Mass Rescue Operation (MRO)
Shore-Side Response Plan

Appendix “___” to the
Unalaska Emergency Operations Plan

A mass rescue operation (MRO) is civil search and rescue activity characterized by the need for immediate assistance to a large number of persons in distress, such that the capabilities normally available to search and rescue authorities are inadequate.

October 2013
Version 1.0
1.0 PURPOSE and SCOPE

1.1 The purpose of the Plan is to provide a coordinated shore-side response to a mass rescue operation when it is determined that Dutch Harbor / Unalaska, Alaska is the best or closest location to support response operations.

1.2 In support of mass rescue operations, Unalaska may be required to:

- Participate in the Unified Command organization established for the incident.
- Provide an incident command post (ICP) location.
- Provide shore-side marine fire-fighting support (air, foam, water) as resources and training permit.
- Provide shore side emergency medical services (EMS).
- Provide security and traffic management at key response facilities, including landing sites, reception centers, and ICP.
- Establish and operate landing site(s) where evacuees are brought ashore.
- Assist with evacuee transport from the landing site to temporary shelter and accountability centers.
- Establish and operate evacuee shelters and accountability centers.
- Assist with evacuee accountability and reporting.
- Assist industry with locating longer term lodging and shelter.
- Support the Joint Information Center (JIC), if established.
**2.0 UNALASKA MULTI-AGENCY PASSENGER VESSEL EMERGENCY QUICK RESPONSE CARD**

<table>
<thead>
<tr>
<th>USCG SAR Coordinator:</th>
<th>Vessel Owner:</th>
<th>USCG Sector Command:</th>
<th>Unified Command:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Verify information and location. Complete notifications.</td>
<td>- Activate Crisis Action Team. Dispatch support personnel to local community.</td>
<td>- Form &amp; Dispatch Away Team.</td>
<td>- Assume command. Assign tasks and responsibilities.</td>
</tr>
<tr>
<td>- Contact owners, agents for info to permit Master to address emergency. As needed, establish satellite comms w/ vsl.</td>
<td>- Establish comms with ship and USCG CC. Maintain open line as needed.</td>
<td>- Initiate Unified Command</td>
<td>- Set organization and objectives.</td>
</tr>
<tr>
<td>- Assign dedicated communicator and maintain open line with company/agents as required for rapid info exchange.</td>
<td>- Request local USCG Liaison officer at EOC.</td>
<td>- Distribute contact info.</td>
<td>- Distribute.</td>
</tr>
<tr>
<td>- Assign SMC, Initiate Checklist.</td>
<td>- Share status information regularly.</td>
<td>- Liaison to Dutch Harbor / Unalaska EOC and landing sites.</td>
<td>- Manage On-scene info flow. Ensure effective information sharing.</td>
</tr>
<tr>
<td>- Designate On Scene Coordinator (OSC). Broadcast.</td>
<td>- Assist with shore logistics for possible passenger evacuation and support. Coordinate with UC LSC and PSC.</td>
<td>- Establish / direct enforcement of safety / security zones.</td>
<td>- Coordinate with law enforcement for investigative and security support.</td>
</tr>
<tr>
<td>- Determine status: numbers, injuries, missing, etc.</td>
<td>- Initiate passenger accountability process. Share process with partners.</td>
<td>- Direct shore / waterside MHLS patrols.</td>
<td>- Coordinate Customs Border Protection for evacuee clearance.</td>
</tr>
<tr>
<td>- Recommend safety, security zone as appropriate.</td>
<td>- Coordinate actions / information with UC.</td>
<td>- Coordinate terrorism investigation with FBI (if appropriate).</td>
<td>- Stand up JIC w/industry. Issue joint release at earliest time.</td>
</tr>
<tr>
<td>- Request SAR Plan of Cooperation (large cruise ship)</td>
<td>- Contact Flag State, Class, underwriters.</td>
<td>- Initiate pollution response</td>
<td>- Establish liaison with key stakeholders.</td>
</tr>
<tr>
<td>- Support Master requests assistance.</td>
<td>- Initiate spill and security plans.</td>
<td>- Investigation initiation</td>
<td>- Develop and support passenger accountability process. Provide training and forms as required.</td>
</tr>
<tr>
<td>- Obtain PAX/Crew List from agents or NOAA/SANS.</td>
<td>- Ensure required state and local notification made.</td>
<td>- Comms with ship thru CC or company EOC conference type calling</td>
<td>- Establish secure landing sites: decon, triage, medical transport, Pax. Transport, crowd control.</td>
</tr>
<tr>
<td>- Request support for augmented watch.</td>
<td>- Establish 800 number and web site for information.</td>
<td>- JIC Support.</td>
<td>- Set Security for reception center.</td>
</tr>
<tr>
<td>- Coordinate w/ owner &amp; agents for commercial resources.</td>
<td>- If no agent, initiate actions below.</td>
<td>- Support ICS 201development and updates.</td>
<td>- Implement law enforcement requirements for pax. control.</td>
</tr>
<tr>
<td>- Alert local communities. Request landing site options.</td>
<td></td>
<td></td>
<td>- Coordinate supervise special teams support (EOD, Strike Team, CSST, NOAA, FEMA, etc.).</td>
</tr>
<tr>
<td>- Dispatch USCG Liaison officer to company EOC</td>
<td></td>
<td></td>
<td>- Coordinate marine firefighting support.</td>
</tr>
<tr>
<td>- Contact FAA for temporary airspace restriction</td>
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<td></td>
<td>- Supervise spill response (source control, containment, recovery, protection of sensitive areas, disposal and decontamination).</td>
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<tr>
<td>- Coordinate with UC for staging and landing areas.</td>
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<td></td>
<td>- Evaluate damage survey/ approve salvage plan/supervise salvage operation.</td>
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<tr>
<td>- Alert Public Affairs and CBPS.</td>
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<td></td>
<td>- Coordinate requirements for damaged Ship transit, port entry.</td>
</tr>
<tr>
<td>- Complete ICS 201 form for situation brief.</td>
<td></td>
<td></td>
<td>- Locate interpreters.</td>
</tr>
</tbody>
</table>

**Vessel suffers disabling casualty.**

**Ship Master:**
- Contact CG and company EOC at earliest time.
- Assess damage to vessel/stability.
- Extinguish/contain fire. Initiate damage control.
- Treat injured personnel. Report to USCG.
- Request MEDVACs as required.
- Determine need for evacuation.
- Evaluate cause of casualty for security threat.
- Mitigate possible release of fuel.
- Keep passengers informed of situation.
- Provide dedicated communicator for reports to EOC & USCG.
- Provide regular updates of status and changes.
- To extent possible, ensure pax and crew have identification prior to evacuation.
- Maintain communications with SAR OSC.

**Agents:**
- Establish comms with owner, USCG, city.
- Send liaison to USCG CC and UC ICP.
- Dispatch required commercial assets. Inform USCG of resources on scene or enroute.
- Contract shore transport companies and commercial reception center. Update UC Coordinate with city on activation and logistics for landing sites and reception centers.
- Provide Souls on Board List to EOC and USCG and reception center.
- Initiate “accountability” process. Brief & train personnel and provide forms to support.
- Locate interpreters.
- Keep USCG / owners updated on resources.

**Unalaska:**
- Notify Mayor & Dir. Public Safety
- Alert State EOC at Fl. Richardson
- Activate MRO Emergency Plan.
- Activate Unalaska EOC & Shore Side Support Branch
- Harbormaster: Identify, prepare, & supervise landing sites.
- FD: Prepare for triage, medical treatment, patient transport.
- PD: Initiate security measures.
- Parks & REC: Establish reception center(s) & Alert local bus/vehicle operators of transportation needs.
- Establish local accountability process. Provide reps for UC and JIC.
- Share critical information.

**SAR OSC:** Support Master, direct rescue resources on scene, serve as single POC for Master, recover PIW, establish check in / out for resources, track evacuee numbers and destinations, keep SMC informed.

**STATE:**
- Activate pollution, medical, and law enforcement actions / support as needed.
- Provide SOSC for UC. Activate SECC as needed.
- Issue UMIB / AMVER and launch / divert assets.

**Unimak:**
- Assign SMC. Initiate Checklist.
- Request accountability process. Brief & train personnel and provide forms to stakeholders.
- Develop EOC ACP Checklists Review.

**LICENSED OPTION:**
- Support ICS 201development and updates.

**WITHIN TWO TO FOUR HOURS**

**Immediate:**
- Assume command. Assign tasks and responsibilities.
- Set organization and objectives. Distribute.
- Manage On-scene info flow. Ensure effective information sharing.
- Develop comms plan and distribute.
- Coordinate with law enforcement for investigative and security support.
- Coordinate Customs Border Protection for evacuee clearance.
- Stand up JIC w/industry. Issue joint release at earliest time.
- Establish liaison with key stakeholders.
- Develop and support passenger accountability process. Provide training and forms as required.
- Establish secure landing sites: decon, triage, medical transport, PAX. Transport, crowd control.
- Monitor/assist evacuee transport.
- Set Security for reception center.
- Implement law enforcement requirements for pax. control.

**Unalaska EOC and landing sites:**
- Decon, triage, medical transport, PAX. Transport, crowd control.
- Coordinate with city on activation and logistics for landing sites.
- Update UC Coordinate with local community.
- Develop ACP Checklists Reviewed w/ UC.
- Establish 800 number and web site for information.
- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
- Monitor/assist evacuee transport.
- Set Security for reception center.

**Segal:**
- Activate pollution response.
- Investigation initiation.
- Comms with ship thru CC or company EOC conference type calling.
- ACP Checklists Reviewed.
- JIC Support.
- Support ICS 201development and updates.

**Unalaska EOC & Shore site:**
- Decon, triage, medical transport, PAX. Transport, crowd control.
- Coordinate with city on activation and logistics for landing sites.
- Update UC Coordinate with local community.
- Develop ACP Checklists Reviewed w/ UC.
- Establish 800 number and web site for information.
- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
- Monitor/assist evacuee transport.
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- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
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**Unalaska EOC & landing sites:**
- Decon, triage, medical transport, PAX. Transport, crowd control.
- Coordinate with city on activation and logistics for landing sites.
- Use UC Coordinate with local community.
- Develop ACP Checklists Reviewed w/ UC.
- Establish 800 number and web site for information.
- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
- Monitor/assist evacuee transport.
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- Decon, triage, medical transport, PAX. Transport, crowd control.
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- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
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- Decon, triage, medical transport, PAX. Transport, crowd control.
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- Use UC Coordinate with local community.
- Develop ACP Checklists Reviewed w/ UC.
- Establish 800 number and web site for information.
- Notify local USCG Liaison officer at EOC.
- Set Security for reception center.
- Monitor/assist evacuee transport.
- Set Security for reception center.
3.0 Unalaska, Alaska
“MASS RESCUE OPERATION” CHECKLIST

Notifications

1. **24 Hour 911 Police Dispatch Notification.**
   - Record incident information IAW existing policies.
   - Complete local notifications IAW existing policies.
   - If notice is received not from USCG, verify USCG has been notified. If not, patch the call to the Coast Guard District 17 Command Center at 907-463-2000 or 800 478-5555.
   - USCG will relay to ADEC.

Action Items.

2. **City Manager** (Incident Commander IC)
   - Serve as local Incident Commander and member of Unified Command.
   - Establish communications with the Coast Guard D17 in Juneau.
     - Exchange contacts for telephone/cell/email.
     - Clarify Unalaska’s role, capabilities, and capacities.
     - Determine initial level of involvement and requirements, expected times for arrival of evacuees, types and number of rescue craft, medical or special needs demands.
     - Clarify Unalaska limitations and immediate support needs.
     - Establish a reporting schedule and expectations for situation updates.
   - Clarify the “critical information” needs for the local responders and USCG.
   - Activate the local Emergency Operations Center (EOC) and Incident Management Team (IMT).
   - Update organizational and contact information to USCG and Unified Command partners.
   - Establish reporting schedule with UC.
   - Alert State Emergency Operations Center for critical resource support.
   - Document actions and response costs.

3. **Public Safety Director** (Shore Side Support Branch Director)
   - Serve as Shore Side Support Branch Director.
   - Staff the Shore Side Support Branch within local ICS organization.
   - Update Unalaska Medical Clinic with medical / casualty information.
   - If a reception center is anticipated, alert Parks and Recreation and School Dept and initiate activation process.
   - Alert local volunteer groups for support at landing and reception sites.
   - As appropriate, contact local ship agents. Coordinate logistics needs and accountability concerns.
   - Establish reporting schedule with local IC.
   - Monitor situation to determine appropriate time to demobilize facilities and personnel resources.
4. **Harbormaster** (Landing site Group)

- Serve as Landing Site Supervisor within Shore Side Support Branch.
- Recommend the “best” landing site(s) based on the type and number of rescue vessels and known needs of evacuees.
- Designate landing site unit leader for each separate location.
- Review [Landing Site Job Aid](#) and [Operational Check List](#).
- Direct set up and security preparations at landing site – foot and vehicle traffic lanes, barriers, cones, portable toilets, tents, etc.
- Coordinate with Emergency Medical and Transport Group Supervisors to include their requirements in Landing Site set up.
- Coordinate local accountability process in landing site management.
- Contact Customs and Border Protection. Coordinate CBP requirements in landing site operation.
- Clarify roles and provide “just in time” training to landing site personnel. Ensure all responders understand the landing site process and priorities.
- Ensure Landing Site Manager is clearly identified.
- Request extra staffing to help operate site(s).
- Document actions and costs.

5. **Chief, Fire Department** (Emergency Medical Group)

- Serve as Emergency Medical Group Supervisor.
- Prepare for large-scale EMS operations at landing sites.
- Triage injured evacuees / provide transportation to local clinic.
- Provide basic medical services at reception centers.
- Document actions and costs.
- Clarify ship board fire suppression support and medical assistance requirements. Support as resources and training allow.

6. **Chief, Police Department** (Security Group)

- Serve as Security Group Supervisor within the Shore Side Support Branch.
- Initiate scene and perimeter control in vicinity of landing sites and reception centers.
- Implement traffic control to speed movement and staging of emergency vehicles and mass transit buses and eliminate traffic choke points.
- Coordinate with private security hired by industry as required.
- Provide support to State/Federal Law Enforcement Agencies as able.
- Document actions and costs

7. **Director Parks and Recreation Department** (Reception Center (Shelter) Group)

- Serve as Reception Center (Shelter) Supervisor within the Shore Side Support Branch.
- Initiate procedures to establish care/reception centers at local facilities.
- Anticipate over-flow needs and process.
- Assign each facility a unit leader to direct on-site operations.
- Communicate with Shore Branch Director for situational updates on expected number and conditions of evacuees and level of desired services.
- Coordinate with Transport Group on arrival times.
- Incorporate local accountability procedures during check in process.
Coordinate with responsible party on logistics and service support requirements for operating the center, including security.
Coordinate with UC to establish a situation unit at the center to keep evacuees informed.
Document actions and costs.

8. **Director Parks and Recreation Department** (Transportation Group)
- Appoint Transportation Group Supervisor within the Shore Side Support Branch.
- Incorporate local accountability process in Transport Group operations.
- Provide just in time training on process to vehicle drivers and support staff.
- Staff each vehicle with support personnel to collect data and support survivors.
- Ensure each vehicle has adequate water, energy food, and other supplies.
- Ensure accurate numbers of people transported are maintained.

9. **Supply Supervisor** (Accountability Group)
- Serve as Local Accountability Group Supervisor within Shore Side Support Branch.
- Request current manifests from USCG, Customs, agents or state.
- Review sample Accountability Process document.
- Request and assemble staff to support efforts.
- Develop, assemble, and distribute accountability forms.
- Assign staff to key locations to collect data. Landing Sites, buses, reception centers.
- Provide training and clarification of local accountability process.
- Provide reporting schedule for accountability data.
- Coordinate with agents, customs, medical units.
- Check and confirm all numbers.

10. **Unalaska Medical Organization**
- Prepare for mass casualty operations. Support triage at landing sites as resources permit.
- Contact SEOC and area / regional hospitals for forward movement of patients
- Request area medical support in accordance with existing process.
- Provide timely accountability information on evacuees transported to off-site medical facilities.
- Document actions and costs.

11. **Public Information Officer.**
- Participate in Joint Information Center as resources permit.
- Prepare / participate in press releases process.
- Provide on-site media specialists to support media on scene.

12. **Other Federal / State / Local Agencies**
- Support LE and crowd control support as resources permit. Provide a “uniform presence” as required.
- Support Accountability Group as resources permit.
- Support Landing Site Group as resources permit.
SAMPLE ICS 201

1. Incident Name
Unalaska MRO Shore Side Support

2. Prepared by: (name)
Date: ____________________  Time: ____________________

3. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, over flight results, trajectories, impacted shorelines, or other graphics depicting situational and response status)
SAMPLE ONLY.

4. Current Situation:
Maintain a summary of the incident and chronological list significant shore side response actions.
### Overall Incident Priorities:
- Protection and Safety of Life
- Security
- Incident stabilization
- Protection of the environment
- Protection of property

### Overall Incident Objectives:
- **A.** Provide for the safety of evacuees, responders, and public.
- **B.** Respond to potential and actual security threats.
- **C.** Rescue/evacuate passengers and crew to shore side support areas.
- **D.** Establish shore side incident support facilities including landing sites, medical triage, transport, and temporary shelters.
- **E.** Complete accountability for all passengers, crew and responders.
- **F.** Mitigate threat of pollution and maximize protection of the environment.
- **G.** Implement measures to stabilize on board emergency and conduct damage and stability assessment.
- **H.** Restore Maritime Operations

### Shore Side Initial Response Objectives:
- **A.** Establish Dutch Harbor / Unalaska incident management organization and command post.
- **B.** Mobilize and coordinate shore side resources to provide for secure landing locations, medical support, transportation and sheltering for evacuees.
- **C.** Establish appropriate security procedures for shore side response organization.
- **D.** In conjunction with response partners, establish and implement an appropriate “accountability” process to ensure 100% accuracy by the end of the incident.
- **E.** Initiate a joint media and public awareness / information plan.

### Shore Side Planned Actions:
1. Conduct notifications IAW existing plans and activate the Unalaska command post. Request CG and industry LNOs.
2. Establish communications plan to facilitate information exchange. Share “critical information” immediately.
3. Establish check in procedures at all response locations.
4. Establish, staff, and manage incident facilities, including the Unified Command Incident Command Post at _______________, landing site(s) at ______________, medical facilities at ____________, and reception (care) facilities at ________________.
5. Coordinate CBP requirements into landing site and reception center operations.
6. Coordinate with local agents to mobilize resources to transport evacuees from the landing sites to reception centers. Provide just in time training to drivers on accountability and tracking requirements.
7. Coordinate EMS requirements and locations. Request SECC resources and support as needed.
8. Coordinate with local agents / USCG to confirm accountability process and acquire manifest.
9. Notify agencies/ volunteers required to support shore facilities.
10. Activate media plan and provide Public Affairs personnel to support joint media center.
6. Current Organization (fill in additional appropriate organization)

Unified Command

- USCG: Sector Anchorage
- Unalaska City Manager
- Industry Rep: CLAA / AK Steamship Response (ASR)
- State: ADEC (Environmental) or AST (Security or LE)
- Other:
  - Safety Officer  Local TBD
  - Liaison Officer  Local TBD
  - Public Information Officer  TBD or Joint Information Center: Each UC to provide Rep

Operations Section
- USCG / Industry

Planning Section
- USCG / ADEC

Logistics Section
- Industry / Dutch Harbor / Unalaska

Finance Section
- Each Separate

SAR Branch
- USCG Director
- On Water SAR USCG
- Air Ops Div USCG
- On Scene Coordinator USCG
- Good Samaritans Group USCG

Shore Side Branch:
- Public Safety Director
- Landing Site Group: Harbor Master
- Transport Group: Parks & Rec Dept.
- Reception Center Group: Parks & Rec Dept.
- Emergency Medical Group: Fire Dept.
- Accountability Group: Supply Supervisor

Emergency Response Br
- USCG / Industry
- Fire Suppression Group Industry/USCG
- Pollution Response Group ADEC/USCG
- Environmental Protection Group ADEC / ASR

Accountability Group
- Industry/USCG

LE Branch
- Investigation Group
- TBD
- CBP Group
- CBP and Accountability Groups may interact with any Shore Side Branch element in conducting their mission.

Unalaska MRO Shore Side Response Plan
1. Incident Name
Unalaska MRO Shore Side Support

2. Prepared by: (name)
Date: Time:

7. Resources Summary

<table>
<thead>
<tr>
<th>Resource Identifier</th>
<th>Date Ordered</th>
<th>Time</th>
<th>ETA</th>
<th>On-Scene (X)</th>
<th>NOTES: (Location/Assignment/Status)</th>
</tr>
</thead>
</table>

Note: Maintain list of Dutch Harbor / Unalaska and Industry resources ordered or currently on scene.

Provide require updates to Situation and Resource unit leaders.
5.0. Response Guidance and Considerations.

5.1. Notifications and Alerts. Complete in accordance with established local process.

5.2. Incident Assessment and Municipality Preparations / Initial Actions. After completing initial notifications, the Unalaska Incident Commander (IC) will coordinate with USCG Sector Anchorage and Unified Command (UC) partners for a situational update to confirm the requested level of municipality support.

5.3 Participate in the Unified Command (UC). The Unalaska City Manager will serve as the local incident commander (IC) and as a member of the UC. The IC will be responsible to direct local actions required to support local and UC priorities and objectives. This may include recalling staff, establishing the EOC, setting up of landing sites and reception centers, supervising safety and security, overseeing transportation arrangements.

5.4. Coordinate and Execute a Tactical Plan.

5.4.1. The Unified Command will gather details regarding the casualty, and develop a coordinated tactical plan for:

- Search and Rescue (SAR): rescue, landing, accounting and care of evacuees.
- Assessment, containment, resolution of ship board incident.
- Control, containment and recovery of pollutants.
- Vessel salvage.
- Media management.

5.4.2. Consistent within its authorities, responsibilities, and capabilities, Unalaska resources will provide assistance to support the tactical plan.

5.4.3. Joint Information Center. The Unified Command will establish a Joint Information Center (JIC) for the purpose of developing and releasing information about the incident to the news media, to incident personnel, and other appropriate agencies and organizations. Each of the parties in the Unified Command will assign a Public Information Officer (PIO) to participate in the JIC operations.

5.5. Landing Sites. A “landing site” is a secure shore side location where rescue craft disembark evacuated passengers and crew and where emergency services and accountability procedures are initiated.

5.5.1 General Considerations: The designation of landing areas involves consideration of many factors including weather, location of incident, distance to landing site, capabilities of rescue boats (sea keeping, speed, deck height, ability of offload evacuees), and the shore-side infrastructure (including suitable beaches or docks, and access by EMS and transport vehicles. If terrorist related incident, landing site(s) shall be inspected for
explosive devices prior to the arrival of evacuees, and appropriate actions implemented taken to deter secondary attacks

- Landing Site(s) Supervisor will be the Unalaska Harbormaster.
- Due to limited shore side resources, it is preferred to have a single, or as few as possible, landing sites. Multiple landing sites will demand additional oversight personnel, transportation and security resources.
- If possible, all rescue vessels with injured evacuees will be directed to the same location to maximize available medical resources.
- Rescue vessel characteristics will largely determine landing site designation.
- Each site will need to be staffed to provide the functional requirements for the location. Refer to the Job Aid for Landing Sites Operations. (http://www.uscg.mil/pvs/Handouts.asp)
- Evacuee Safety will be paramount. Support for special needs, elderly, or fatigued personnel will be needed. Previously landed crew members or other passengers should be utilized to provide this support to the maximum extent.
- Transportation to move evacuees from landing sites to the reception center will be required and will be coordinated by the Transport Group Supervisor.

5.5.2. Unalaska Landing Sites: Landing sites will be designated by the harbormaster based on rescue vessel characteristics. The number identifies the site location on the chart on page 7 of this Plan. Primary and over flow staging areas will be designated by Branch Director.

1. The Bobbie Storrs Small Boat Harbor landing site is for vessels no larger than 60'.

2. Carl E Moses Landing Site is for vessels no larger than 150'

3. Airport Float Plane Landing Site - an improved beach landing site.

4. Unalaska Marine Center - 1,500' linear space and an additional 500' linear space. Vessel can draft no more than 45'.

5. Kloosterboer Landing Site - 1000' linear space.

6. Light Cargo Landing Site - Capable of handling vessel of 400', two areas of 75' each usable dock space.

7. Spit Dock Landing Site - One of the more versatile landing sites. 600' of large vessel hard dock and two sections of 360' each for smaller vessels (floating dock). Only one egress road.
5.5.3 Refer to the separate *Job Aid for Landing Site Operations* or “*Check List for Landing Site Operations*” brochure for guidance on establishing and managing landing sites. (http://www.uscg.mil/pvs/Handouts.asp)

5.6 Mass Casualty Considerations.

5.6.1 Triage Sites. The Emergency Medical Group in the Operations Section performs triage of evacuees and arranges for medical transport. This Group will be staffed by local responders in accordance with existing policies. Medical staff from the affected ship and other in-port cruise ships may provide triage support. Triage sites will be established as close to the landing site as possible. The Emergency Group Supervisor, Landing Site Supervisor and industry representative should establish an offloading process and priority for injured personnel prior to the arrival of the rescue craft. Injured evacuees that were evaluated may arrive with triage tags used on ship. These tags may be slightly different than those on shore.

5.6.2 Alternate locations for Medical Needs. The local medical facility must notify the UC and SEOC if they are unable to handle the quantity or level of injuries anticipated by the incident. The EMS coordinator may need to call in additional medical staff and may refer less urgent cases alternative facilities in accordance with existing guidance.

5.6.3 Morgue / Mortuary. A temporary morgue may be necessary in the event of an incident where the numbers of fatalities exceed local capabilities. Refrigerated container vans may be the most readily available resource. Requesting the assistance of a DMORT team should be considered.

5.7. Passenger and Crew Transportation. The decision to evacuate passengers and non-essential crew from the vessel rests with the ship master. If the decision is made to evacuate the ship, the USCG shall alert the potentially impacted communities. The USCG will coordinate the on water response operations and provide communities with the arrival time of rescue craft, expected numbers, and critical information required for shore side operations. Communities should coordinate with the USCG and industry representative (if available) to identify the “best” landing site options and coordinate transportation from the landing site to the designated reception centers (shelters). Sources of Dutch Harbor / Unalaska mass transportation include the following:

- School Buses. Coordinated through City Manager.
- Tour Buses (Coaches). Local fish processing facilities and commercial operators will be contacted Transport Group Supervisor.
- Dutch Harbor / Unalaska Airport Manager to prepare for increase flight operations.

5.7.1 Evacuee Flow. Remember, the passengers and crew have been through a stressful situation, and may be coming out of a cramped rescue boat. Some will be injured, many may have been seasick, and some can be expected to have soiled cloths. Basic decontamination and spare clothing should be anticipated. Attempting to delay vessel moorings or the offloading
once at the dock will not be welcomed. The movement and flow of people at all stages needs to be steady and organized or people will become frustrated and “break out”.

5.7.2 Bus Loading. The loading of people onto transportation needs to be well organized and proceed with minimal delay. If accountability will occur on the bus, then the recommended process is to load the bus, and move it to a staging area for accounting purposes or complete the process while enroute to the reception center. Consideration should be given to providing additional personnel on buses to add in supervision and to support accountability. Consideration should also be given to stocking each bus with water, food, and hand wipes, etc. to support basic needs.

5.8 Accountability of Passengers and Crew.

5.8.1 An accurate accounting of all passengers is extremely important. Significant resources can be tied up trying to locate persons that may not be in peril; only missing from transportation/evacuee manifests.

5.8.2 The industry representative shall provide the USCG and Customs and Border Protection and the municipality with a manifest with the most current “soul on board”. Ensure this manifest includes all non-revenue or management personnel (including the marine pilots) who may have been on board but not on the manifest. Also, check if any passengers or crew member did not make the voyage at the last minute but still remain on the manifest. *If no manifest is available*, the local Accountability Group should develop a simple registration and accountability process.

5.8.3 Ideally, the agents or industry representative will be responsible to manage the accountability process. However, often these personnel will not be on scene, and local officials must be prepared to manage this function. At the landing site, normally raw numbers are collected for the number of evacuees landed, numbers injured and numbers transported to medical facilities or reception centers. Names and details are often collected on the transport vehicles or at the reception center.

5.8.4 If accountability will occur on the bus, then the recommended process is to load the bus, and move it to a staging area for accounting purposes or complete the process while enroute to the reception center. Consideration should be given to providing additional personnel on buses to add in supervision and to support accountability efforts.

5.8.5 All uninjured crew and passengers will be transported and logged into a reception area. If required, passengers and crew shall be screened by CBP before they are allowed to depart the Reception Center. If the ship emergency involves a criminal act or terrorism, then the FBI will be the lead agency for ensuring passengers and crew are screened.

5.8.6 Injured passengers and crew will be tracked by the hospital. The hospital will update the Unified Command of all patients admitted.
5.9. **Luggage and Personnel Belongings.** Unalaska will not track, account or otherwise assume responsibility for passenger or crew belongings. This is the responsibility of the agents or industry representative.

5.10 **Reception Center and Sheltering.** A “designated” reception center is a secure facility where uninjured evacuated passengers and crew can be taken for shelter, welfare, first aid, and accountability documentation. If reception centers are not designated or properly managed, the potential for evacuees to seek their own arrangements increases, complicating the accountability processes.

- The industry vessel operator is responsible to provide appropriate shelter for evacuees. If the industry representative is not available or not capable of providing, then Unalaska and the UC will need to take the lead.

- The center will initially be managed by Parks and Recreation Department (Reception Center Group Supervisor) until the outside support arrives on scene.

- Often, local volunteers will assist with the operations of shelters until vessel operators can arrive to provide sheltering assistance. Local church groups, service organizations, and others may need to be contacted.

- With a limited sheltering capacity, the flow of evacuees out of Unalaska must be initiated early and coordinated with the Accountability Group.

5.10.1 Preferred Locations.

- The Recreation Center is the preferred location. Local schools will serve as overflow facilities. For a high capacity passenger vessel, additional sites will be required. Options may include Grand Aleutian Hotel, empty hangers at airport, or space at fish processing facilities.

- Each site requires its own support staff.

- To support CBP requirements, it may be advantageous to have separate centers for passengers and crew. All foreign crew members will require a more extensive and time-consuming Customs clearance process.

5.10.2 Reception Center Accountability. All evacuees arriving at the reception center must be checked-in. If a manifest is available, names will be checked against the manifest to determine the missing. If no manifest is available, a local registration process will be required.

5.10.3 Longer Term Lodging or Shelters. The Involved Party is responsible to provide lodging for displaced passengers and crew until transportation to return them home can be procured. Unalaska has limited hotels or other
commercial lodging. If weather or other factors force evacuees to remain Unalaska for an extended period, the community will be required to assist in meeting this demand.

5.11 Volunteer Management

5.11.1 Expect volunteers or others with no pre-planned role to arrive at the landing site and receptions centers to offer assistance. Volunteers can be a significant source of manpower and skills, and can quickly serve as interpreters, litter bearers, reception center support or other needed roles. Volunteers can assist emergency staff with basic skills and support allowing responders to focus on specialized work.

5.11.2 The challenge is how to utilize the volunteers while at the same time ensuring safety and improving response operations. In general, there is limited guidance on volunteer management. Coordinate efforts with the Planning Section of the UC. To help manage volunteers, determine what functions are best supported by volunteers and what strategies can be implemented to quickly organize and assign tasks to volunteers.

5.11.3 Use signage to direct volunteers to the check-in location. All volunteers must sign in and receive identification. The check in location may be the best location to identify skills and assign tasks for volunteers.

6.0 Incident Communications.

6.1 General. The municipality response organization shall coordinate their internal communications with the Communications Plan established by Unified Command. Consider the following communication factors during a maritime MRO incident:

- Currently established harbor, medical, police and other communications procedures shall be utilized to the maximum.

- Do not communicate directly with the vessel if at all possible. The Community should obtain information from the Unified Command, Coast Guard, shipping agent, or cruise line operations center. The ship’s master is fully engaged with controlling the emergency and will not have the time to answer similar questions from multiple agencies.

- Once ashore, evacuated passengers may overload existing cell phone systems. Develop a plan for redundant systems to permit critical communications to be completed.

- The Unalaska response organization shall provide immediate updates on all “critical information” indentified by the UC.

6.2 Critical Information. The UC shall be immediately notified through the chain of command of the following:
• Injuries beyond first aid, or deaths of evacuees, responders, or the public.
• Potential or actual public health impacts.
• Critical resource shortfalls.
• Commencement / completion of significant operations.
• Terrorist, criminal activity or other law enforcement activity.
• Breaches of security.
• Significant changes to the situation, i.e. numbers of evacuees, number of injured, vessel status, fire extinguished, and changes in oil released, etc.
• Changes in the status of landing sites or reception centers: i.e. sites at capacity, congestion issues, offloading difficulties, etc.
• Break downs in critical equipment, i.e. vessels, mass transport, EMS vehicles, oil response equipment.
• Negative media coverage.
• Reports of injury or deaths will not be made over VHF or other open communications. Relay reports via telephone or secure communications.

6.3. **Informational Updates.** As the operation progresses, Unalaska responders will likely have first access to information that will be needed by the UC. The following is a list of information that should regularly be reported to the UC.

- Arrival / Departure of rescue craft.
- Number of evacuees landed at each site.
- Number and status of injured.
- Number injured transported to hospitals or clinics. Names if available.
- Number of evacuees transport to the reception center.
- Number of evacuees at reception center.
- Logistic needs and shortfalls. Transport, Food, water, etc.

7.0 **INCIDENT TERMINATION AND DEMOBILIZATION CHECKLIST**

7.1. **Unified Command**

- Demobilize Landing Areas.
- Account for Landing Area Personnel.
- Demobilize Triage Area
- Account for Triage Personnel
- Demobilize Reception Center.
- Account for Reception Center personnel.
- Demobilize AFD shore-side fire support.(if mobilized)
- Account for AFD personnel.
- Demobilize other Shelters.
- Account for other Shelter Personnel.
Schedule and conduct incident debrief and evaluation.
Issue final situation report to interested parties.

7.2. Community Incident Commander

- Assess situation to determine when to reduce EOC hours or close.
- Restock EOC and emergency supplies (e.g. EMS, fire, and police) consumed in incident to ensure readiness for next incident.
- Schedule “hot wash” debrief within three days of incident termination.
- Coordinate participation in Unified Command debriefing.
- Section Chiefs/Department Heads prepare after action reports and forward to Director of Emergency Management. Emergency Management Director consolidates final report and forwards as required.
- Emergency Management Director incorporates approved lessons learned in EOP.
- Arrange for follow-on employee critical incident stress debriefing and follow up (stress symptoms may not appear for some period of time).

7.3. Logistics

- Assess personnel needs and determine when excess personnel can be released
- Finance Director consolidates bills for payment by Responsible Party.
- Conduct joint inspection of facilities used/rented by non-Community organizations, and close facilities. Report closure to emergency Programs Manager.
Appendix A: Shore Side Support Branch Assignments

The Shore Side Support Branch is responsible to manage all Unalaska shore side operations. Unless otherwise delegated, the Branch Director shall be the Unalaska Public Safety Director. A Deputy may be appointed from either the city or industry resources. The Branch will be organized by functional assignments to include the following Groups:

A.1. Landing Site Group. The Harbormaster will serve as the Group Supervisor and shall be responsible to identify, activate and manage landing sites. Refer to separate Landing Site Job Aid for detailed planning and operational needs.

A.3. Transport Group. The Parks and Recreation Director will appoint a Transport Group Supervisor. This group is responsible to manage the safe transportation of evacuees from the landing sites to the reception center, and eventually to sites for final transportation home. Arrangements for final transportation of survivors out of town will be made by the company operating the ship.

A.3.1. Transportation Group Concerns.

- Due to limited capacity to shelter a high number of evacuees long term, the steady flow of passengers out of town will be important. Responsible party agents will be responsible for scheduling transportation.

- Tour buses and school buses will be the primary means of transport within Unalaska. Bus owners must be contacted as soon as possible to ensure timely availability of vehicles. In addition to the driver, each bus should have an accountability support person assigned to record information before evacuees depart the vehicle.

- Buses will be staged as close as possible to landing sites. For landing site locations with limited upland space, an offsite staging area for buses will be required. Buses will be dispatched as required in an orderly system. Staging area managers (Agents or port personnel) will be assigned and provided a radio capable of communications with Unalaska EOC and landing site supervisors.

A.4. Shelter (Reception Center) Group. The Parks and Recreation Director will supervise this group. This Group is responsible to activate and manage temporary facilities that will shelter and support the evacuees. Each center will require a unit leader and sufficient support staff. Local volunteer groups may be required to help staff the locations. Shelter registration procedures must coordinate with the Accountability Group to ensure tracking data is recorded in the desired format.

A.5. Emergency Medical Group. The supervisor will be the Chief of the Fire Department. This group is responsible to provide medical evaluation, care and transport to injured evacuees.
A.5.1. Emergency Medical Group Concerns.

- Unalaska has limited EMS capability. Regional medical support may be required for triage and transport. Existing procedures will be employed to request medical support.

- A triage site will be required, and should be established as close as practical to the landing site where injured will be disembarked.

- Mass Medical transport will be managed in accordance with existing city and state procedures.

- The airport may also be used as a helicopter base. Local medical resources will be required to meet and care for these MEDEVAC patients.

A.6. Security Group. The Police Department or designee will serve as group supervisor. This group is responsible for scene security at landing sites and shelters, traffic control, and crowd control. Local private security forces may provide support as resources permit. This group is not responsible for criminal investigative services related to the cause of the incident.

A.7. Accountability Group. The Supply Supervisor for Unalaska is assigned as the Supervisor of this Group. This Group is responsible to conduct passenger and crew accountability. The Group Supervisor is responsible to develop, implement, train staff, and complete accountability. This is a critical function that will require support from the entire organization. The process must be briefed to the organization, and integrated into the operations of landing sites, transport, and reception center management.

A.7.1. Accountability Group Concerns.

- This group shall develop a “standard” accountability process for the incident. All responders shall be made aware of the process to be employed, forms to be used, and of other procedures for accountability.

- An accurate manifest of passengers and crew is ideal for this process. This manifest is available from the USCG, Customs, or ship agents. Double check to determine if anyone is not included on the manifest, for example, marine pilots, technicians, company representatives, or if any passengers did not make the voyage at the last minute but still remain on the manifest. If no manifest is available, then a locally available “registration form” will need to be quickly developed.

- If buses are used, completing all accountability requirements before allowing survivors to depart the vehicle is recommended. Double check the information as each survivor steps off the bus.

A.8. Fire Suppression Group. This group, normally located under an Emergency Response Branch, may require Unalaska Fire Department involvement to refill air bottles, supply fire fighting foam, or other logistical support for ship board fire response. Use of Unalaska Fire Department personnel will be in accordance with current policy. The Fire Chief will supervise this group, if formed.