NIMS	National Incident Management System
NRCS	National Resource Conservation Service
NRP	National Response Plan
NWS	National Weather Service
OMB	Office of Management and Budget
OSC	On-Scene Coordinator
PDD	Presidential Decision Directive
PDDA	Post Disaster Damage Assessment
PFO	Principal Federal Official
PIO	Public Information Officer
POMSO	Plans, Operations, and Military Support Officer
SAC	Special Agent in Charge (FBI)
SCO	State Coordinating Officer
SEOC	State Emergency Operation Center
SERC	State Emergency Response Commission
SHMP	State Hazard Mitigation Plan
SERC	State Emergency Response Commission
SNS	Strategic National Stockpile
TC	Task Coordinator
TSA	Transportation Security Administration
USACE	US Army Corps of Engineers
USAR	Urban Search and Rescue
USCG	US Coast Guard
USDA	US Department of Agriculture
USDA/USFS	US Forest Service
USDHS	US Department of Homeland Security
USDOI	US Department of Interior
USPHS	US Public Health Service
USPS	US Postal Service
VOAD	Volunteer Organizations Active in Disasters
WC&ATWC	West Coast & Alaska Tsunami Warning Center
WMD	Weapons of Mass Destruction

TAB 4: Memorandums of Understanding

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The City of Cordova has initiated Memorandums of Understanding (MOU's) with the organizations listed below.

Once signed, original copies of the agreements will be located in City Hall.

AGREEMENTS IN PLACE

	With	*For*	*Contact*
#MOU 001	**Little Chapel Inc.**	Evacuation site or alternative care site	424-3629
#MOU 002	**St. Joseph's Catholic Church**	Evacuation site or alternative care site	424-3637
#MOU 003	**Church of Jesus Christ of LDS**	Evacuation site or alternative care site	424-7725
#MOU 004	**Cordova Community Baptist Church**	Evacuation site or alternative care site	424-3465
#MOU 005	**Orca Adventure Lodge**	Evacuation site, alternative care site, or pet shelter	424-7249
#MOU 006	**Church of Nazarene**	Evacuation site or alternative care site	424-7725
#MOU 007	**The Reluctant Fisherman Inn**	Evacuation site or feeding site	424-3272
#MOU 008	**Prince William Motel**	Evacuation site or alternative care site	424-3201
#MOU 009	**Loyal Order of the Moose**	Evacuation site or feeding site	424-3688

#MOU 010	**Alaska Wilderness Air**	Air Transportation	424-5553
#MOU 011	**Fishing & Flying**	Air Transportation	424-3324
#MOU 012	**Cordova Air Service**	Air Transportation	424-3289
#MOU 013	**Ace Air Cargo**	Air Transportation	888-722-0232
#MOU 014	**ERA**	Air Transportation	800-866-8394
#MOU 015	**Alaska Air**	Air transportation	424-3278
#MOU 016	**Points North Heli-Adventures**	Air transportation and medics	424-7991
#MOU 017	**Copper River and Northwest Transport**	Bus transportation	424-5356
#MOU 020	**Ocean Beauty Seafood**	Freezer/ refrigerator space/ Evacuation site	424-7171
#MOU 022	**Copper River Seafoods**	Freezer/ refrigerator space and Evacuation site	424-3721
#MOU 023	**Alaskan Wilderness Outfitting Company**	Freezer/ refrigerator space	424-5552
#MOU 030	**Alaska Commercial Company**	Food and grocery	424-7141
#MOU 031	**Nichols' Back Door Company**	Food and grocery	424-5219
#MOU 032	**OK Restaurant**	Food/Feeding site	424-3433
#MOU 033	**Ambrosia's**	Food/Feeding site	424-7175
#MOU 034	**Cordova Cafe**	Food/Feeding site	424-5543
#MOU 036	**Northern Delights**	Food/Feeding site	424-4328
#MOU 040	**Alaska Marine Lines**	Transportation support/ refrigerated vans	424-4780
#MOU 041	**Alpine Diesel**	Transportation support and/or	424-7664

		equipment	
#MOU 050	**Samson Tug & Barge Co.**	Secure Trailers/land for storage	424-3399
#MOU 060	**Cordova Electric Cooperative**	Portable generator	424-5555
#MOU 061	**Shoreside Petroleum**	Fuel	424-3264
#MOU 070	**Cordova Drug Company**	Medications and misc. supplies	424-3246
#MOU 080	**CTC**	Alternate EOC	424-2345
#MOU 081	**US Forest Service**	Alternate EOC	424-7661
#MOU 090	**KLAM/KCDV**	Information Dissemination	424-3796
#MOU 091	**GCI**	Information Dissemination	424-7317
#MOU 100	**Alaska River Expeditions**	Misc. supplies, camping space	424-7238
#MOU 101	**Native Village of Eyak**	Misc…vehicles, equipment, feeding site	424-7738
#MOU 102	**Children's Pallas**	Misc…childcare	424-4323
#MOU 104	**Eagle Contracting**	Misc…damage assessment	424-7702
#MOU 105	**Wilson Construction**	Misc…damage assessment	424-3452
#MOU 106	**Cordova Public Health Nurse**	Misc…mass vaccinations	424-4547

TAB 5: City of Cordova Hazard Analysis Chart

HAZARD→		Flooding (Eyak Lake/River)		Fire		Earthquake	
VULNERABILITY ANALYSIS	Vulnerability zone	Buildings and streets near Eyak Lake and River, hospital		Entire census area including the boat harbor		Entire census area including the boat harbor	
	Population within vulnerability zone	Unknown		2,400 (5,000 summer)		2,400 (5,000 summer)	
	Property that may be affected	Private dwellings and outbuildings, Cordova City airstrip and hangers, Nirvana Park, water treatment plant, boat launch, hospital basement, CEC transfer station		Private and public structures, facilities, processors, public works, vehicles, aircraft, boats		Private and public structures, facilities, processors, public works, vehicles, aircraft, runways, bridges, fuel storage tanks, pipelines. Liquefaction and consequent structural damage on dredged soil fill.	
	Environment that may be affected	Shoreline and flood plain		Possibly nearby waters		Land and waters where hazardous materials are stored or present	
RISK ANALYSIS	Probability of occurrence	Moderate		Low		Moderate	
	Consequences to people	Damage or loss of shelter, hardship due to disruption of transportation. Loss of some medical services.		Possible loss of shelter, injury or death		Injuries and deaths, loss of shelter, disruption of vital services such as medical, water, sewer, power, and transportation	
	Consequences to property	Damage to structures, roads, facilities, well contamination.		Loss or damage of property		Damage to structures, roads, utilities, runways	
	Consequences to environment	Possible contamination from hazardous materials, sewage tanks present in flood plain, sedimentation of salmon spawning habitat, floating debris.		Possible contamination from hazardous materials released by fire		Contamination from hazardous materials released by damaged facilities; landslides; uplift & subsidence& and their effects (seiche etc.)	
	Probability of simultaneous emergencies	Moderate: high winds associated with storms		Low (earthquake, technological)		High (fire, tsunami, avalanche,landslides)	
SEVERITY RATING	**Categories**	**Severity**	**Points**	**Severity**	**Points**	**Severity**	**Points**
	History	High	6	Moderate	3	Moderate	3
	Vulnerability	Moderate	4	Low	3	Moderate	5
	Maximum threat	Moderate	4	High	8	High	9
	Probability	Moderate	4	Moderate	4	Moderate	4
	TOTAL	18		18		23	

City of Cordova Hazard Analysis Chart (continued)

HAZARD→		Volcano (ash fallout)		Avalanche		Tsunami	
VULNERABILITY ANALYSIS	Vulnerability zone	Entire census area		Power Creek hydro plant, 2.0 mi - 5.5 mi Copper River Hwy		Immediate coastal zone below 50 ft elevation	
	Population within vulnerability zone	2,400 (5,000 summer)		Unknown, <20		Unknown, <2,000	
	Property that may be affected	Private dwellings and outbuildings, airports and hangers, water treatment plant, engines, diesel generators		Private and public structures, facilities at 5.5 mi Copper River Hwy Power Creek hydro plant		Private and public structures, facilities, processors, public works, vehicles, aircraft, boats, docks, floats, City Hall, police/fire station	
	Environment that may be affected	Anything down wind of volcano		Possibly Eyak Lake		Land below 50 ft. elevation and waters where hazardous materials are stored or present	
RISK ANALYSIS	Probability of occurrence	Low		Moderate		Low	
	Consequences to people	Disruption of transportation and services, respiratory problems. Warnings issued by Volcano Observatory help mitigate.		Possible loss of shelter, injury or death; road blockage and it's consequences		Injuries and deaths, loss of shelter, disruption of vital services such as medical, water, sewer, power, and transportation	
	Consequences to property	Damage to structures, roads, facilities, engines		Loss or damage of structures, vehicles		Damage to structures, roads, utilities,	
	Consequences to environment	Ash in lakes and streams could disrupt salmon spawning		Possible contamination from hazardous materials released Power Creek hydro plant		Contamination from hazardous materials released by damaged facilities	
	Probability of simultaneous emergencies	Low (earthquake)		Low (earthquake); weather extremes		High (earthquake, fire, avalanche, seiche)	
SEVERITY RATING	**Categories**	**Severity**	**Points**	**Severity**	**Points**	**Severity**	**Points**
	History	Low	2	Moderate	4	Low	2
	Vulnerability	Low	2	Low	2	High	8
	Maximum threat	High	6	Moderate	4	High	8
	Probability	Low	2	Moderate	3	Low	3
	TOTAL	12		13		21	

City of Cordova Hazard Analysis Chart (continued)

HAZARD→		Weather Extremes		Landslide/Seiche		Oil Spill (Copper River)	
VULNERABILITY ANALYSIS	Vulnerability zone	Entire census area		Mountainous terrain within census area		Downstream any of the 3 pipeline crossings on Copper River tributaries	
	Population within vulnerability zone	2,400 (5,000 summer)		Unknown		Unknown, but most Cordovans rely economically on Copper River fisheries.	
	Property that may be affected	Roads, utilities, airports, residences, water sources and other structures		Roads, utilities, airports, residences and other structures		None in the Cordova area	
	Environment that may be affected	N/A		Unknown		Copper River watershed, Gulf of Alaska	
RISK ANALYSIS	Probability of occurrence	High		Low		Moderate	
	Consequences to people	High winds can cause injury or death, delays in ferry or air service. Severe cold can cause hypothermia and frostbite.		Possible loss of shelter, injury or death, especially with seiche		Probable loss of commercial fishing opportunity and income, loss of subsistence and recreation along Copper River	
	Consequences to property	Damage to structures, utilities, roads (flooding), ice loading damage to roofs		Loss or damage of structures, vehicles, roads, especially with seiche		None	
	Consequences to environment	N/A		Unknown		Depending on volume of oil spilled, could be severe damage to fish and wildlife resources.	
	Probability of simultaneous emergencies	Moderate (flooding, fire, transportation accidents, avalanche)		Moderate (earthquake, avalanche)		High (earthquake, fire, avalanche)	
SEVERITY RATING	**Categories**	**Severity**	**Points**	**Severity**	**Points**	**Severity**	**Points**
	History	Moderate	5	Low	2	Moderate	4
	Vulnerability	Low	2	Moderate	5	High	8
	Maximum threat	Low	2	Moderate	6	High	9
	Probability	High	7	Low	3	Moderate	4
	TOTAL	16		16		25	

City of Cordova Hazard Analysis Chart (continued)

HAZARD→		Oil Spill (PWS or Gulf)		Airline Crash		Weapons and Terrorism	
VULNERABILITY ANALYSIS	Vulnerability zone	Prince William Sound, Gulf of Alaska waters		Mudhole Smith Airport area and 6 mile subdivision		Entire city	
	Population within vulnerability zone	Unknown, but most Cordovans rely economically on commercial fisheries		None living in zone, but would affect those living in Cordova		Entire population	
	Property that may be affected	Unknown		Probably none except airport		Public and private facilities	
	Environment that may be affected	Prince William Sound, Gulf of Alaska waters and shoreline including the Copper River Delta.		West Copper River Delta		Incident specific	
RISK ANALYSIS	Probability of occurrence	Low		Low		Low	
	Consequences to people	Probable loss of commercial fishing opportunity and income, loss of subsistence and recreation, psychological trauma associated with technological disasters		Mass casualties, fatalities, disruption of travel and medical services		Mass casualties, fatalities, disruption of services	
	Consequences to property	Unknown		Unknown		Damage or destruction	
	Consequences to environment	Depending on volume of oil spilled, could be severe damage to fish and wildlife resources.		Possible fuel spill into wetlands		Degradation of air and water quality	
	Probability of simultaneous emergencies	Low		Low		Low	
SEVERITY RATING	**Categories**	**Severity**	**Points**	**Severity**	**Points**	**Severity**	**Points**
	History	High	9	Low	0	Low	0
	Vulnerability	High	9	Low	2	Low	3
	Maximum threat	High	10	Mod	4	High	7
	Probability	Low	2	Low	1	Low	1
	TOTAL	30		7		11	

TAB 6: Information for Alaska Department of Homeland Security, if they are called. They are at the SEOC (State Emergency Operation Center). 1-800-478-2337

Situational Report…25 Questions:

1. What happened?

2. When did it happen?

3. Where did it happen?

4. What was the cause?

5. What population is affected?

6. How are they affected?

7. How long will they be affected?

8. How many dead?

9. How many injured?

10. How many missing?

11. What is the extent of the damage?

12. What is the current impact on the government?

13. How did we learn of this incident?

14. When did we respond?

15. Who is in field command?

16. What has been done so far?

17. What is the status of field response?

18. What is the long-term situation?

19 What is the short – term situation?

20. Has mutual aid been requested?

21. What are the emergency PIO requirements?

22. What is the short-term plan?

23. What is the long=term plan?

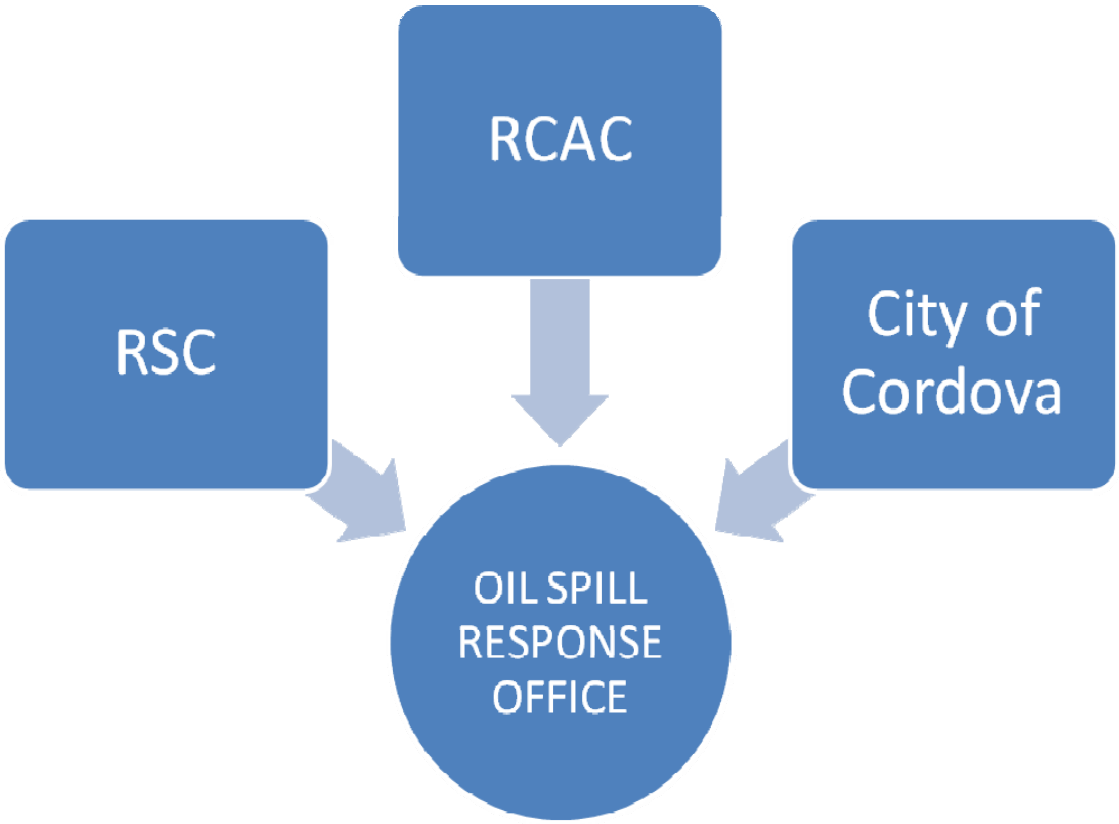
24. What executive actions or decisions are needed?

25. What is our briefing schedule?

TAB 7: Cordova Oil Spill Response Office Entities

City of Cordova: Responsible for appointing Oil Spill Response Office Coordinator and proving the space, equipment and supplies for such an office. Procedures will be guided by the Cordova EOP.

Regional Citizens' Advisory Council (RCAC): Responsible for observing, informing, verifying, and advising by having representatives at both the Cordova office and the Valdez EOC (VEOC) …in order to help facilitate communications.

Regional Stakeholders Committee (RSC): Responsible for helping to facilitate communications by providing representation from the oil company to the Cordova office (the oil spiller's liason) , as well as arranging for a representative from Cordova to go to the Valdez EOC .

In Cordova, these entities will co-locate in one office in the event of a spill and will all work together towards the goal of transparent communications during an oil spill.