

City and Borough of Juneau

CRUISE SHIP SHORE-SIDE RESPONSE PLAN

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TAB A: CBJ Incident Notification Checklist

TAB B: Major Cruise Ship Casualty City & Borough of Juneau Unified Command Roles: *The Mission, Mission Objectives, Organization & Information Needs*

TAB C: Evacuation and Care of Passengers and Crew Checklist: *Standard Tracking Procedures, Designation of Landing Areas, Reception & Shelter*

TAB D: Incident Termination and Demobilization Checklist

TAB E: Communications List for Cruise Ship Shore-side Response

TAB F: CBJ Public Information Officer Checklist

TAB G: Contact List for Cruise Ship Shore-side Response

Table 2
QUICK RESPONSE CHECKLIST

**CHECKLIST FOR EVACUATION, MEDICAL CARE, RECEPTION, AND SHELTERING,
or other SHORE-SIDE SUPPORT**

CBJ DISPATCH

- Record critical information (APPENDIX B, Tab A)
- Notify U.S. Coast Guard
- Notify Emergency Programs Manager
- Notify Chief of Police
- Consider extra staffing

CBJ EMERGENCY PROGRAMS MANAGER

- Notify City Manager
- Notify Deputy City Manager
- Notify SECC
- Notify Port Director
- Notify Logistics Head
- Notify CBJ Public Information Officer
- Notify Bartlett Hospital
- Notify Public Health
- Activate EOC and Incident Management Team
- Monitor situation to determine appropriate time to demobilize facilities and personnel resources

CBJ CITY MANAGER

- Establish communications with the Coast Guard
- Determine initial level of CBJ involvement
- Prepare to participate in the Unified Command
- Monitor situation to determine appropriate time to demobilize facilities and personnel resources

CBJ DEPUTY CITY MANAGER

- Contact City Manager for Assignment
- Prepare to act in capacity of City Manager

CBJ PORT DIRECTOR

- Designate landing area(s)
- Designate landing area manager(s)
- Consider extra staffing

CCFR

- Prepare for large-scale EMS operations
- Prepare for fire suppression support
- Triage injured evacuees / provide transportation to Bartlett Regional Hospital or a suitable clinic

Note: RP is responsible for transporting uninjured evacuees to Reception Center and shelters.

JPD

- ❑ Prepare for security operations
- ❑ Provide support to State/Federal Law Enforcement Agencies as able

LOGISTICS

- ❑ Recall CBJ Personnel as required
- ❑ Cooperate with RP to identify / activate Reception Center(s)
- ❑ Coordinate with RP to identify / activate shelter if needed
- ❑ Notify Red Cross if needed
- ❑ Prepare for mortuary operations
- ❑ Staff CBJ Unified Command Positions, as needed
- ❑ Coordinate with Airport Manager to ensure readiness of airport to support airlift of evacuees
- ❑ Monitor situation to recommend appropriate time to demobilize facilities and personnel resources

BARTLETT REGIONAL HOSPITAL

- ❑ Prepare for mass casualty operations
- ❑ Contact area / regional hospitals for forward movement of patients
- ❑ Activate Critical Incident Stress Management and American Red Cross Disaster Mental Health. If additional emergency mental health resources are needed, contact SECC
- ❑ Provide timely information on evacuees in medical care to CBJ, USCG, and State command centers

PUBLIC INFORMATION OFFICER

- ❑ Publicize the cruise line passenger inquire "1-800" number
- ❑ Participate in Joint Information Center.
- ❑ Prepare / participate in press releases
- ❑ Provide information to Reception Center(s) / Shelter(s)
- ❑ Keep the UC/RP/EOC informed of passenger/crew status.

Appendix B

CRUISE SHIP SHORE-SIDE RESPONSE PLAN

I. ROLE, PURPOSE and SCOPE

- A. This Appendix focuses on a shore-side response by CBJ for a cruise ship disaster. The main role for CBJ may be to provide, through the Unified Command:
- Use of the CBJ Emergency Operations Center.
 - Shore-side marine fire-fighting support (air, foam, water).
 - Emergency medical services (EMS).
 - Support management of designated landing areas (security, crowd control, ground transport coordination).
 - Assistance in evacuee transport from the landing area to the reception/processing area.
 - Activation and staffing of the reception area until it can be fully staffed by cruise industry personnel.
 - Assistance in evacuee accountability and reporting.
 - Assistance to the cruise industry in providing lodging and shelter.
 - Staff for the Unified Command.
 - Staff for the Joint Information Center (JIC).
- B. The purpose of the Cruise Ship Shore-side Response Plan is to provide for a rapid, organized, and effective shore-side response by the City And Borough of Juneau (CBJ) to a marine disaster involving a cruise ship with displaced passengers and crew.
- C. This Appendix to the CBJ Emergency Operations Plan (EOP) is broad in scope and identifies and assigns CBJ departments and agencies various responsibilities and tasks for emergency and disaster response operations; and lays down a concept of operations for maritime emergencies. It also describes CBJ cooperative efforts with the U.S. Coast Guard (USCG), cruise ship companies, local, state, and federal officials, non-government organizations, passengers, crew, families, and friends.

II. SITUATION

A. Background.

Juneau is a major port of cruise ship activity. The cruise ship season normally begins in early May and concludes by the end of September. Annually, Juneau hosts over 800,000 cruise ship visitors, along with another 200,000 crew, with one to five vessels visiting daily.

As Juneau is the largest community in Southeast Alaska with a regional medical center and a major, jet-capable runway, it is likely to be the destination of choice for a cruise ship with an emergency affecting a significant number of passengers and crew.

Juneau is isolated from other communities, and emergency personnel know they must be self reliant, since outside assistance is likely several hours away.

B. Assumptions.

1. Scenario. An emergency that would activate this Appendix would likely involve a large cruise ship carrying approximately 3,000 passengers and crew, and the determination that Juneau is the best port suitable for a proper response operation.

Possible emergencies on a cruise ship that require evacuation and care of significant numbers of passengers and crew include:

- Fire
- Grounding
- Collision with another vessel
- Act of terrorism
- Other criminal acts

There may be multiple injuries or deaths involved, requiring activation of a Disaster Medical Assistance Team (DMAT) or a Disaster Mortuary Operational Response Team (DMORT).

2. Responsible Party Agent. Cruise ship companies are represented in Juneau through an agent. The agent working with a company experiencing an emergency will likely be the first person to respond for the company in Juneau. The agent will mobilize local cruise industry resources until company representatives arrive.
3. Unified Command. A Unified Command initially consisting of the RP, Coast Guard, and CBJ will be formed to direct the response.
4. Search & Rescue. Search and Rescue (SAR) falls under the lead of the U.S. Coast Guard. Initial efforts will focus on actions that will ensure the safety of the passengers and crew. Once SAR actions are completed, the response will shift its focus to vessel safety, preventing or mitigating pollution, and law enforcement.
5. Terrorism and Criminal Acts. Following the C/S *Universe Explorer* fire in 1996, there has been much discussion and concern over whom has jurisdiction when criminal acts are suspected. This issue is complicated by overlapping federal, state, and local jurisdictions; and the fact that virtually all cruise ships are foreign flagged.

Intentional acts (e.g. terrorism, criminal) fall under the lead of the FBI or AST. CBJ anticipates the Federal and state law enforcement entities will coordinate their efforts in matters of security and

investigation. Within the limits of its resources, CBJ will provide shore-side law enforcement and security (as able) to help mitigate the emergency phase of the operation.

Responders must be aware of the possibility of secondary devices, and possible contamination of passengers and crew. Presence of infectious disease symptoms or the threat or suspected release of a biologic agent will require additional personal protection precautions on the part of responders.

People evacuated from the vessel must be accounted for and properly processed once ashore, as they are potential witnesses – or even the perpetrators.

6. Communications During an Emergency. Family and friends will overload Juneau's communications systems trying to find out if their loved ones have been affected by a cruise ship emergency.

CBJ can expect calls from around the world. Cruise lines will establish a "1-800" number to handle passenger status inquiries. CBJ will assist in publicizing this number.

7. Emergency Medical Services. Medical needs in a cruise ship emergency can easily overwhelm the ship's medical staff and spaces. Providing EMS will be a primary role of CBJ in a cruise ship emergency, and coordinated medical assistance by local responders will be essential.

Evacuation of people needing medical attention from the ship can occur by helicopter, or boat; with multiple landing sites established in Juneau.

In the event of a possible WMD incident, first responders should be aware of possible contamination of personnel, equipment, and medical facilities. Presence of infectious disease symptoms or the threat or suspected release of a biologic agent will require additional personal protection precautions on the part of responders.

8. Available Resources. A cruise ship emergency affecting Juneau will require resources from CBJ, community organizations, and volunteers operating under the direction of the City Manager. State and Federal resources may be required, which will operate under the direction of the Unified Command.

The EOP (Section III.D) describes how the CBJ resources will be employed in the event of an emergency. Community volunteers' responsibilities will be coordinated by the CBJ Logistics Section Chief.

III. CONCEPT OF OPERATIONS

A. Incident Command System / Unified Command.

Maritime emergencies present unique logistical challenges. Responses to maritime emergencies require clear command and control organization of response resources, with clear lines of authorities and responsibilities. Vital to a successful response is close coordination and cooperation among those parties with responsibilities.

1. Incident Command System (ICS). The National Incident Management System dictates the use of ICS as the primary organizational structure for incident management. CBJ prescribes to the use of ICS to manage emergency response incidents.
2. Unified Command¹ (UC). The National Incident Management System dictates the use of Unified Command to coordinate and integrate the response to large-scale incidents which cross multiple jurisdictions. CBJ prescribes to the use of the Unified Command to manage a cruise ship response. Anticipated members comprising the UC include:
 - Responsible Party
 - USCG
 - State of Alaska SOSC
 - CBJ
 - FBI

Initial UC missions and objectives can be found in Tab B to this Appendix.

3. Joint Information Center (JIC). Throughout a complex emergency incident, accurate communications with agencies, the media, families and friends of potential victims, and the public is essential. In such an incident, the Incident Commander will establish a Joint Information Center (JIC) where all parties involved in the response will cooperate and coordinate external communications to ensure there is accurate and consistent information from those responding to the incident. This will not lead to a restriction of public information; rather, it will provide an opportunity for all parties responding to check the accuracy of their information, and improve it if necessary, before going public with details of the response.

B. Roles and responsibilities.

¹ In December 2003, a working group composed of members of the US Coast Guard, State of Alaska, the cruise ship industry, CBJ and other response organizations developed a list of Unified Command missions and objectives. This list is included in this appendix as Tab B.

1. Unified Command. The Unified Command is comprised of all agencies, which have jurisdictional responsibilities during response to an incident. The Unified Command directs all aspects of incident response and uses a designated IC to manage response operations. The IC will be chosen by the Unified Commanders and will normally be the RP's designated official. At any one time, there can be only one IC; however, the IC can change as the incident changes.
2. Responsible Party. Cruise ship owners and operators, called the Responsible Party" (RP) are responsible for the safety of their vessel, passengers, and crew. To meet the demands of emergencies, they have a well-developed infrastructure, including emergency management personnel, operation centers, transportation systems, medical services, and passenger and crew services. They are obligated to take all necessary precautions to prevent and respond to casualties. The cruise industry has emergency plans and procedures that are exercised annually.
3. The U.S. Coast Guard: The U.S. Coast Guard is the lead federal agency with jurisdiction for responding to maritime emergencies in U.S. waters. The District Command Center will coordinate all SAR operations and has the overall government lead to ensure an effective response to a cruise ship disaster. MSO Juneau, as the Captain of the Port (COTP) for Southeast Alaska, is responsible for port and vessel safety and security. For cruise ship casualties, the COTP normally assumes the role as the Federal Incident Commander for marine safety aspects of the incident.
4. The Federal Bureau of Investigation: The FBI has lead responsibility for criminal investigation of terrorist acts and threats inside the U.S., as well as for related intelligence collection. The FBI shall also coordinate the activities of other members of the law enforcement community to detect, prevent, preempt, and disrupt terrorist attacks within the U.S.
5. Bureau of Customs and Border Protection: The Customs and Border Protection (CBP) has the lead responsibility to clear foreign nationals to enter our country. In the event of a cruise ship evacuation, all passenger and crew shall remain in the reception center until cleared by CBP.
6. State of Alaska:
 - a. The State Emergency Coordination Center (SECC) will coordinate and provide logistic support for the response of state agencies and resources to emergencies and disasters. In addition, the SECC will coordinate with the Federal Government for assets that are not available from local and State resources, such as; Disaster Mortuary Operational Response Team (DMORT), Disaster Medical Assistance Team (DMAT), and DOD MEDEVAC resources.
 - b. The Alaska Department of Environmental Conservation is the lead State agency with jurisdiction for responding to releases of hazardous material and oil spills. During a cruise ship incident the

State On-Scene Coordinator (SOSC) will direct and coordinate the State's response to an actual or potential spill.

- c. The Alaska State Troopers is the lead State agency with jurisdiction for responding when there is the possibility that the cause of the casualty was due to criminal activity. They will coordinate efforts with the FBI and Coast Guard.
 - d. The Alaska Department of Health and Social Services may liaison with the Unified Command to coordinate requests for medical / public health assets within the State.
7. The City and Borough of Juneau: CBJ can expect to have a significant shore-side role in a cruise ship emergency if the vessel is in the port of Juneau, or intends to proceed to Juneau. CBJ officials will be notified and may be asked for assistance by the Unified Command.

This Appendix focuses on a shore-side response by CBJ for a cruise ship disaster. The main role for CBJ may be to provide, through Unified Command:

- Use of the CBJ Emergency Operations Center.
 - Shore-side marine fire-fighting support (air, foam, water).
 - Emergency medical services (EMS).
 - Support management of designated landing areas (security, crowd control, ground transport coordination).
 - Assistance in evacuee transport from the landing area to the reception/processing area.
 - Activation and staffing of the reception area until it can be fully staffed by cruise industry personnel.
 - Assistance in evacuee accountability and reporting.
 - Assistance to the cruise industry in providing lodging and shelter.
 - Staff for the Unified Command.
 - Staff for the Joint Information Center (JIC).
8. Away Team: The Coast Guard has established an interagency "Away Team" that will embark the vessel as soon as possible to establish communications with the UC and provide immediate assistance to the vessel's master.

C. CBJ Policies.

1. Marine Fire Fighting: Capital City Fire Rescue (CCFR) personnel are not trained or equipped for on-board marine fire fighting and will **not** embark a cruise ship for the purpose of fire suppression and control. Upon the request of the IC/UC, CCFR may provide the following support to a vessel:

- air bottles and / or air supply
 - water supply to the gangway
 - foam
 - communications and field command post support
 - EMS personnel to the dock
2. Law Enforcement: The Coast Guard, Alaska State Troopers, Customs and Border Protection, and FBI will coordinate matters of security and investigation. CBJ will provide shore-side law enforcement and security (as able) upon request of the Unified Command. The Juneau Police Department will not board a foreign flag cruise ship as the primary law enforcement agency. They may provide back-up for federal and state law enforcement agencies.

D. City and Borough of Juneau Actions.

1. INITIAL NOTIFICATION

- a. 911 Notification to CBJ. The dispatcher receiving the call should:
 - I. Ensure USCG has been notified, or patch the call to the USCG District Command Center immediately.
 - II. Gather pertinent information using the checklist attached in TAB A to this Appendix.
 - III. Notify the Emergency Program Manager.
- b. Non- 911 Notification to CBJ. Pass information directly to the Police Department's Dispatch unit through a "911" call.
- c. Emergency Program Manager
 - I. Notify City Manager.
 - II. Notify Deputy City Manager.
 - III. Notify the SECC.
 - IV. Notify Logistics Chief.
 - IV. Notify Bartlett Hospital.
 - V. Notify Port Director.
 - VI. Notify CBJ PIO.
 - VII. Notify Public Health.
 - VIII. Prepare the EOC for activation.
- d. City Manager.
 - I. Establish communications with the USCG.
 - II. Determine the initial level of CBJ involvement.
 - III. Prepare to participate in the Unified Command.
- e. Deputy City Manager.
 - I. Contact the City Manager for assignment.

II. Prepare to act in capacity of City Manager.

2. ASSESSMENT. After completing the initial notification and size-up of the incident, the Unified Command will determine the level of response appropriate to the incident. Based on the Unified Command's situation assessment CBJ will prepare for the following:
 - a. Identify and prepare vessel and helicopter landing sites.
 - b. Prepare for large-scale EMS operations.
 - c. Identify and prepare the reception center.
 - d. Prepare for fire suppression support.
 - e. Identify and prepare for sheltering operations.
 - f. Prepare for mortuary operations.

3. INITIATE THE INCIDENT COMMAND SYSTEM.
 - a. The Emergency programs manager will oversee establishment of the ICS, ensuring the CBJ Incident Commander (IC) is assigned and the Emergency Operations Center (EOC) is activated

 - b. The Emergency programs manager will arrange for CBJ participation in the UC, as appropriate. This may include the use of the CBJ EOC as a Unified Command Center.

 - c. The CBJ Incident Commander will organize personnel under ICS as provided in the EOP (Section III.C) and TAB B to this Appendix.

4. FORM AND EXECUTE A TACTICAL PLAN

The Unified Command will gather details regarding the casualty, and form the safest, most effective tactical plan for:

- SAR: rescue, landing, accounting and care of evacuees
- fire control, containment and confinement
- preventing the discharge or spread of pollutants
- ensuring vessel stability, or initiating salvage

CBJ will provide assistance as prescribed in the tactical plan, consistent with their authorities, responsibilities, and capabilities. CBJ will assist the Responsible Party as needed in meeting the shore-side needs of the passengers and crew. Anticipated tasking includes:

- designate landing areas for helicopters and rescue vessels
- provide shore-side transportation for evacuees

- track the whereabouts of evacuees
- provide shelter / lodging for evacuees
- provide medical treatment for evacuees

TAB C provides guidance for the CBJ IC to accomplish this task.

5. INCIDENT TERMINATION AND DEMOBILIZATION

The Unified Command will determine when the response to the incident has adequately addressed the emergency aspects of the incident. Once that decision is made, the incident will be downgraded and the Unified Command disestablished in accordance with the incident mobilization plan. Remaining actions to get the situation back to normal will be accomplished through the normal day-to-day operations of the involved agencies, at their discretion.

Per ICS, as response operations are no longer required, CBJ will notify the Unified Command, then terminate and demobilize them on a case-by-case basis. Once CBJ has made the decision to terminate an operation the following steps (using the checklist provided in TAB D. of this Appendix) shall be accomplished:

- account for all personnel before leaving the scene
- ensure decontamination of response personnel and equipment before they leave the scene
- establish a plan to cleanup or dispose of contaminated supplies and equipment
- conduct a debriefing session for all CBJ personnel and participate in debriefing sessions held by the Unified Command and JIC
- document all phases of the emergency

E. Communications.

Communications during any emergency is critical for a successful response. The communications appendix to the CBJ EOP provides internal technical communications among CBJ departments, and assisting agencies and organizations.

1. 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.

Information will not be released by the JIC until the Unified Command has approved it.

The location of the JIC will be separate from the Unified Command Post, but close enough so the Incident Commanders will have access

to information. The physical location will be determined on an incident-by-incident basis. Also, the JIC will establish an area for media relations and press / media briefings.

The lead PIO will assign a person to establish a single, consolidated Unified Command web site for posting incident information. Using a single web site to post information for easy access by those in the media and public needing the information is an effective communications tool. Everyone has access to the same information and the media can gain access as driven by their deadlines – in effect handling multiple requests for information through one, single tool. If the Alaska Department of Environmental Conservation is participating in the response (for a spill, a potential spill, or other environmental threat), they will normally be assigned as the webmaster and use their web site package; otherwise, the lead PIO will arrange for the web site using other resources.

Each PIO will still report to her / his chain of command in the performance of duties. Participation in the JIC allows coordination, cooperation, and collaboration among all of the agencies to ensure information passed to the media and others is accurate and consistent. By working in one central area, everyone has access to the same information.

The lead Public Information Officer of the JIC will report to the Incident Commander in the Unified Command. Press releases, press conferences, and press briefings for the UC will be coordinated by the lead PIO. Although each agency PIO will report to her / his agency for public information matters, the UC will encourage joint press briefings and conferences with the other operating agencies.

The CBJ Public Information Officer dispatched to the JIC will use the checklist in TAB F to prepare for reporting to the JIC, and to carry out his / her responsibilities within the JIC for CBJ. For the purpose of a cruise ship emergency involving significant passengers and crew, the CBJ PIO will focus attention on evacuation, medical condition and treatment, transportation, tracking, and sheltering of passengers and crew once ashore.

The CBJ Public Information Officer will:

- Ensure information collected for dissemination by CBJ is accurate and consistent with the facts of the incident and the response.
- Collaborate with the other agency PIO's to provide assistance to the overall function of the JIC.
- Determine if there are any limitations by the IC on releasing information.
- Develop material for press releases, briefings, and conferences.
- Encourage the CBJ IC to participate in joint press briefings and conferences.

- Prepare press releases for approval by the CBJ IC.
 - Inform media and conduct media briefings.
 - Obtain media information that may be useful to incident planning.
 - Maintain current information summaries and / or displays on the incident.
 - Provide information on the status of the incident to assigned personnel.
 - Arrange for tours and photo opportunities.
2. Incident Communications. CBJ will use the Communications Plan established by Unified Command. A typical communications flow chart and a list of contact information for a cruise ship incident is contained in TAB E of this Appendix. Consider the following factors during a cruise ship incident:
- CBJ should obtain information from the Unified Command, Coast Guard Away Team, shipping agent, or cruise line operations center. Do not communicate directly with the vessel.
 - Cell phones will likely be rendered useless due to cruise ship passengers overloading cell phone systems.
 - The CBJ EOC should quickly verify contact information for participating organizations and establish an email network to facilitate the exchange of information.
 - , through the JIC, should publish press releases as dictated by the Unified Command.
 - The CBJ EOC shall provide situation reports (SITREPS) to the Unified Command.
 - The Juneau Amateur Radio Club is equipped with both short and long range communications equipment and trained operators who can assist if requested.
3. Communications with relatives and friends of passengers and crew. CBJ shall disseminate the Responsible Party's "1-800" number. The Reception Center should have phone access to facilitate direct communications. CBJ shall not to release names of deceased.

F. Mass Casualty Operations.

1. Background. A mass casualty incident (MCI) is defined as an event with injuries that may exceed the response capability of local medical services. CBJ officials will assist the RP and may provide resources if the situation exceeds the RP's capabilities.
2. Triage. Under Unified Command, the EMS branch in the Operations Section performs triage. CCFR uses the START system. Presence of infectious disease symptoms or the threat of suspected release of a biologic agent will require additional personal protection precautions on the part of responders.

3. Alternate locations for Medical Needs. Bartlett Regional Hospital (BRH) will notify the CBJ EOC if they are unable to handle the quantity or level of injuries generated by the incident. BRH will use the normal MEDEVAC system to send patients to other hospitals. CBJ EOC should be prepared to request additional MEDEVAC assistance from the SECC. BRH will call in additional medical staff and may refer less urgent cases to local medical facilities including:

Family Practice (789-2910), 10301 Glacier Highway
Juneau Medical Clinic (789-6766), 9309 Glacier Highway Suite B301)
Juneau Urgent Care (790-4111), 8505 Old Dairy Road
SEARHC Juneau Medical Center (463-4040), 3245 Hospital Drive
Valley Medical Care (586-2434), 3220 Hospital Drive Suite 100

4. Morgue / Mortuary. A temporary morgue may be necessary in the event of an incident where the numbers of fatalities (ten or more) exceed local capabilities. Facilities that might be used as temporary morgues include the National Guard Hangar, Armory, Treadwell Arena, or refrigerated trailers. Identification of victims may be a long and complicated process. Requesting the assistance of a DMORT team should be considered.

G. Passenger and Crew Transportation.

The decision to remove passengers and non-essential crew from the vessel rests with the ship's master. If the decision is made to evacuate people, CBJ shall prepare to:

- Designate landing areas for helicopters and rescue vessels
- Provide shore-side transportation for evacuees
- Track the whereabouts of evacuees
- Provide shelter / lodging for evacuees
- Provide appropriate medical treatment for evacuees

TAB C provides overall guidance and checklists are these actions.

H. Tracking Evacuated Passengers and Crew.

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. The Coast Guard will continue their SAR efforts until all known persons on board are accounted for.
2. The RP shall provide the Bureau of Customs and Border Protection a passenger list and a crew list, along with information about the ship's stores.
3. All uninjured crew and passengers will be transported and logged into a reception area. The reception area will identify the needs of the

evacuees (medical, clothing, medications, etc), provide briefings, and provide for Customs and Border Protection clearance. All passengers and crew shall be screened by CBP before they are allowed to depart the Reception Center. If the cruise ship emergency involves a criminal act or terrorism, then the FBI) will be the lead agency for ensuring all passengers and crew are accounted for and screened as potential witnesses. The reception center manager will continually update the RP, Unified Command, and Coast Guard of housed evacuees.

4. Injured passengers and crew will be tracked by the hospital. The hospital will update the Unified Command of patient status. The hospital shall notify the U.S. Customs and Border Protection officials of all patients admitted.
5. CBJ will not track, account or otherwise assume responsibility for passenger belongings.

I. Sheltering.

The Responsible Party is responsible to provide appropriate shelter for evacuees. CBJ and the Red Cross will assist the RP in providing sheltering assistance.

J. Critical Incident Stress Management.

In the event there are fatalities or the event overwhelms people's coping ability, CBJ will activate the local Critical Incident Stress Management team to assist victims, families of victims, and responders. CBJ will also coordinate with the American Red Cross for disaster mental health personnel. DMORT family assistance counselors can be requested through the SECC. The CISM team in Juneau has 30 members and can draw in volunteers from other parts of the state.

IV. TRAINING AND READINESS.

Prior to May 1 of each cruise ship season the CBJ Emergency Programs Manager will:

- A. Verify contact information (TAB E) and EOC supplies.
- B. Provide ICS training for all CBJ staff that have not received appropriate level of training for their position.
- C. Ensure CBJ staff review plan through Table Top Exercise or orientation seminar. Invite local supporting agencies to participate. Invite one cruise line emergency operations center to participate long distance.
- D. CCFR, as a minimum, review this Appendix, and conduct pre-season training and planning.
- E. Participate in exercises sponsored by USCG or cruise lines. To the extent possible, involve senior staff and section chiefs.

V. REFERENCES

- A. Alaska Incident Management System Guide (AIMS) For Oil and Hazardous Substance Response
- B. U.S. Coast Guard Incident Management Handbook (U.S. Coast Guard COMDTPUB 03220.17)
- C. National Association of Medical Examiners Mass Fatality Plan (September 2003 DRAFT)
- D. National Incident Management System (NIMS). February 2004

VI. GLOSSARY and ACRONYMS.

Away Team. The Away Team is a specialized advisory unit that provides the USCG and Unified Command with:

- Real-time on-scene reports and validates the situation source of on-scene information
- One USCG/One Unified Command communications path to the master of the cruise ship
- Specialty support and guidance in marine firefighting, oil spill response, medical triage, law enforcement, salvage, and SAR, depending on composition of the team.

ASDEC. Alaska Department of Environmental Conservation.

BRH. Bartlett Regional Hospital.

Bureau of Customs and Border Protection. Under the U.S. Department of Homeland Security, the agency is a consolidated organization that unified the U.S. border agencies, including Customs and Immigration and Naturalization Service. Its mission is to provide “one face at the border” to serve at the Nations port of entry.

Captain of the Port. The U.S. Coast Guard official designated in federal regulations responsible for port and vessel safety and security in a zone within a Coast Guard District. For the Juneau area, the COTP position and authority resides in the Commanding Officer, Marine Safety Juneau.

COTP. Captain of the Port.

Command Center. The U.S. Coast Guard Command Center oversees all maritime operations within a Coast Guard District designated in Coast Guard regulations. The Command center is located in the District Office, under the command of the District Commander. For Alaska, that District is the Seventeenth Coast Guard District, located in Juneau.

CSST. Alaska Civil Support Team. Also called Weapons of Mass Destruction Civil Support Team (WMD-CST)

D17. Seventeenth Coast Guard District.

DHS&EM. Alaska Division of Homeland Security and Emergency Management.

District Commander. The U.S. Coast Guard official assigned responsibility for all maritime safety and security operations in a Coast Guard District designated in Coast Guard regulations. For Alaska, the District Commander is a Rear Admiral assigned to the D17 office located Juneau.

Divisions/Sectors. Refers to geographically defined areas under the ICS system.

DMAT. Disaster Medical Assistance Team.

DMVA. Alaska Department of Military and Veterans Affairs.

EOC. Emergency Operations Center.

EOD. Explosive Ordnance Detachment.

Extrication Group. Group responsible for locating, removing, and transporting patients to a safe location for further treatment and care.

FAA. Federal Aviation Administration.

FAC. Family Assistance Center.

Federal On Scene Coordinator. The federal official designated as the person in charge for operations conducted by the federal government in response to a vessel emergency that may result in pollution. Within the Juneau maritime region, that official is the Commanding Officer, MSO Juneau.

Finance Section. The ICS section responsible for tracking the related costs, personnel and equipment records, and administering procurement contracts.

FOSC. Federal On Scene Coordinator.

Incident Command System. A situation management approach with a common organizational structure responsible for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident.

JIC. Joint Information Center.

JOC. Joint Operations Center.

Joint Information Center. A public information center established by the Unified Command for the purpose of developing and releasing information about the incident to the news media.

Joint Operations Center. An interagency center led by the FBI during a terrorist threat or event and subsequently led by the Federal Emergency Management Agency upon transition to a consequence management phase.

Liaison Officer. The point-of-contact for assisting or coordinating with other agencies.

Logistics Section Chief. Manages those units that provide personnel, apparatus, equipment, facilities and personal needs to support incident activities.

Marine Safety Office. The Coast Guard unit responsible for port safety and security and commercial vessel safety in a zone within a Coast Guard District.

Mass Casualty Incident. An event with injuries that may exceed the normal response capability of an local medical services.

MCI. Mass Casualty Incident.

Medical Operations Supervisor. Supervises the triage, treatment, and transportation groups.

MRO. Mass Rescue Operations. A designation the Coast Guard uses.

MSO. Marine Safety Office.

NDMS. National Disaster Medical Services.

Operations Section. The ICS section responsible for all tactical operations at an incident to meet incident objectives.

OSC. See Federal On-Scene Coordinator.

OCMI. Officer-in-Charge, Marine Inspection.

Officer-in-Charge, Marine Inspection. The U.S. Coast Guard official designated in federal regulations responsible for commercial vessel safety for a zone of U.S. waters within a Coast Guard District. For the Juneau area, the OCMI position and authority resides in the Commanding Officer, Marine Safety Juneau.

PIO. Public Information Officer.

Port Agent. The port agent acts on behalf of the Responsible Party until the RP is on scene or at the appropriate unified command.

Public Information Officer. The person responsible to interface with the media, public, or other agencies requiring information directly from the incident scene.

RCC. Rescue Coordination Center

Reception Center. A processing facility designated to provide temporary shelter and services for evacuees until they are housed or leave the area. The Reception Center also serves as a central information center and a place to debrief evacuees.

RIC. Regional Incident Command. Established by the Coast Guard in the event of a major marine casualty to assist the On-scene Incident Commanders.

RP. Responsible Party.

Responsible Party. The owner and / or operator of a vessels or facility that experiences a maritime emergency.

SAR. Search and Rescue.

SEAPRO. Southeast Alaska Petroleum Resource Organization.

SECC. State Emergency Coordination Center.

Seventeenth Coast Guard District. The federal region including all waters of the United States off of Alaska.

SME. State Medical Examiner.

SOP. Standard Operating Procedure.

SOSC. State On Scene Coordinator.

Staging. A specific function where resources are assembled and managed in an area at or near the incident scene.

Staging Area. The location where incident personnel and equipment are assigned on an immediately available status.

Staging Manager. Position responsible for the check-in of all incoming resources; to dispatch resources at the request of command; and to request for additional resources to report to staging.

Standard Operating Procedure (SOP). An organizational directive that establishes a standard course of action.

START Triage System. Simple Triage and Rapid Treatment triage system.

Strike Team. A combination of a designated number of the same kind and type of resources with common communications and a leader (e.g. ambulance strike team).

Transportation Security Administration (TSA). TSA is responsible for screening both passengers and baggage on aircraft.

Transportation Team Leader. Coordinates the transportation of the injured to appropriate care facilities.

Treatment Team Leader. Provides coordination of medical care to the injured.

Triage Team Leader. Coordinates sorting of casualties for treatment and transportation.

TSA. Transportation Security Administration.

Unified Command (UC). A standard method to coordinate the command of all agencies responding to an incident.

UMIB. Urgent Marine Information Broadcast. A radio telecommunications request for mariners in the area to render assistance to a vessel in distress.

VII. ATTACHMENTS

- TAB A:** CBJ Incident Notification Checklist
- TAB B:** Major Cruise Ship Casualty City & Borough of Juneau Unified Command Roles: The Mission, Mission Objectives, Organization & Information Needs
- TAB C:** Evacuation and Care of Passengers and Crew Checklist: Standard Tracking Procedures, Designation of Landing Areas, Reception & Shelter
- TAB D:** Incident Termination and Demobilization Checklist
- TAB E:** Communications List for Cruise Ship Shore-side Response
- TAB F:** CBJ Public Information Officer Checklist
- TAB G:** Contact List for Cruise Ship Shore-side Response

NOTIFICATION AND INITIAL EVALUATION OF A MARINE CASUALTY

NOTE: PART OR ALL OF TAB A CAN BE COMPLETED BY THE PERSON INITIALLY RECEIVING THE REPORT. **IF TIME IS LIMITED, OBTAIN THE INFORMATION OUTLINED ON THIS FIRST PAGE.**

	<p>Basic Emergency Information</p> <p>Time incident occurred: _____</p> <p>Person or organization providing initial notification _____</p> <p>Call-back or contact information _____</p> <p>Vessel/facility name: _____</p> <p>Type of vessel incident: ___ fire; ___ explosion; ___ collision; ___ grounding; ___ oil/chemical spill; ___ hijacking or hostage-taking or other terrorist-related incident</p> <p>_____ _____ _____</p> <p>If cruise ship, how many passengers and crew on board? _____</p> <p>If Alaska Marine Highway vessel, how many passengers and crew on board? _____</p> <p>Number of vehicles on car deck _____, known hazmat on board _____ _____</p>
	<p>Location</p> <p>Latitude _____ N, Longitude _____ W and/or Landmark location:</p>
	<p>Is the vessel anchored or moored or underway? _____</p>
Yes/No	<p>Is the incident location within CBJ's jurisdiction? or</p>
Yes/No	<p>Is the vessel expected to enter CBJ jurisdiction? ETA:</p>
Yes/No	<p>Notifications and Initial Response</p>

	Has the Coast Guard been notified? [Command Center in Juneau 463-2000; 1-800- 478-5555 or Channel 16 VHF-FM]
Yes/No	Has the State of Alaska been notified? [Business hours call ADEC at 465-5340; Alaska State Trooper's 24-hour dispatcher 1-800-478-9300 (after hours for oil spills) or 1-907-428-7200 (regular State Trooper dispatch)]
	<p>What resources have responded to the emergency?</p> <p>SAR vessels</p> <p>_____ ETA</p> <p>_____ ETA</p> <p>_____ ETA</p> <p>_____ ETA</p> <p>Tug or assist vessel _____ ETA</p> <p>_____</p>
	<p>On scene weather conditions at _____ (time) from (check below):</p> <p>___ http://pajk.arh.noaa.gov/index_marine.php</p> <p>___ http://pajk.arh.noaa.gov/</p> <p>___ http://home.gci.net/~westjuneau/weather/current.htm (unofficial but complete information)</p> <p>Winds _____ knots from (check the appropriate point on the compass quadrant)</p> <p></p> <p>Sea conditions: Wave height _____ ft</p> <p>Circle all that apply: rain fog snow sleet/freezing rain clear</p> <p>Sea temp _____ F; Air temp _____ F</p> <p>Next high tide: _____ ft at _____ am/pm</p> <p>Next low tide: _____ ft at _____ am/pm</p>
Yes/No	Persons in Distress

	Are there fatalities/injuries? _____ / _____
Yes/No	Are any of the crew or passengers unaccounted for?
Yes/No	<p>Have personnel abandoned ship?</p> <p>Is anyone in the water?</p> <p>How many?</p> <p>Any special medical needs or concerns?</p> <p>Are SAR units en route?</p>
	<p>Number injured personnel, their location and special needs:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
	<p>Number of non-injured personnel and where mustered or gathered.</p> <p>_____</p> <p>_____</p>
Yes/No	<p>Environmental Threats</p> <p>Is the vessel spilling oil? What type of oil?</p> <p>What is type and quantity of oil carried on board?</p>
	<p>The vessel operator's intentions</p> <ul style="list-style-type: none"> • Stay on board, fight the fire or otherwise deal with casualty? • Abandon ship? (Note: normally not a planned event) • Will passengers and non-essential crew be evacuated? • Anchor? Moor? Where? <p>_____</p>
Yes/No	<p>Assistance Provided by CBJ</p> <p>What assistance is the vessel likely to need from CBJ? Circle all possibilities:</p> <ul style="list-style-type: none"> • Transportation of evacuees. See TAB C checklist. • Shelter for evacuees TAB C checklist. • Medical support See checklist. • Firefighting support (see next block) •
	<p>Firefighting Assistance</p> <ul style="list-style-type: none"> • Does the vessel need air bottles? (What type?)

Yes/No	<ul style="list-style-type: none">• Does the vessel need firefighting water?<ul style="list-style-type: none">➢ For internal compartments?➢ For superstructure or to cool hull?• Does the vessel need foam?• Does the vessel need to recharge its carbon dioxide extinguishing system?• Communications and field command post support?
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Unified Command Missions and Objectives¹

A. Missions:

1. Address safety of passengers and crew.
2. Respond to potential and actual security threats.
3. Mitigate threat to pollution.
4. Manage information.

B. Objectives for Each Mission:

1. Address safety of passengers and crew:
 - Stabilize the vessel
 - Assess vessel integrity
 - Extinguish fire
 - Initiate damage control
 - Passenger and Crew Management
 - Account for passengers and crew
 - Evaluate and treat injuries
 - Determine need for evacuation
 - Plan and conduct evacuation, if needed
 - Implement passenger and crew shore side response
 - Transport passenger and crew that are landed ashore
 - Process and account for passengers and crew landed ashore
 - Provide shore side facilities to care for and house passengers and crew
2. Respond to potential and actual security threats:
 - Evaluate possible cause of casualty or threat
 - Make timely notifications
 - Mobilize outside security agencies and support
 - Initiate an investigation
 - Limit access and establish a security zone
 - Secure landing sites and reception centers
3. Mitigate threat of pollution:
 - Ensure actions are underway to control the source and minimize the total volume of oil or pollutant released.
 - Ensure all necessary actions have been taken to protect environmentally sensitive areas, to include minimizing wildlife impacts
 - Ensure effective containment, cleanup, recovery, and disposal of spilled product

¹ In December 2003, a working group composed of members of the US Coast Guard, State of Alaska, the cruise ship industry, CBJ and other response organizations developed a list of Unified Command missions and objectives. This Tab B is the list as produced, and as is, by the working group. CBJ, Coast Guard and the cruise industry should share any changes or refinements to these missions and objectives.

Unified Command Missions and Objectives

B. Objectives for Each Mission: (continued)

4. Manage Information:

- Manage Internal Communications
 - Maintain effective information flow to and from the scene and to the responders
 - Establish effective communications flow between Command Posts and between response assets
- External communications
 - Provide first and best source of information for:
 - Families (including next of kin), passengers, and crew
 - The media:
 - Establish and implement media strategy (JIC)
 - Public
 - Stakeholders
 - Establish a method of communication for a common message from unified command

Information Needs and Information Resources

Needed Information	Provider	Needed By	Forward to
Basic Ship Data	SAR FORM	RCC/COTP	UC
Location and nature of incident	Master	RCC/Owner EOC	UC
Condition of Passenger and Crew	Master	RCC/Owner EOC	UC
Medical Issues of Passenger and Crew	Master	RCC/Owner EOC	UC
Condition of vessel	Master	RCC/Owner EOC	UC
Fire Fighting Efforts	Master	RCC /owner EOC	UC
Salvage Efforts	Operator	RCC/Owner EOC	UC
Vessel Plans *(see note below)	Operator	RCC/COTP	
Passenger and Crew Lists	Local Agent	RCC/Owner EOC	UC
Contacts Information for responders	Each EOC	Ea. EOC	
On Scene Resources	RCC/OSC	Owner EOC/UC	UC
Availability of Resources not on scene	Agents	RCC/UC	Owner EOC
Availability of Passenger Staging	City or Agents	RCC/UC	Owner EOC
Airport Status	City	UC	Owner EOC
Medical Services available	City	RCC/UC	Owner EOC
Oil Trajectory/over flight	NOAA/COTP	UC	Owner EOC

*Vessel plans may not be readily available. Not all plans are available for electronic transmission. Requirements for specific plans shall be relayed to vessel owner/operator who will attempt to supply in timely fashion.

Additionally, the following is a list of plans, checklists or information that responders will need available to them for a rapid, smooth, and coordinated ramp up.

***Industry and Agents**

- IMT SOP
- Checklists for EOC ramp-up
- General spill plan
- B
- General security plan
- Resource database
- Plan for reception center ramp up
- Passenger accountability check list

***CBJ/Local**

- Harbor resources spreadsheet
- GIS / Aerial maps
- Emergency Operation Plan w/ Appendix
- Landing area charts as available

***USCG RCC**

- Communications plan
- MRO/MMC-QRC
- Command Center briefing matrix

***SEAPRO**

- Technical manual

***USCG COTP**

- Area Maritime Security Plan
- SE Alaska Area Contingency Plan
- Historic preservation programmatic agreement
- Endangered species
- Generic IAP
- Communications plan
- Incident Management Handbook

***SOSC/ADEC**

- ADEC Southeast Alaska Type I RAP (oil)
- GRS/ESI/MESA response action plan
- SE Alaska Area Contingency Plan
- AIMS – specific duties of various positions

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Cruise Ship Emergency Response Overview for Juneau and Vicinity

USCG RCC

- Complete MRO Checklist. Use VSL SAR Sheet to assist & avoid excess radio comms.
- Issue Urgent Marine Info Broadcast (UMIB).
- Launch/divert appropriate assets.
- Designate OSC and broadcast.
- Request M rep for augmented watch.
- Contact industry EOC and maintain open line as required. Recognize EOC abilities to assist.
- As needed, establish satellite comms w/ vsl.
- Coordinate w/ owner & agents for commercial response resources.
- Notify 911.
- Notify COTP and request safety, security zone
- Contact FAA for temporary airspace restriction
- Coordinate with UC for staging and landing area designations.
- Brief per RCC Briefing Matrix
- Consider implementation of RIC
- Reduce communications to ship to extent possible.
- Locate interpreters as needed for improved communications with ship foreign crew

VESSEL OWNER

- Activate Crisis Action Team.
- Establish comms with ship and RCC Juneau. Maintain open line as needed.
- Share status information regularly.
- Assist Master with stability analysis and supplement decision support system.
- Commence logistics for possible passenger evacuation.
- Coordinate actions / information with Unified Command.
- Contact Flag State, Class, underwriters.
- Initiate spill and security plans.
- Ensure required state and local notification made.
- Activate JIC process w/ USCG – release initial media statement.
- Establish 800 number for next of kin call in.

USCG Captain of the Port

- Form & Dispatch Away Team as needed.
- Stand-up Unified Command (CG, SOSOC, Local Gov't, RP). Distribute contact info
- Execute applicable provisions of Area Maritime Security Plan.
- Establish and direct enforcement of safety and/or security zones.
- Direct shore and waterside MHLS patrols.
- Initiate marine casualty investigation/coordinate terrorism investigation with FBI (if appropriate).
- Evaluate terrorism threat/direct increase in Marsec level (if appropriate).
- Coordinate NOAA Scientific Support (weather, spill trajectory)
- Inform CBJ if Away Team dispatched

Unified Command

- Set organization and objectives. Distribute.
- Manage On-scene info flow. Ensure effective information sharing.
- Stand up JIC w/industry. Issue joint release at earliest time.
- Maintain comms link to industry EOC for current info and plans.
- Assign tasks and responsibilities.
- Establish comms to all regions of response. Complete comms plan and distribute.
- Alert Customs Border Protection Service.
- Establish and maintain effective liaison with key stakeholders.
- Initiate passenger accountability process.
- Establish secure landing sites: decon, triage, medical transport, pax. transport, crowd control.
- Monitor/assist evacuee transport.
- Set Security for reception center.
- Coordinate/supervise special teams support (EOD, Strike Team, CSST, NOAA, FEMA, etc.)
- Coordinate marine firefighting support.
- Supervise spill response (source control, containment, recovery, protection of sensitive areas, disposal and decontamination).
- Evaluate damage survey/ approve salvage plan/supervise salvage operation.
- Implement law enforcement requirements for pax. control.
- Coordinate requirements for damaged ship transit, port entry.

Vessel suffers disabling casualty: fire, grounding, security threat, etc.

IMMEDIATE

WITHIN ONE TO TWO HOURS

SHIP

- Contact CG and company EOC at earliest time.
- Assess damage to vessel/stability.
- Extinguish/contain fire.
- Initiate damage control.
- Treat injured personnel.
- 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 to report to EOC and USCG.
- Provide regular updates of status.
- To extent possible, ensure pax and crew have identification prior to evacuation.

AGENTS

- Establish comms with EOC (owner) and RCC Juneau.
- Arrange for any immediate requests from vessel's Master.
- Send liaison to RCC Juneau and UC.
- Identify and contact all other available commercial assets in region for potential use. Pass info to RCC & UC.
- Souls on Board List to EOC and RCC and reception center.
- Arrange logistics for pax evacuation
- Locate reception center.
- Initiate process to activate reception center.
- Alert Red Cross / Salvation Army
- Locate interpreters.

STATE

- DMVA activate State Emer. Coord. Ctr for coord. of resource requests
- ADEC provides SOSOC to initiate State response to pollution.

LOCAL IC

- Activate Shore-side Emergency Plans.
- Hospital(s) recall available personnel.
- Harbormaster prepares City-owned port facilities. Assist with landing site ops.
- Secure sites
- Assist w/ establishment of reception center(s)
- Provide triage, patient medical treatment, patient transport for injured persons landed ashore.
- Provide reps for UC.
- Ramp up Reception Centers

EVACUATION AND CARE OF PASSENGERS AND CREW GUIDANCE AND CHECKLISTS¹

Overview. The decision to remove passengers and non-essential crew rests with the master of the vessel. If the vessel is underway and a decision is made to evacuate, the Coast Guard will lead the SAR operation. The Coast Guard, CBJ, the State and the RP will work under the overall umbrella of Unified Command to:

- ❑ Designate landing areas for helicopters and rescue vessels
- ❑ Provide shore-side transportation for evacuees
- ❑ Track the whereabouts of evacuees
- ❑ Provide shelter / lodging for evacuees
- ❑ Provide appropriate medical treatment for evacuees

Standard Procedures for Evacuee Accountability

If large numbers of passengers and crew are evacuated from a vessel, the following procedure for accountability is recommended.

1. Master of vessel orders evacuation.
 - Master notifies USCG SAR Mission Controller (SMC) and responsible industry party of evacuation plan. Notification of impending evacuation is passed as required.
2. USCG SAR Mission Coordinator (SMC) designates an On Scene Commander (OSC), if not already assigned.
 - The OSC is responsible to coordinate all on scene rescue assets, track lifeboats and life rafts, and manage empty life boats/rafts.
 - Rescue boats report total number of evacuees on board to OSC.
 - OSC directs the rescue boats to landing site, and reports departure of each to USCG (RCC) with total count of evacuees. RCC relays information to the industry EOC.
 - Rescue boats report their arrival time at landing site to the OSC, and confirm the total number of persons offloaded. OSC provides additional tasking as required to the rescue boat.

3. Unified Command takes the following action:

¹ Note: In February 2004, a Working Group composed of governmental response agencies and the cruise ship industry developed general procedures for the management of evacuees. Tab C adopts these procedures specifically for Juneau.

- Implements an evacuee accountability process. [See Items 7 and 8.]
 - Determine / designate best landing site(s) (Tab C, page B-C-7) and relays information to RCC, OSC and responsible industry party EOC.
 - Designation of landing sites will depend on weather, travel distance, water depth, transportation support, ability to safely discharge passengers from rescue boats, and other local concerns or limiting factors for ground transportation.
 - 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.
 - Identify best option for reception center(s) and coordinate with responsible industry party for activation (Tab C, page B-C-6).
 - If terrorist related incident, reception center(s) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented to deter secondary attacks.
4. Unified Command activate and secure landing site(s):
- Unified Command designates a Landing Area Manager for each site. The Landing Area Manager is responsible for overall site management, security, safety, and ensuring protocols are followed.
 - Responsible party, supported by local community resources and USCG, will normally operate the landing sites.
 - Local, state, or federal law enforcement will secure site and be responsible for site security, crowd and traffic control.
 - If terrorist related incident, landing site(s) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented to deter secondary attacks.
 - CCFR will establish decontamination (if required) and triage areas at landing site. CCFR/EMS will transport injured persons to Bartlett Regional Hospital or suitable clinic.
 - Port department or facility owner will clear docks and landing areas to facilitate operations.
5. Unified Command designates helicopter-landing pads as required.
- Assign helicopter pad manger for each site.
 - Informs FAA of sites.

One or both of the following may be used initially:

- Army Air National Guard hanger (Juneau International Airport)
 - Bartlett Regional Hospital [Note: USCG helicopters do not use this pad]
6. Responsible party local agents arrange transport from landing site(s) to reception center(s) for evacuees not in need of immediate medical attention.
- If terrorist related incident, transport vehicles shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions implemented to deter secondary attacks during transport.

As of September 2003, the Juneau tour industry transport capacity was:

- Princess Tours – 2700 seats, 53 buses and passenger vans (including 15 vehicles with wheelchair lifts), 120 employees. Point of contact: Kirby Day 463-3900
- Holland America/Gray Line – The 1500 seats, 33 buses and passenger vans, 50 employees. Point of contact: 586-9625
- Mendenhall Glacier Transport (MGT) – Estimated 600 seats. Point of contact: 789-5460
- Cruise West – 208 seats, 8 vehicles, 2 luggage carriers. Point of contact: Larry Johanson 586-6300.

Note: Only Princess and Holland America/Gray Line have reciprocal insurance agreements. This could be an issue for non-emergent transport.

City transport. Use of CBJ mass transit (Capital Transit buses) is not anticipated for an orderly evacuation of a large cruise ship. However, the handicap accessible buses may be useful.

7. Unified Command establishes an Evacuee Accountability Branch at the appropriate command post or reception center to manage passenger and crew tracking. Responsible party agents will normally take the lead, but may be assisted with available resources from the USCG, U.S. Customs and Border Protection (CBP), Red Cross or other local agency.
- For a foreign flagged vessel or ship arriving from a foreign country, the US Bureau of Customs and Border Protection may require all passengers and crew to be tracked from landing site to reception center. At the reception center, the Bureau of Customs and Border Protection may implement emergency arrival and screening processes.
 - If the situation requires evacuees to be cleared by law enforcement prior to final release, the Unified Command shall implement as quickly as possible procedures to contain all evacuees at the landing site, and to process, screen, and as necessary, interview personnel at the reception center.

8. Recommended evacuee accountability process and responsibilities:

Step 1: MEDEVAC patients from the vessel are tracked by USCG RCC.

- Specific patient information will be gathered at the earliest time not to interfere with the transport or care of patient and reported to RCC.
- If information is not available prior to the patient being admitted to the hospital, USCG will coordinate with hospital officials for release of patient information necessary for passenger accountability.
- Patient information will be relayed to check-in officials at Reception Center(s) and to responsible industry party EOC.

Step 2: Evacuees board rescue vessels.

- Each tender or rescue vessel/aircraft will report to the OSC (or SAR Mission Coordinator if no OSC) the total number of evacuees being transported. OSC will direct the rescue vessel to the designated landing site.
- An accurate list of passenger names is not vital at this stage because when the rescue vessel reaches the landing site, the group will likely be split up or combined with others for transport to reception center(s).
- A secure landing site is critical to keep people from walking off prior to accounting.

Step 3: Evacuees arrive at landing site and are transported to reception center(s).

- If terrorist related incident, landing sites and reception center(s) shall be inspected for explosive devices prior to the arrival of evacuees, and appropriate actions taken to deter secondary attacks.
- Evacuees requiring decontamination or medical attention will be decontaminated /triaged by local response personnel. Evacuees in need of immediate medical treatment will be transported by local EMS to medical facilities. If possible, patient identification will be gathered prior to transport and provided to accountability branch. If information is not available prior to the patient being admitted to the hospital, USCG will coordinate with hospital officials for release of patient information necessary for passenger accountability.
- Evacuees not requiring decontamination / medical treatment will be transported to the reception center(s). Ideally, a responsible

party agent will accompany each transport vehicle and develop an accurate list of full names (required), cabin numbers (required), and other requested information while enroute to the reception center. If not possible to place a dedicated official on each transport vehicle, the driver, or a reception center official, will collect required information as passengers depart the transport vehicle. At a minimum, this tracking information must be taken as evacuees depart the bus or vehicle.

- For ease of data collection and comparison, a standard format for recording information is recommended, but not critical as long as information is eligible and accurate.
- Throughout the process, the importance of accountability in the rescue process will be stressed to passengers.

Step 4: Evacuees arrive at the Reception Center(s).

- Passengers and crew are escorted into the reception center. The list of evacuees from Step 3 is delivered to the reception area check in manager. Evacuee names are checked against the "souls on board" manifest provided by the agents.
- Passengers are instructed to stay with their group until processed at the reception area. Accountability is again stressed to evacuees so they do not leave reception area until processed by the accountability team, and as required, by the Customs and Border Protection Service and law enforcement officials.
- As appropriate, Customs/Border Protection may implement emergency arrival and screening processes.
- If evacuees departed the vessel without proper identification, the RP, Customs/Border Protection, and TSA will coordinate the requirements and process to permit clearance and travel. Vessel operators often maintain copies of passports or other identification documents for passengers and crew.
- If available, information sheets are handed out to evacuees.

Step 5: Accountability Reporting.

- A responsible party agent will consolidate accountability reports from all reception centers hospitals, and morgue. The USCG and Customs may provide resources to assist in this process to speed the flow of information.
- Consolidated passenger and crew accountability information will be transmitted at regular intervals by the most rapid means available to the RCC and responsible party EOC. If desired, the

RCC and responsible party EOC may again compare the information received to their copy of the souls on board list.

- Terminations of rescue efforts will occur only after all passengers and crew are accounted for.
- The Responsible party shall maintain accountability of passengers and crew until travel arrangements are completed.

Step 6: Accounting for personnel remaining on board vessel.

- As required, once all passengers and non –essential crew are evacuated, the master of the vessel will provide the OSC a list of all personnel remaining on board to continue response efforts. This information will be relayed to the RCC, reception center, and responsible party EOC.

9. Reception Center Requirements. (Tab C, page B-C-9)

- Responsible party agents will coordinate with local community resources to identify, secure, and staff a reception center.
- If terrorist related incident, reception center(s) shall be inspected for explosive devices prior to the arrival of evacuees, and actions taken to deter secondary attacks.

- As a minimum, reception centers should provide:

Registration and check in-out desk
Information desk
Food / Water (Red Cross)
Rest rooms
Security

- The following services are desirable for the reception center if space and resources permit and can be provided in time for benefit. These services typically require pre-planning by local communities and response organizations.

Communications access: telephone, Internet
Medical Services
Mental health/stress services
Comfort kits: clothing, hygiene items, etc.
Rest areas: Cots/blankets
Recreation, if possible
Message Center
Interview rooms
Translator services

- 10.** As necessary, USCG, Alaska State Troopers, medical services, and company officials confirm next of kin notification procedures. CBJ will not disclose names

of deceased. Morgue services will be provided in accordance with city/state plans.

Designation of Landing Areas

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), and the shore-side infrastructure (including suitable beaches or docks, and access by EMS vehicles and transportation). Unified Command should consider and designate one or more of the following landing areas for rescue boats:

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.

NOTE: (1) These sites are designated high (H), medium (M), or low (L) preference.
(2) The number of landing areas should be minimized and medical triage centralized, if possible.

High Preference

- Marine Park Lighter-age Float
- Cruise Ship Terminal Wharf. Accessible by EMS vehicles.
- Seadrome Marina. 463-8811. Down town, provides 560' of moorage.
- Jacobsen Dock. Rock Dump just south of town.
- Auke Bay Allen Marine Facility. (907) 789-0081
- Auke Bay Harbor. (907) 789-0819. Located 12 miles north of Juneau. Provides 6,000' of moorage for boats up to 200' in length.

Medium Preference

- Intermediate Vessel Float below Taku Smokeries. Provides 800' of moorage and is frequently used by tenders of anchored cruise ships.
- Auke Bay AMHS Terminal. Has two bridges accessible by EMS vehicles.
- Douglas Harbor. Two boat launch ramps.

Low Preference

- Southeast Alaska Literate (Gitkov Dock) Auke Bay. (907) 789-4210
- Amalga Harbor. Located 24 miles north of Juneau. Note: weight limit on access bridge and limited cell coverage
- Echo Cove. Located 36 miles north of Juneau. Note: limited cell coverage.

Contact information

- Harbor Master –(907) 586-5255 or VHF 16 “Juneau Harbor”
- USCG D17 Command Center – (907) 463-2000 or VHF 16 “Coast Guard Radio Juneau”

Reception, Shelter and Lodging for Evacuees in Juneau

Initial reception. Designated reception centers, in order of preference, are:

1. Centennial Hall (Capacity: 1000) – Contact: 586-5283.
2. Juneau Douglas High School (Capacity: 1000) -- Contact 523-1500.
3. Dzantik'i Heeni Middle School (Capacity: 1000)-- Contact: 463-1899.
4. Floyd Dryden Middle School (Capacity: 1000)-- Contact: 463-1850.
5. Alaska Native Brotherhood Hall (Capacity: 400) –Contact 586-2049.

In cooperation with CBJ the Responsible Party will operate the reception center(s); provide staffing and services. In the initial stages of a response, CBJ (Red Cross) may initiate the outfitting and manning of reception centers while the responsible party is dealing with the immediate shipboard needs.

The reception center should provide the following services:

- Registration desk
- Temporary shelter, including restrooms
- Temporary food service
- Comfort kits and clothing if needed
- Security
- Rest areas
- Recreation, if feasible
- Briefings to passengers and crew, including transportation and shelter plans
- Communications (telephone and internet, if feasible)
- Message center
- Interview room(s), if needed by law enforcement or accident investigation personnel
- Medical assistance for minor ailments and help obtaining medications
- Mental health/critical incident stress debrief services
- Translation services

Reception Center requirements

- Seating for 120% of the evacuees received.
- Cots equal to 10% of the evacuees received.
- Personnel to process and care for evacuees equal to 4% of the evacuees received.
- Six flip charts for messages and notices.
- Telephones
- Office space for the reception center manager and staff

Processing. All evacuees arriving at the reception center must be checked-in against the manifest delivered with the evacuees when they landed ashore. Evacuees may be required to be cleared by US Customs and Border Protection before departing the Reception center.

Lodging/Shelters.

The Responsible Party is responsible to provide lodging for displaced passengers and crew until transportation to return them home can be procured.

Note: As of September 2003, Juneau has approximately 1200 hotel and BB rooms. During the cruise ship season room occupancy is 70-75%. This leaves approximately 300 rooms available to meet emergency needs.

If the inventory of commercial beds is not adequate to house passengers/crew, the Responsible Party should request CBJ:

1. Solicit volunteer housing from the community; or
2. Activate mass care shelters.

Family Assistance Center (FAC).

In the event there are fatalities, the RP, in coordination with CBJ and other agencies, should establish a Family Assistance Branch. The Family Assistance Branch is responsible for establishing a Family Assistance Center as a separate, secure, facility where the RP can provide for the victims' family members, including lodging, food, spiritual, and emotional needs. Normally, a hotel is used as a FAC since access control, lodging, meals, and meeting spaces are available. Coordinate with CISM when establishing a FAC.

INCIDENT TERMINATION AND DEMOBILIZATION CHECKLIST

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 CCFR shore-side fire support.
- Account for CCFR personnel.
- Demobilize Shelters.
- Account for Shelter Personnel.
- Conduct final incident press conference and issue final press release.
- Issue final situation report to interested parties.

Emergency Programs Manager

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

Logistics

- Assess personnel needs and determine when excess personnel can be released
- CBJ Finance Director consolidates bills for payment by Responsible Party or other who rented CBJ facilities.
- Conduct joint inspection of facilities used/rented by non-CBJ organizations, and close facilities. Report closure to CBJ Emergency Programs Manager.

Cruise Ship Response Communications¹

Communications Best Practices:

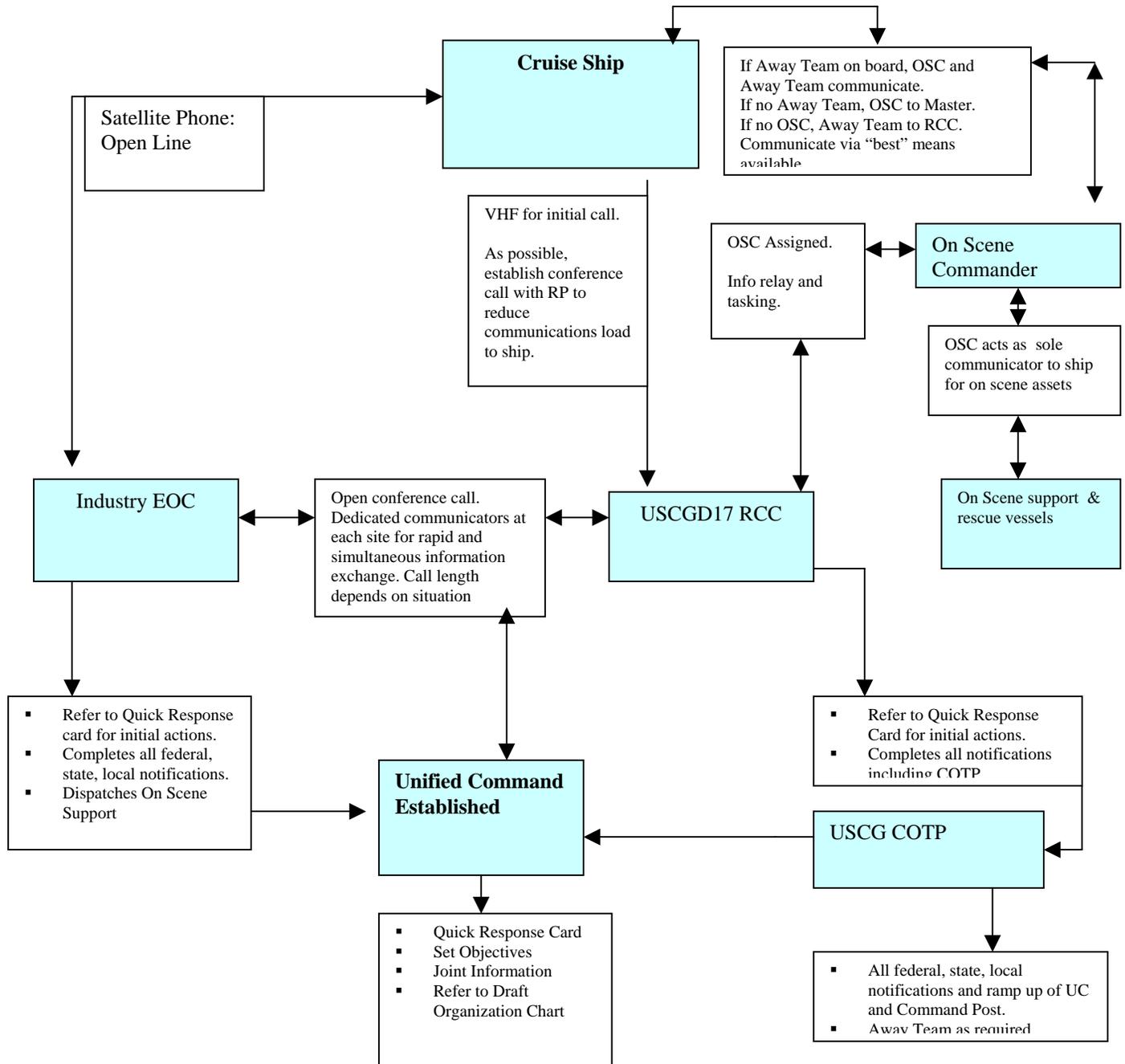
- As soon as possible after an incident occurs, the ship will notify both the home office (normally via satellite phone), and USCG (normally via VHF radio). Since both parties require essentially the same information, the following practices are recommended to reduce the communications demands on the vessel and permit the master to focus on the emergency:
 - Establish Open lines:
 - As soon as practical, establish a 3 way open line between ship, industry EOC and D17 RCC. (If no SAR, or SAR phase complete, COTP can replace RCC on call). A dedicated communicator will man the telephone line. The length of time the line remains open will be dependent on the situation. Scheduled conference calls can be established once situation has stabilized.
 - Liaison Officers at industry EOC and D17 RCC will be responsible to relay information to the unified command.
 - On Scene Coordinator
 - USCGD17 RCC shall appoint an On Scene Commander (OSC). The OSC shall serve as the sole “on scene” communicator with the master. The “best” means of reliable communications will be utilized. The OSC will determine the on scene communications plan with rescue resources.
 - Away Team (Reference CGD17INST 16451.1)
 - The COTP, D17RCC and vessel master shall determine if an AWAY TEAM is required to support on scene communications and response. The Away Team may be appointed as the OSC. If designated as OSC they will communicate directly with the RCC, otherwise all communications to the RCC shall be via the OSC. The AWAY TEAM will operate in accordance with D17 instruction.
 - Pollution Response Communications:
 - Pollution response communications will be assigned by the UC so not to interfere with SAR operations. Normally, VHF 81A will serve as the main on scene pollution response channel. On scene pollution operations leader will assign secondary VHF channels as required.

¹ In December 2003, a working group composed of members of the US Coast Guard, State of Alaska, the cruise ship industry, CBJ and other response organizations developed a protocol for 'best-practice' in communicating ship-to-shore during an emergency. This Tab E is the product of that work group, reprinted in their formatting. CBJ, Coast Guard and the cruise industry should share any changes or refinements to these protocols.

Communication Paths Diagram:

Assumptions:

- Vessel reports incident to both USCG and home office. Notifications to other stakeholders will proceed in accordance with existing plans.
- Contact phone and fax numbers between command posts are quickly disseminated.
- Information is shared in a timely fashion.



PUBLIC INFORMATION OFFICER CHECKLIST

Note: The CBJ Public Information Officer assigned to the Joint Information Center (JIC) remains under the direction and control of the CBJ Incident Commander for CBJ public affairs duties. The PIO is expected to participate in JIC operations in a cooperative, coordinated, and collaborative manner, providing assistance to other JIC staff as needed for the overall good of the operation. Whenever possible, the CBJ PIO will assist in developing joint media briefings and conferences and encourage the CBJ IC's participation.

- Name of Public Information Officer: _____
- Assigned job as CBJ Public Information Officer by _____
- (JIC) location: _____
- Reporting instructions: _____
- Travel Instructions: _____

- Any special communications instructions? _____

- Take supplies, equipment, and reference material with you to the JIC. Supplies may include, but not be limited to
 - Official CBJ Identification
 - Media contact reference guide
 - CBJ key officials contact guide
 - Business rolodex (paper or electronic)
 - Cellular telephone with extra battery and battery charger
 - Tape recorder
 - Laptop computer (with FAX capability & portable printer, if possible)
 - calendar
 - Notebook & paper
 - "sticky pads"
 - Pens & pencils
 - Scissors & stapler with extra staples
 - File folders
 - Markers
 - Display boards and tacks
 - Personal items

- ❑ Upon arrival, check in with the lead Public Information Officer and receive assignment.
- ❑ Acquire JIC work materials.
- ❑ Check in with the assigned supervisor and receive briefing.
- ❑ Determine if there are any limits on information release.
- ❑ Develop materials for use in media briefings.
- ❑ Coordinate the development of media release with other appropriate JIC PIOs.
- ❑ Obtain CBJ IC approval of media releases.
- ❑ Inform media and conduct media briefings.
- ❑ Arrange for media tours, interviews, and briefings by CBJ IC and other officials.
- ❑ Obtain media information that may be useful to incident planning and pass it along to appropriate officials (CBJ IC and lead PIO).
- ❑ Maintain current information summaries and / or displays on the incident.
- ❑ Provide information on the status of the incident to assigned personnel.
- ❑ If assigned subordinate staff, maintain accountability for assigned personnel's location(s), personal safety, and welfare at all times
- ❑ Organize and brief subordinates.
- ❑ Know your assigned telephones and radio frequency(ies) for your area of responsibility and ensure communications equipment is operating properly.
- ❑ Use clear text and ICS terminology (no codes) in all radio communications.
- ❑ Complete forms and reports required of the position and send to the Documentation Unit through your supervisor.
- ❑ Respond to demobilization orders and brief subordinates regarding demobilization.

CONTACT LIST FOR CRUISE SHIP SHORESIDE RESPONSE

Organization	Telephone	24 Hour Telephone Contact	Fax
Note: Use '911' for notifications and emergency response			
City & Borough of Juneau			
CBJ EOC (When activated)		(907) 586-0723/0727	
City Manager		(907) 586-0600	
Airport Manager	(907) 789-7821		
Bartlett Regional Hospital/Emergency Dept		(907) 796-8427	(907) 796-8444
Capital City Fire and Rescue	(907) 586-5322	(907) 586-0600	
Emergency Management Coordinator	(907) 586-0221	(907) 586-0600	
Engineering Department	(907) 586-0800	(907) 586-0600	
Finance Department	(907) 586-5215	(907) 586-0600	
Juneau Police Department		(907) 586-0600	
Parks & Recreation Dept	(907) 586-5226	(907) 586-0600	
Port Director	(907) 586-0292	(907) 586-0600	
State of Alaska			
Alaska State Emergency Coordination Center		888-462-7100 or (907) 428-7100	
DHSS/Section of Community Health & EMS	(907) 465-3027		(907) 465-4101
State Public Health Center	(907) 465-3353	465-3150 (back-up resource)	
AK Dept of Environmental Conservation (State on Scene Coordinator)	(907) 465-5340	(800) 478-9300	(907) 465-2237
AK State Troopers		(907) 465-4000	
AK State Medical Examiner	(907) 334-2200	(888) 332-3273	(907) 344-2216
AK Marine Highway System (DOTPF)	(907) 465-3955		
Federal			
Army 716th Explosive Ordnance Disposal Detachment, Ft Richardson	(907) 384-7600		
Coast Guard 17th District		(907) 463-2000	
Coast Guard Marine Safety Office Juneau	(907) 463-2450	(907) 463-2000	(907) 463-2445
Customs & Border Protection, Port Director	(907) 586-7211		
Federal Bureau of Investigation	(907) 463-3461	(907) 276-4441	
Forest Service, Juneau Ranger District	(907) 586-8800		
Immigration and Naturalization Service	(907) 586-7100		
National Park Service	(907) 586-7027		
National Transportation Safety Board	(202) 314-6000		
Organization	Telephone	24 Hour Telephone Contact	Fax
National Weather Service	(907) 790-6800	907-790-6824	
Transportation Security Administration	(907) 586-7075		

Responsible Party			
Affected Cruise Line			
Vessel Agent			
Cruise Line Agencies of Alaska		(907) 586-1282	(907) 463-5011
Volunteer/Non-Government Organizations			
American Red Cross, SE District, Alaska Chapter		(907) 463-5713	(907) 463-5717
Critical Incident Stress Management (Juneau-Northern SE Team)	(907) 463-4087w	(907) 586-0600	
Juneau Amateur Radio Club (KL7JRC)			
Jack Gregson, President	(907) 465-5656w	(907) 364-2933	
Jerry Prindle, VHF Chair	(907) 789-7291		
Juneau Convention and Visitors Bureau	(907) 586-1737		(907) 586-1449
Salvation Army, Juneau	(907) 586-2136		
Southeast Alaska Petroleum Response Organization (SEAPRO)	(907) 225-7002	(907) 247-1117	(907) 723-5501