Kenai Council on Aging Commission
Work Session – Emergency Operations Plan
Review
Thursday, March 12 – 3:00 PM

Kenai Senior Center

Kenai Senior Center 361 Senior Ct., Kenai, AK 99611

Telephonic/Virtual Information on Page 1

Agenda

A. <u>**CALL TO ORDER**</u>

B. <u>**INTRODUCTION**</u> - Red Piersee, Administrative Assistant III/Emergency Operations Plan

C. <u>**COMMISSION DISCUSSION**</u> - Review of Emergency Plan

D. <u>**PUBLIC COMMENTS**</u> *(limited to 3 minutes per individual)*

E. <u>**ADJOURNMENT**</u>

Join Zoom Meeting
https://us02web.zoom.us/j/87253557972?pwd=YzVER1RqOVU2OXdqRWRNZU13R0ROUT09
Meeting ID: 872 5355 7972   **Password:** 209020
OR Dial in by your Location: (253) 215-8782 or (301) 715-8592
Meeting ID: 872 5355 7972   **Password:** 209020

The agenda and agenda items are posted on the City's website at www.kenai.city. *Copies of the agenda items are available at the City Clerk's Office or at the Kenai Senior Center prior to the meeting. Please contact the Senior Services Director at 907-283-4156 for additional details.*

COMMISSIONERS, PLEASE CONTACT US IF YOU WILL NOT BE ABLE TO ATTEND THE MEETING

Continuity of Operations (COOP) Plan

For

Kenai Senior Center

September 2025

COOP PLAN RECORD OF CHANGES

Publication Change History: All components of the COOP Plan should be reviewed, at a minimum, on an annual basis and any revisions should be made to all maintained copies and disseminated as necessary. Changes made to the COOP Plan should be documented in the following Record of Changes.

Description of Changes	Page # Revised	Revision Date	Created by/ Changed by	Requested by

Table of Contents

EXECUTIVE SUMMARY

The mission of the Kenai Senior Center in Continuity of Operations (COOP) planning is to utilize all available resources to maximize contribution to the overall continuity of operations response effort while assuring essential functions.

The Kenai Senior Center provides home meal deliveries Monday-Thursday with extra meals being delivered on Thursdays to accommodate Friday, Saturday, and Sunday meal needs for clients. Congregate meals are provided at noon Monday through Friday. The Center itself is open during weekdays for daily activities such as exercise, music, TOPS, Bingo, card games, caregiver groups, in addition to Thursday evenings until 9:30pm for Bluegrass and cribbage. Transportation is provided in area for activities like attending the senior center, shopping in the Kenai area, and to Soldotna for medical trips only again M-F from 9am-4pm. Currently we provide transportation to the Nikiski Pool weekly and during the summer months outings to communities such as Hope, Seward, Whittier, Homer, and Seldovia. Staff also provide Medicare counselling, assistance with wills, powers of attorney, and assistance with other types of services including Medicaid and dividend applications.

Following emergencies, disasters, or other events—deliberate, accidental, or resulting from natural events— Kenai Senior Center is responsible to provide specific essential functions recognized in this plan.

_____   _____
Signature of Administrator/Director   Date

PURPOSE OF COOP

The purpose of the Continuity of Operations (COOP) plan is to establish policy and guidance to ensure that essential functions for the Kenai Senior Center are continued in the event that manmade, natural, or technological emergencies disrupt or threaten to disrupt normal operations. The COOP plan enables the agency to operate with a significantly reduced workforce and diminished availability of resources, and to operate from an alternate work site should the primary facility become uninhabitable.

COOP plans should be activated when:

1. An incident occurs requiring relocation of any essential functions (e.g. building compromised)
2. Essential functions are significantly compromised
3. Staffing levels are significantly compromised (e.g. influenza pandemic)
4. Key partners are not available for normal operations
5. Essential systems are unavailable (power, water, information technology).

The COOP plan does not apply to temporary disruptions of service during which services are anticipated to be restored within a short period of time.

INDIVIDUAL AND FAMILY PREPAREDNESS

It is very important for staff to be prepared and know what to do in times of emergency, and equally important that their families are cared for and prepared. Information for how to plan for an emergency can be accessed through:

https://health.alaska.gov/dsds/Pages/default.aspx

Preparedness includes three steps:
1. Create a plan for you, your family, and your business
2. Prepare a kit for home, car, and work
3. Listen for information about what to do and where to go during an actual emergency

Creating and exercising an individual and/or family plan will provide peace of mind for your employee's entire family. Utilizing the "Ready in 3" program to prepare their family for emergencies will give staff greater peace of mind if they need to report to work during a COOP activation. A staff member is more likely to report to work if their family is able to care for themselves during an emergency.

LEADERSHIP

ORDERS OF SUCCESSION & DELEGATIONS OF AUTHORITY

Delegations of authority will follow the orders of succession. If the Director is unavailable for a sustained period of time, the second individual will be delegated the authority to act on behalf of the Director. If first and second individuals are unavailable for a prolonged period, the third individual will assume the primary authority, and so on.

KEY POSITIONS AND AUTHORITIES

1. Executive Director
   a. Successor –
      i. Assistant Director
   b. Delegated Authorities –
      i. All Authorities of Director
   c. Delegation Activation –
      i. Executive Director is not available, unreachable, or incapacitated during COOP activation
   d. Delegation Termination –
      i. Emergency is over
      ii. Executive Director returns or is available
2. Assistant Director
   a. Successor –
      i. Finance Officer
   b. Delegated Authorities –
      i. Administrative authorities only
   c. Delegation Activation –
      i. Assistant Director is not available, unreachable, or incapacitated during COOP activation
   d. Delegation Termination –
      i. Emergency is over
      ii. Assistant Director returns or is available
3. Finance Officer
   a. Successor –
      i. None
   b. Delegated Authorities –
      i. None
   c. Delegation Activation –
      i. Finance Officer is not available, unreachable, or incapacitated during COOP activation
   d. Delegation Termination –
      i. Emergency is over
      ii. Finance Officer returns or is available
4. Kitchen Supervisor
   a. Successor –
      i. Lead Cook
   b. Delegated Authorities –

        i.   Product/supply ordering
       ii.   Meal production
      iii.   Meal delivery/service
   c. Delegation Activation –
        i.   Kitchen Supervisor is not available, unreachable, or incapacitated during COOP activation
   d. Delegation Termination –
        i.   Emergency is over
       ii.   Kitchen Supervisor returns or is available

If a downstream position is unavailable during a COOP activation, and an alternate is unavailable, those roles, responsibilities and authorities will be absorbed by the first filled position upstream of the missing role. All newly employed staff should receive training on the contents and execution of the COOP plan within 30 days of employment start date.

MISSION ESSENTIAL FUNCTIONS

The senior center has identified essential functions that must be carried out during an emergency or COOP incident. These are listed in the below table.

Function	Justification	Responsible Staff
Nutrition & Food Service	Clients depend on food services for daily needs	Executive Director Food Service Staff
Health Transportation	Required for senior medical care and accessibility; reduces demand on 911 services	Executive Director Transportation Staff
Wellness Checks and Status	Additional remote function in a continuity event	All Center Staff

Secondary Functions

Secondary functions are those that are not deemed mission essential. Some of these functions are listed below and can be brought back as facilities, staffing, and situation dictates.

Function	Notes	Responsible Staff
Senior Information		
Senior Referral Services		

The essential functions are prioritized using the following definitions:

1. **Immediate**: Mission-essential functions that must be performed <u>immediately</u> after a disruption.

2. **Day**: Mission-essential functions that must be performed, given a one-day disruption. Not considered immediate but must be performed within 24 hours. (Ranked from highest to lowest priority.)
    a. After one day of emergency operations, either normal operations must be reinstated, or emergency operations must ensure the functions listed in #3 below are performed.

3. **Week**: Mission-essential functions that must be performed, given a disruption of greater than one day but less than one week. (Ranked from highest to lowest priority.)
    a. After one week of emergency operations, either normal operations must be reinstated, or emergency operations must ensure the functions listed in #4 below are performed.

4. **Month**: Mission-essential functions that must be performed, given a disruption of greater than 1 week but less than 1 month (ranked from highest to lowest priority).
    a. After 30 days of emergency operations, all functions should be resumed at normal operations level.
    b. If normal operations cannot be resumed in 30 days, the agency may consider entering devolution agreements with other agencies/organizations.

CONTINUITY PROCEDURES

Senior Nutrition & Food Service

REESTABLISHMENT TIMELINE

In determining recovery time, the definition of "Days" can range for immediate reestablishment of services up to six days. "Weeks" would be a range from one to three weeks, and "Months" is defined as a period of four weeks or more.

Essential Function	Recovery Time	Priority
Senior Nutrition/Food Service	Days	1
Health Transportation	Days	2

Senior Information	Days	3
Senior Referral Services	Weeks	4

In the activation of a COOP, the management and establishment of essential services may or may not require all staff and volunteers. As the essential services are stood up, the number of classifications of needed staff and volunteers may change as well. Staff and volunteers are deemed essential if their presence is REQUIRED for the reestablishment and management of an essential service. The designation of "Essential Staff" does not imply the employees' personnel needs in a disaster or the safety of them and their family should be placed at risk.

ESSENTIAL AND CONTINGENCY STAFF

1. Senior Nutrition & Food Service
   a. Essential Staff
      i. Cook Staff
         1. Alternate – Community Volunteers
      ii. Delivery Drivers
         1. Alternate – Backup/Volunteer Drivers
2. Senior Health Transportation
   a. Essential Staff
      i. Drivers
         1. Alternate - Backup/Volunteer Drivers
3. Senior Information
   a. Essential Staff
      i. Executive Director
         1. Alternate – Assistant Director
4. Senior Referral Services
   a. Essential Staff
      i. Executive Director
         1. Alternate – Assistant Director

Each essential function should have a Go Kit (a.k.a. Drive Away Kits) in the event the function must relocate quickly. These kits contain only items that are vital to the performance of the function. A kit may be a simple as a portable electronic storage device (flash drive) with all the manuals, forms, contacts, and links necessary to perform the function, even if this data is on a duplicate server or cloud service. The kit may also be a physical box or bag with manuals, supplies, equipment, etc. that are necessary to perform the function. One should not rely on the presence of technology and should consider a manual work around. One should consider keeping the kit at an alternative location to assure access if your building becomes compromised. It is very important to keep the information contained in the kit up to date.

GO-KIT SUMMARY

1. Administrative

    a. All administrative backups are located at XXXXX, accessible through the web.

    b. Administrative staff will back up all files, including rosters, compliance documents, and contact information for staff and clients, no less than every Friday. If Friday falls on a holiday, or other day the center is closed it will be backed up the last business day of the week.

2. Meal Service & Delivery

    a. Meal Service and Kitchen go kits will be maintained in the kitchen. As able, digital formats of or essential items will be accessible on-line as well.

    b. Additional items included in the go kit will be:

        i. Alternate kitchen sites – locations food can be prepared and served. Alternate kitchen site lists will include what essential equipment, tools and supplies are needed to be operational.

        ii. Menus, recipes, and food plans – accessible on- and off-line, these will be used to continue meal prep and delivery services.

        iii. Client contact information – addresses, emails, and/or phone numbers for the center's clients.

    c. All items related to the Meal Service Go-Kit will be checked and updated on the last business day of the month, with online records being backed up weekly.

VENDOR INFORMATION AND RESTOCKING PLAN

During a COOP incident, it is important to have a plan of how to obtain or maintain the equipment and supplies necessary to perform essential functions.

VENDOR LIST

1. Vendors

    a. Peterkin Distributors:

        i. Provisions: Main Foods; Ingredients; Alternate backup freezer & refrigerator space

        ii. Contact ==info==:

    b. Sysco:

        i. Provisions: Main Foods; Ingredients

        ii. Contact ==info==:

VITAL RECORDS, FILES, AND DATABASES

As used in COOP planning, the term "vital records" refers to documents and databases that must be available to support an agency's essential functions. (Not to be confused with Birth and Death records administered by the health department.) Vital records include the databases that support the records.

VITAL RECORD SUMMARY

1. ==Senior Nutrition & Food Service==

    a. Vital records:

        i. Meal Delivery Log

        ii. Food Safety Logs

    b. Primary Location:

        i. Hard Copy – Administrative Office

        ii. Thumb Drive – Administrative Office

    c. Alternate Location:

        i. Sharepoint

        ii. MySeniorCenter

    d. Backup Frequency – Weekly

9

2. Senior Nutrition & Food Service

    a. Vital records:

        1. Transportation Log

    b. Primary Location:

        i. Hard Copy – Administrative Office

        ii. Thumb Drive – Administrative Office

    c. Alternate Location:

        i. Sharepoint

        ii. MySeniorCenter

    d. Backup Frequency – Weekly

3. Client Information

    a. Vital records:

        i. Contact information

        ii. Food Safety Logs

    b. Primary Location:

        i. Hard Copy – Administrative Office

        ii. Thumb Drive – Administrative Office

    c. Alternate Location:

        i. Sharepoint

        ii. MySeniorCenter

    d. Backup Frequency – Monthly or new additions

4. Senior Referral Services

    a. Vital records:

        i. Emergency/Disaster contact

    b. Primary Location:

        i. Hard Copy – Administrative Office

    c. Backup Frequency – Monthly

ACTIVATION, NOTIFICATION, AND RELOCATION

The Director or successor/designee is responsible for activating the COOP and for providing guidance and direction during COOP activation and potential relocation.

The extent of actions required once the COOP plan is activated will depend on how severely the event impacts the physical facilities; whether personnel are present in the occupied workspaces; and which functions were impacted by the incident. When activating your agency's COOP, the following priorities are useful to remember:
- Protecting Personnel
- Internal and External Communications
- Maintaining Essential Functions
- Timely Recovery and Resumption/Restoration of Services.

EXECUTION WITH WARNING, DURING BUSINESS HOURS

Upon receipt of an alert from the Director, or designated representatives begin preparations to provide essential function services within the context of the COOP incident. This may include relocating all, or part of staff assigned to essential functions to alternate facilities.
Staff may be reassigned to assist in other positions or locations, or they may be directed to go home.

If the decision occurs during business hours that a building housing staff is not usable, specific actions depend on the extent of damage to the building. Employees shall take steps to contact their supervisor, who will direct employees in the actions they should perform. Employees should not just leave work without checking with their supervisor, or their supervisor's supervisor (employees should follow the chain of command). Employee safety should always be the priority.

Upon receipt of COOP activation alert notification, personnel perform the following:
- Assemble supporting elements required for re-establishing and performing essential functions such as vital records, software and hardware, Go-Kits, and other documents and equipment;
- Back up essential automated databases not backed up since the last update;
- Prepare designated communications and other essential equipment for relocation; and
- Take appropriate preventive measures to protect all communications and equipment not designated for relocation.

EXECUTION WITHOUT WARNING, DURING NON- BUSINESS HOURS

If the decision occurs during non-business hours that a building housing staff is not usable, specific actions depend on the extent of damage to the building. Employees shall take steps to contact their supervisor, who will direct employees in the actions they should perform. Employees should not just leave work without checking with their supervisor, or their supervisor's supervisor (employees should follow the chain of command). Employee safety should always be the priority.

After a reasonable time to organize the COOP response, the Director or designee will communicate the plan to resume essential functions. Depending on the specifics of the incident, personnel may be directed to implement parts or all of their COOP plan to resume essential functions from an alternate facility until offices can be reoccupied.

STAFF AND VOLUNTEER CALL ROSTER

CALLER	STAFF TO CALL	HOME PHONE #	CELL PHONE #	ALTERNATE PHONE #

NOTIFICATION AND COMMUNICATION

NOTIFICATION OF STAFF

Communication with internal staff will occur utilizing the agency's normal method of notifying staff of emergencies. One potential method to use includes the calling tree method. A common practice is to follow the agency's organizational chart. Supervisors contact those they supervise. If contact is not made with a supervisor, proceed to contact the staff that report to him/her. Include multiple numbers in the call list. Email addresses could also be added. This can be done manually or with an automated system, if available. Consider other notification methods if phones are not functioning such as:

- E-mail;
- Agency Website
- 'MySeniorCenter"
- Radio and television
- Runners able to convey written and verbal communications
- Couriers deployed between facilities, other locations
- Twitter, Facebook, other social networking sites (if appropriate).

 Mass messaging, call trees or the use of "MySeniorCenter" will be used for mass notification. Details of the use of "MySeniorCenter" are included in an employee's onboarding training and annually as a party of the annual training requirements.

COMMUNICATIONS PLAN WITH PARTNERS

Upon activation of the COOP plan, it is important to notify and communicate with other agencies, business partners, Emergency Management, Board of Directors or County Commission, as well as the people you serve.

CHIEF ELECTED/APPOINTED OFFICIALS

In the event of an emergency or disaster, the activation of the center's Emergency Operations Plan and Continuity of Operations Plan must be communicated to the city administration. The Executive Director, or their appointee, is responsible for these notifications.

Party to Notify	Methods of Notification	Notifier	Comments/Notes
Terry Eubank		Executive Director or Designee	
Shellie Saner		Executive Director or Designee	Will be responsible for communicating information to the Kenai City Council

If time allows and is appropriate, consider notifying the Council on Aging as a courtesy.

Party to Notify	Methods of Notification	Comments/Notes
Rachel Craig	(907) 398-5076	
Jim Glendening	(907) 741-2883	
Velda Geller	(907) 283-4329 Bgandv.g@gci.net	
Barbara Modigh	(407) 375-2302	
William Sadler	(907) 953-0092 bluesdown@aol.com	
Kit Hill	(907) 283-4645 Hkhill2001@msn.com	
Gina Kuntzman		
		Vacant

		Vacant

ALTERNATE WORK SITES

It is best to identify potential "Alternate Work Sites or AWS" before an emergency/disaster occurs. The Director or designee should be assigned to find potential AWS.

Potential alternate work sites should minimally include:
- Restrooms
- Lighting
- Phones
- Table/Chairs
- IT connectivity and support
- Cost
- Liability issues

It is best to enter into either a written agreement or Memorandum of Understanding with the facility owner to use their facility as an AWS in the event you need to activate your COOP and relocate to an alternate site. As a part of local governmental operations, some Senior Centers, such as Kenai Senior Center, may already be included in the local government COOP plan with AWS pre-designated by the county.

PRE-APPROVED ALTERNATE LOCATIONS

Facility Name, Address, and Contact	Specifications and Considerations	Agreements
Community Center 123 *Main Street City* *Manager* *555-1234*	*The community center has two meeting rooms that would be a viable solution for some staff. Plenty of electrical outlets and Wi-Fi is currently available. 12 chairs and 2 large tables in each room, could accommodate up to 12 staff comfortably. No privacy.*	*Submit request to the Emergency Management Director when space is required.*
Community Center 123 *Main Street City* *Manager* *555-1234*	*The community center has two meeting rooms that would be a viable solution for some staff. Plenty of electrical outlets and Wi-Fi is currently available. 12 chairs and 2 large tables in each room, could accommodate up to 12 staff comfortably. No privacy.*	*Submit request to the Emergency Management Director when space is required.*
Community Center 123 *Main Street City* *Manager* *555-1234*	*The community center has two meeting rooms that would be a viable solution for some staff. Plenty of electrical outlets and Wi-Fi is currently available. 12 chairs and 2 large tables in each room, could accommodate up to 12 staff comfortably. No privacy.*	*Submit request to the Emergency Management Director when space is required.*

1. Accessibility

    a. Alternate site must be handicap accessible, preferably on the ground floor to eliminate the need to use steps, elevators,, or other mechanical means for clients to get to the congregate area.

2. Food Storage Ability

    a. The alternate site should have the ability to store frozen, refrigerated, and dry goods, or have the power capacity to have alternate cooling and freezing abilities be brought in.

3. Client Comfort

    a. The alternate location, if used for sheltering or "dine-in" meals, should be climate controlled to be comfortable for staff, volunteers, and clients. Additionally, tables and chairs should be available for staff and clients to sit at, including the ability to accommodate wheelchair bound clients.

4. Traffic

    a. If dine-in is not an option, or drive-through meals are an additional option, traffic flow of vehicles must be considered to limit congestion on public roadways, limit the risk for traffic accidents, and to ensure staff, volunteer, and client safety.

    b. Local emergency responders or Alaska State Troopers may be needed to establish or otherwise facilitate traffic flow during hours of operation.

5. Alternate Site Needs Summary

Essential Function	# of Staff	Power	Furniture Equipment	Comms	Floor Space	Telecommute?
Senior Nutrition & Food Service	3	Yes	Kitchen equipment Cook Equipment Fridge/Freezer Space Serving Space Table/Chairs for eating/serving	Cell phone Face-to-face	Much	No
Senior Transportation	1	No	None	Cell phone Face-to-face	None	No
Senior Information	1	No	Table/desk Chairs	Cell phone Face-to-face	Medium	Yes
Senior Referral Services	1	No	Table/desk Chairs	Cell phone Face-to-face	Medium	Yes

RETURN TO NORMAL OPERATIONS

Reconstitution – Is the process by which surviving and or replacement organization personnel resume normal agency operations from the original or replacement operating facility.

Reconstitution procedures begin when the Director or designee determines that the situation has ended and is unlikely to recur, and then implements one of the following options:

- Continue to operate from the current alternate facility site, AWS, (perhaps because the building normally housing the agency remains unusable or functions cannot be interrupted to relocate to another location);
- Move some (or all) relocated personnel from the Alternate Work Site to a more permanent location (perhaps because the building normally housing the agency remains unusable, and apparently the agency must operate from a secondary location for a prolonged period of time); or
- The agency office has been inspected and is safe to return to. Begin an orderly return to agency office, minimizing disruption of normal activities.

Devolution – The transference of rights, powers, property, or responsibility to another; *especially* the surrender of powers to local authorities by a central government. If it is determined that the agency cannot perform certain functions as required, it may be necessary to transfer or outsource those responsibilities to another agency or partner.

TRAINING, EXERCISE, AND EVALUATION

TRAINING

Important components of any COOP include; training, exercise, and evaluation. It is not enough to develop your agency's COOP, your staff needs to be trained in how to utilize and activate the COOP. Consider a training program that will include: (1) on-site visits to AWS to ensure that all personnel are familiar with the location and contents of the COOP plan; (2) training necessary to ensure that all personnel (including contingency staff) are able to perform their essential functions from the alternate facility site or other remote locations such as home/telework; and (3) individual training to ensure proficiency in specialized subject areas.

All newly employed staff should receive training on the contents and execution of the COOP plan within 30 days of employment start date.

EXERCISE/TESTING

After staff has been trained to utilize and activate the COOP, it is important to exercise the agency's COOP. Exercising or testing is to ensure correct operation of all equipment, procedures, functions, and systems that support the organizational infrastructure. Regularly scheduled testing of agency equipment, systems, functions, and procedures used to support the agency during a COOP event will:

- Evaluate ability to access and use vital records, data systems and management software/hardware, communication systems, and other equipment necessary to perform essential functions;
- Test backup data and records required for supporting essential functions at alternate facilities or locations to assure they are sufficient, complete, and current;

18

- Evaluate workspace, logistical support and services, and infrastructure systems, e.g., water; electricity; heating; ventilation; air conditioning at alternate facilities;
- Test the completeness and usability of drive away kits (Go-Kits) and add any mission components;
- Evaluate the ability to assign and perform essential functions in an efficient manner

It is important that contingency staff participate in exercises in their COOP role of "primary staff."

SCHEDULED TRAINING TIMELINE

1. In order for emergency plans to be effective and usable, initial and recurring staff training is imperative. Emergency based training will include training on emergency plans, policies, and procedures, continuity plans, policies, and procedures, and emergency response training such as fire extinguisher training or CPR.

Type of Training	Recipients	Method(s)	Frequency
Orientation	All staff initially, then new employees	In-person training program	Once
Annual Update	All staff	PowerPoint Review	Annual
Safety Standdown	All Staff	Varies	Annual
CPR Training	All Staff	In-person training program	Even-Years

1. In accordance with the Older Americans Act, The COOP and EOP shall be exercised routinely. Table-Top or discussion-based exercises shall be conducted every other year, in odd-numbered years. Full-scale/functional or operations-based exercises shall be conducted in opposing, or even-numbered years.

2. In addition to the regularly scheduled exercises, aspects of the COOP and/or the EOP shall be discussed with staff on a recurring monthly basis to emergency preparedness in the forefront of the staff's minds.

3. Exercise Schedule:

Type	Participants	Frequency	Location
Verbal walk-through	Entire Staff	Monthly	Senior Center
Tabletop Exercise	Entire Staff Clients	Odd Years	Senior Center
Full-scale Exercise	Entire Staff Clients	Even Years	Senior Center

EVALUATION

Each activity should be evaluated and the results incorporated into an evaluation and corrective action process. The results are intended to improve the overall effectiveness of the COOP plan and implementation process. Check your local or grant requirements to determine if the evaluation must meet the Homeland Security Exercise and Evaluation Program.

DEFINITIONS

Activation - Once a COOP plan has been implemented, whether in whole or in part, it is considered "activated."

Alternate Work Site – A location, other than the normal facility, used to process data and/or conduct essential functions in the event of a disaster.

Business Continuity - encompasses a loosely defined set of planning, preparatory and related activities which are intended to ensure that an organization's critical or essential business functions will either continue to operate despite serious incidents or disasters that might otherwise have interrupted them or will be recovered to an operational state within a reasonably short period.

Continuity of Operations (COOP) Planning– The effort to assure that the capability exists to continue essential functions across a wide range of potential emergencies.

Delegations of Authority – Pre-delegated authorities for making policy determinations and decisions in crisis conditions, at alternate locations, etc., as appropriate.

Devolution - transference (as of rights, powers, property, or responsibility) to another agency; *especially* the surrender of powers to local authorities by a central government.

Essential Functions – Activities, processes or functions that could not be interrupted or unavailable without significantly jeopardizing the operation of an organization. Functions could be deemed essential through statutes, rules, policy, or vital to the agency's mission.

Essential Staff/Personnel – Personnel designated by their agency as critical to the continuity and/or resumption of essential functions and services.

Facility – A location or workspace containing the equipment, supplies, and voice and data communication lines to conduct transactions required to perform functions and business under normal conditions.

Homeland Security Exercise and Evaluation Program (HSEEP)—A capabilities-based and performance-based program that furnishes standardized policies, doctrines, and terminologies for the design, development, performance, and evaluation of homeland security exercises. The National Education Program (NEP) uses the HSEEP as a common methodology for exercises. The HSEEP also provides tools and resources to facilitate the management of self-sustaining homeland security exercise programs.

Reconstitution - The process by which surviving and or replacement organization personnel resume normal agency operations from the original or replacement primary operating facility.

Recovery - The implementation of prioritized actions required to return an organization's processes and support functions to operational stability following an interruption or disaster.

Recovery Time – The period of time in which systems, applications or functions must be recovered after an outage to prevent significant impact on business or service responsibilities.

Vital Records, Systems and Equipment – Records, files, documents or databases, which, if damaged or destroyed, would cause considerable inconvenience and/or require replacement or re-creation at considerable expense. For legal, regulatory or operational reasons these records cannot be irretrievably lost or damaged without materially impairing the organization's ability to conduct business. Should not be confused with Birth and Death Certificates which Health Departments refer to as Vital Records.

Vulnerability – The susceptibility of an agency or building to a hazard. The degree of vulnerability to a hazard depends upon its risk and consequences.

THIS PAGE LEFT BLANK

WORKSHEET A: ORDERS OF SUCCESSION AND DELEGATION OF AUTHORITIES

Instructions: In the first column, list key decision-makers (by position) responsible for the agency's essential functions (see Worksheet B to determine essential functions). In the second column, list the designated successors for each decision-maker. It is important to list two to three backup successors. In the third column, specify whether the key decision-maker's authorities to perform all functions are transferred to the successor or whether there are some limitations (e.g., authority to spend up to $X without authorization). In the fourth column, identify the circumstances under which the successor's authority is activated and terminated. In the last column, note where the authority, including when it is activated and terminated, is recorded. The first two rows serve as examples; add as many rows as necessary.

Key Position	Successor	Delegated Authority(s)	Activation/Termination of Delegated Authority(s)	Documentation of Authority(s)
Director	Administrative Assistant III Activity Director	Administrative Authority	<u>Activated</u>: Administrator is not available during COOP plan activation <u>Terminated</u>: Administrator is available, or emergency is over	Senior Center EOP Senior Center COOP
Administrative Assistant III	Driver I Driver II	Administrative authority only.	<u>Activated</u>: Administrative Assistant is not available during COOP plan activation <u>Terminated</u>: Administrative Assistant is available, or emergency is over	Senior Center EOP Senior Center COOP
Activity Director	Chef Assistant Chef	Volunteer Management	<u>Activated</u>: Activity Director is not available during COOP plan activation <u>Terminated</u>: Activity Director is available, or emergency is over	Senior Center EOP Senior Center COOP

24

WORKSHEET B: DETERMINE ESSENTIAL FUNCTIONS

Instructions: List all of the agency's functions and indicate whether each function is essential to continue or could be deferred during an incident/emergency resulting in irreparable damage and widespread systems disruption. To determine whether a function is essential, consider whether it is statutorily mandated, vital to the agency's mission, critical to maintain safety (e.g., food service inspections), and/or necessary to the performance of other agency functions (e.g., maintaining/accessing databases to process payroll). If a function is considered essential, list the reason(s) why in the last column.

Functions Performed	Essential? (Y/N)	If Yes, Why?	Staff Person Responsible
Meal Preparation	Y	*Community Need*	Chef Assistant Chef
Food Storage	Y	*HD Regulation*	Chef Assistant Chef
Meal Service	Y	*Community Need*	Chef Assistant Chef
Meal Delivery	Y	*Community Need*	Director Administrative Assistant
Transportation	N	-----	Director Driver
Social Activities	N	-----	Activity Director Volunteer
Exercise Classes	N	-----	Activity Director Volunteer

WORKSHEET C: PRIORITIZE ESSENTIAL FUNCTIONS

Instructions: List essential functions from Worksheet B in column 1. In column 2, specify the time period within which the function must be back online during an incident/emergency using these four categories: Immediate; Day (< 24 hours); Week and; Month. The time period should be consistent with statutory requirements/agency policy and may be adjusted as necessary. For functions not specified in statute, rules, or policies, the time period should be based on a combination of (a) how critical the function is to the agency's mission during an incident/emergency, (b) how long the agency can operate without performance of the function, and (c) how important the function is to the performance of other essential functions (see the third column in Worksheet B for reasons why specific functions are considered critical). Consider what functions must occur over extended holiday weekends and what can wait. A function probably shouldn't be in the Immediate or Day category if it can wait until after a holiday. For column 3, rank the priority of each essential function within their recovery time. (e.g., Day=prioritize 1, 2, 3….; Week=prioritize 1, 2, 3… and so forth).

Essential Function	Recovery Time	Priority
Meal Preparation	*1-2 Days*	*1*
Food Storage	*Immediate*	*1*
Meal Service	*1-2 Days*	*1*
Meal Delivery	*1-7 Days*	*2*
Transportation	*Up to 1 week*	*3*
Social Activities	*Up to 2 weeks*	*4*
Exercise Classes	*Indefinite*	*4*

WORKSHEET D: ESSENTIAL FUNCTIONS STAFF

Instructions: Using Worksheet C, list the agency's essential functions, generally in order of recovery time and priority in the left column. In the middle column, list the position titles of all staff needed to perform the essential function. In the right column, list any additional staff that do not routinely perform the essential function but could, if necessary because they have received appropriate training. The contingency staff should be considered carefully if their primary duties are dedicated to another essential function. (Names of staff are optional, but if used, the plan must be kept up to date.)

Essential Function	Essential Staff
Meal Preparation	Chef Assistant Chef
Food Storage	Chef Assistant Chef
Meal Service	Chef Assistant Chef
Meal Delivery	Director Administrative Assistant
Transportation	Director Driver
Social Activities	Activity Director Volunteer
Exercise Classes	Activity Director Volunteer

WORKSHEET E: GO KITS

Instructions: Go-Kits include only items vital to the performance of the essential function. (The items that are not pre-positioned and maintained at an alternate site.) The first column provides the types of items that could be included, the second column identifies the specific items necessary to the essential function's duties, and the third column records the last time the contents were reviewed and/or updated. Portable storage media, such as flash drives, are great tools for Go Kits, especially if stored offsite, but very critical to keep them updated. Create a worksheet for each essential function.

Go Kit for: _Food Service_   **Location of Kit** _Parks & Rec_

Types of Content	Specific Item(s) and Brief Description	Last Review/Update
Food Prep	*Alto-Shams, grills, electric/gas/propane fuel*	January 2025
Food Service	*Meal Trays and assorted items*	January 2025

Instructions: Go-Kits include only items vital to the performance of the essential function. (The items that are not pre-positioned and maintained at an alternate site.) The first column provides the types of items that could be included, the second column identifies the specific items necessary to the essential function's duties, and the third column records the last time the contents were reviewed and/or updated. Portable storage media, such as flash drives, are great tools for Go Kits, especially if stored offsite, but very critical to keep them updated. Create a worksheet for each essential function.

Go Kit for: _Administration_   **Location of Kit** _Environmentalist Home Office_

Types of Content	Specific Item(s) and Brief Description	Last Review/Update
Flash Drive	*MOUs/MOAs, contact lists,*	
Forms	*Sign in forms, regulatory forms etc*	

34

Instructions: Go-Kits include only items vital to the performance of the essential function. (The items that are not pre-positioned and maintained at an alternate site.) The first column provides the types of items that could be included, the second column identifies the specific items necessary to the essential function's duties, and the third column records the last time the contents were reviewed and/or updated. Portable storage media, such as flash drives, are great tools for Go Kits, especially if stored offsite, but very critical to keep them updated. Create a worksheet for each essential function.

Go Kit for: *Activities*   **Location of Kit** *Environmentalist Home Office*

Types of Content	Specific Item(s) and Brief Description	Last Review/Update
Contacts	*Staff, client, & volunteer contact lists*	
Activities	*Various – for use in off-site sheltering*	

WORKSHEET F : VENDOR INFORMATION AND RESTOCKING PLAN

Instructions: Enter information about the vendors supplying the items listed on Worksheet E. It is important to know how to restock you supplies, how to obtain additional equipment, and who to contact for emergency repairs during an incident. Examples are in italics.

Vendor Information Name, Address Phone & Fax Email, Website Name of Contact Account Number	Services Vendor Provides to Agency	Additional Information
ABC Office Supplies *123 Main, JC, MO* *555-5555* *ABCOS@fakemail.com* *Michael Johnson* *Acct# 33-4523*	*Provides misc office supplies*	*Closed on Tuesdays*
Joe's Information Technology *555-5555* *Computerjoe@fakemail.com* *Sally Jones* *Acct# XM202*	*Provides setup and maintenance to the servers and computers*	*Don't ask for Joe*

31

WORKSHEET G: INVENTORY OF VITAL RECORDS

Instructions: In the first column, list the essential functions by priority as identified in Worksheet C. In the second column, list any vital record necessary for performing the essential function, and briefly describe each record in the third column. In the fourth column, list each form of the record and its location (e.g., paper files in personnel office, electronic version on network, backup of electronic files on flash drive in go kit). List any supporting software or hardware needed to access each record in the fifth column. If some vital records are not backed up and stored in more than one location, stored in risky areas (e.g., a basement likely to flood), or stored on media inaccessible at the alternate facilities; the team should identify additional measures to protect the files and ensure accessibility to essential functions staff in the last column of the Worksheet.

Essential Function	Vital File, Record, or Database	Description	Form(s) and Location(s) of Record	Supporting Applications and/or MIS	Maintenance Frequency	Additional Back-ups / Protections
Meal Preparation	*Inspection Records*	*Documentation of the outcome of the inspections and certificates.*	*Onsite in admin offices*	*Cloud Based*	Semi Annual	*na*
Food Storage	Inspection records	*Documentation of the outcome of the inspections and certificates.*	Onsite, in admin offices	Cloud based	Semi-annual	na
Meal Service	Service Numbers	Documentation of numbers of meals served	Onsite, in admin offices	Cloud based	Monthly	na
Meal Delivery	Service Numbers	Documentation of number of meals delivered	Onsite, in admin offices	Cloud based	Monthly	na
Transportation	Service Numbers	Documentation of clients using transportation services	Onsite, in admin offices	Cloud based	Monthly	na

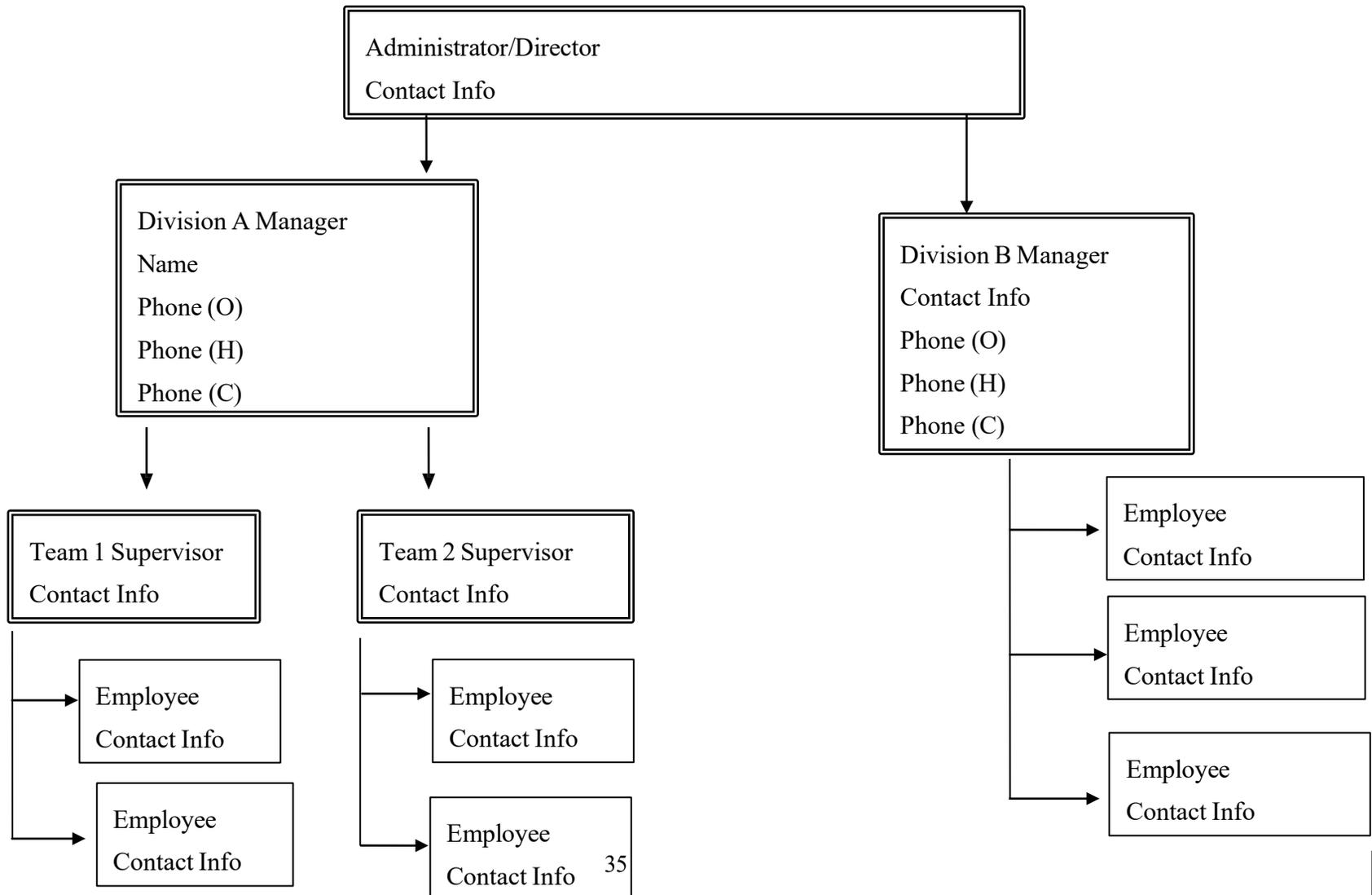| Administration	Plans of care	CMS required Plans of Care for clients.	Onsite, in admin offices	Harmony System	Monthly	na
Administration	Timecards	Staff timecards and volunteer hours	Onsite	Caselle	Weekly	na
Administration	Client Contact	Contact information for senior center clients	Onsite	MySeniorCenter	Monthly	na

WORKSHEET H: STAFF CALLING TREE (TABLE STYLE)

Instructions: The individual who initiates the calling tree is listed in column one, row one, generally the agency administrator. List all of the staff the caller calls including all of their contact information. (Add additional columns if necessary.) If any of the staff the initial caller contacts is responsible for calling others, list them again under the Caller column and add who they contact, and so on.

CALLER	STAFF TO CALL	HOME PHONE #	CELL PHONE #	ALTERNATE PHONE #	OFFICE PHONE #
Kathy Romain	Astrea Piersee	907-252-1252	907-283-2813		
	Kayla Feltman	907-398-4276	907-283-8212		
	Missy Bailey		907-394-2177		
Kayla Feltman	Rich Lasshan		907-513-6017		
	Rhy Verg-in		907-953-2262		
	Casey Poole		907-252-1481		
	Marti Anderson		907-299-6225		
Missy Bailey	David Weeks		208-757-1889		
	-unk dishwasher				

Instructions: This worksheet is created with text boxes and arrows within MS Word and serves more as an example than functioning template. You are encouraged to use the software routinely used to create your agency's organizational chart or take the existing organizational chart and add contact information. Note, in this example, the double lined boxes indicate supervisors, and the lines and arrows point to who is called by that supervisor. The individual who initiates the call is generally at the top.

```
                        ┌───────────────────────────┐
                        │ Administrator/Director     │
                        │ Contact Info               │
                        └───────────────────────────┘
```

Division A Manager
Name
Phone (O)
Phone (H)
Phone (C)

Division B Manager
Contact Info
Phone (O)
Phone (H)
Phone (C)

Team 1 Supervisor
Contact Info

Team 2 Supervisor
Contact Info

Employee
Contact Info

Employee
Contact Info

Employee
Contact Info

Employee
Contact Info

Employee
Contact Info

Employee
Contact Info   35

Employee
Contact Info

WORKSHEET J: COMMUNICATIONS PLAN WITH PARTNERS

Instructions: Identify the position responsible for coordinating communications during an emergency. In the first column, list all the parties (other than staff) to contact if it is necessary to activate the COOP plan. In the second column, list several alternative methods for notifying each party. In the third column, identify who notifies each party. In the case of a phone tree, list who initiates the contacts. In the final column, identify additional information to facilitate communications (e.g., location of contact information). Do not forget to notify the people you serve and the general public. Examples are in italics.

Position designated as information coordinator: _____

Party to Notify	Methods of Notification	Notifier	Comments/Notes
Alternate facility manager	*Landline phone* *Cell phone* *Email* *Face-to-face meeting*	*Agency Director*	
DHSS, Vendors, Etc			
General Public	*Facebook, Radio, Newspaper, Sign outside of bldg, etc.*	*Agency Director*	
WIC Clients	*Automated calling system*	*WIC Program Manager*	*Modify message accordingly*

WORKSHEET K: ALTERNATE WORK SITE REQUIREMENTS

Instructions: In the first column, list all the essential functions recorded on Worksheet D. In the second column, record the number of essential staff for each function (also on Worksheet D). In the third column, note whether each function can be done manually or requires a power source(s); in the fourth column, list what types of furniture and office equipment (e.g., desks, chairs, computers, copy and fax machines) are needed; and in the fifth column, identify communications needs such as land lines, cell phones, satellite, two-way radios, network access, and internet access. Give an estimate of the floor space needed to accommodate the staff for each function and note in the last column whether telecommuting is an option for accomplishing the function.

Essential Function	# of Staff	Power	Furniture Equipment	Comms	Floor Space	Telecommute?
Meal Preparation	4	Plan A Plan B	Cook surfaces Hotplate/food warmer	na	Minimal	No
Food Storage	4	Yes	Dry goods storage, frozen storage, refrigerator storage	na	Moderate	No
Meal Service	4	Yes	Food warmers Tables/Chairs	na	Maximum	No
Meal Delivery	4	No	None	Cell	None	No
Transportation	4	No	None	Cell	None	No
Social Activities	6	No	Tables/Chairs	na	Maximum	No
Exercise Classes	2	No	Varies	na	Maximum	No

WORKSHEET L: ALTERNATE WORK SITE OPTIONS

Instructions: In the first column, list each potential alternate site identified. When visiting the facility, record the following specifications and considerations: (a) the number of staff it can accommodate; (b) what type of power supply it has and the number of accessible outlets; (c) the number of desks, chairs, computers and other types of office equipment and whether there are any private offices available; (d) the types of phone and data lines available; (e) Wi-Fi available; (f) the floor space available and whether it is contiguous or on different floors or in separate wings; (g) how accessible the facility is for staff and public—whether parking is available at the facility; and (h) whether it is vulnerable (e.g., in a flood zone or near hazard materials storage). In the last column, list what type of financial or other agreements would be necessary to secure the facility as an alternate site.

Facility Name, Address, and Contact	Specifications and Considerations	Agreements
Community Center *123 Main Street* *City Manager* *555-1234*	*The community center has two meeting rooms that would be a viable solution for some staff. Plenty of electrical outlets and Wi-Fi is currently available. 12 chairs and 2 large tables in each room, could accommodate up to 12 staff comfortably. No privacy.*	*Submit request to the Emergency Management Director when space is required.*

WORKSHEET M: TRAINING PROGRAM

Instructions: List the kinds of training (e.g., orientation, refresher course, subject-specific information for different audiences) needed in the first column, the recipients of the training in the second column, the method (e.g., face-to-face meeting, in-person training session, broadcast session, Web-based program) for delivering the training in the third column, and the frequency with which the training will occur in the last column. Examples in italics.

Type of Training	Recipients	Method(s)	Frequency
CPR	All staff	In-person training program	Every two years
New Hire Training	All staff	PowerPoint Review	Annual
Annual Training	All staff	PowerPoint Review	Annual
Annual Exercise	All staff	Exercise	Annual
Safety Shutdown	All staff	Multi-Modal	Annual

39

WORKSHEET N: COOP PLAN EXERCISE PROGRAM

Instructions: List the types of exercises (e.g., verbal walk-through, tabletop, physical relocation) that will be conducted in the first column and the individuals or groups (e.g., all staff, essential functions staff) required to participate in the exercise in the second column. In the third and fourth column, note the frequency (e.g., biannual, annual, semiannual, quarterly) with which the exercise will be conducted and the location of the exercise (e.g., health department, alternate facility).

Type	Participants	Frequency	Location
Verbal walk-through	*Entire staff*	*Biannual*	*Health Dept.*

City of Kenai – Access and Functional Needs Annex

Table of Contents

I. Introduction

This document serves as the Access and Functional Needs (AFN) Annex to the City of Kenai Emergency Operations Plan (EOP). It is intended to provide a citywide framework for addressing the needs of all residents and visitors with access and functional needs during emergencies and disasters affecting the City of Kenai. While the annex addresses AFN populations broadly—including individuals with disabilities, chronic health conditions, limited English proficiency, and other functional needs—it places special emphasis on the aging population, which represents a significant portion of Kenai's community and is primarily served by the Kenai Senior Center.

Relationship to the City of Kenai EOP

This annex is developed in accordance with Section 1.10 ("Relationship to Other Plans and Policies") of the City EOP and is designed to supplement, not duplicate, the citywide emergency management framework. All general emergency management policies, authorities, and procedures—including incident command, resource management, communications, and coordination with external agencies—are governed by the City EOP. This annex provides AFN-specific details, procedures, and considerations to ensure the safety and continuity of services for all AFN populations, with aging as the primary example.

Scope and Focus

The AFN Annex applies to all city departments, facilities, and partner organizations involved in emergency preparedness, response, and recovery. It is intended to:

- Identify and address the unique needs of individuals with access and functional needs, including but not limited to older adults, people with disabilities, individuals with chronic health conditions, and those with limited English proficiency.
- Provide a framework for integrating AFN considerations into all phases of emergency management.
- Highlight the Kenai Senior Center as a primary resource and example for serving aging AFN populations, while also referencing other city departments, facilities, and community partners.

Overview of AFN Populations in Kenai

According to 2023 U.S. Census estimates, Kenai has a population of approximately 7,562, with 831 (10.9%) residents over the age of 65. The city is also home to individuals with a wide range of access and functional needs, including those with mobility, sensory, or cognitive disabilities; chronic illnesses; and language or communication barriers. The Kenai Senior Center, as a department of the city, provides essential services to older adults and serves as a model for AFN-inclusive emergency planning and response.

II. Planning Assumptions

- **AFN populations include:** older adults, people with disabilities (mobility, sensory, cognitive), individuals with chronic health conditions, those with limited English proficiency, and others who may need additional support during emergencies.
- **A significant portion of Kenai's population has AFN needs;** at least 10% of residents are over 65, and many others have disabilities or chronic conditions.
- **Emergencies will disproportionately impact AFN populations,** especially those who rely on medical equipment, regular medication, mobility aids, or support services.
- **Disruptions to utilities (power, water, communications) and transportation** will have the greatest impact on AFN populations, potentially limiting access to medical care, medications, food, and essential services.
- **Seasonal and transient populations** (e.g., summer visitors, temporary workers) may increase the number of people with AFN needs, many of whom may be unfamiliar with local resources and emergency procedures.
- **Mass care services (sheltering, feeding, psychological support, medical care)** must be accessible and inclusive for all AFN groups, with special attention to aging residents as the largest AFN group in Kenai.
- **Communication strategies must be accessible**—using plain language, multiple formats (visual, auditory, large print), and translation as needed—to reach all AFN populations before, during, and after emergencies.
- **Evacuation and sheltering plans must account for:**
    - Transportation for those with limited mobility or medical needs
    - Accessible evacuation routes and shelter sites
    - Accommodation of service animals and pets
    - Coordination with caregivers, family, and support organizations
- **Preparedness education and outreach** should include checklists, training, and drills tailored for AFN populations, especially older adults and their caregivers.
- **Community partnerships are essential:** Collaboration with local agencies, health and social service organizations, disability networks, and community centers is required for effective AFN response and recovery.
- **The Kenai Senior Center serves as a primary example and resource** for aging-related AFN planning, but all city departments and partners must be prepared to address the needs of diverse AFN groups.

III. Roles and Responsibilities

- **City of Kenai Emergency Operations Center (EOC)**
    - Provides overall coordination, resource support, and policy direction for all city departments and partners during emergencies.
    - Ensures AFN considerations are integrated into all phases of emergency management (preparedness, response, and recovery).
    - Maintains relationships with AFN-serving organizations, including the Kenai Senior Center, disability services, tribal health, schools, and others.
- **AFN Liaison/Coordinator (designated by EOC)**

- o Serves as the primary point of contact for AFN issues citywide.
- o Identifies AFN populations (aging, disabilities, chronic illness, language, etc.).
- o Coordinates with city departments, partner agencies, and community organizations to ensure AFN needs are addressed in planning and response.
- **Department Heads/Facility Directors**
  - o Serve as Incident Commanders for their facilities or programs.
  - o Ensure AFN populations in their care are included in emergency planning, drills, and response.
  - o Coordinate with the EOC and AFN Liaison for resource requests, situational updates, and support.
- **Public Information Officer (PIO)**
  - o Ensures all emergency communications are accessible (plain language, multiple formats, translation as needed).
  - o Coordinates with the AFN Liaison and facility PIOs (e.g., Senior Center, schools) to reach all AFN populations.
- **All City Departments and Partners**
  - o Participate in AFN training and exercises.
  - o Maintain up-to-date contact lists and resource inventories for AFN populations.
  - o Support evacuation, sheltering, and mass care for all AFN groups, including aging, disabilities, and language needs.
- **Kenai Senior Center (Aging)**
  - o Acts as a primary resource for older adults and those with mobility/medical needs.
  - o Provides transportation, sheltering, communications, and direct support for aging AFN populations.
  - o Coordinates with the EOC and other AFN partners for resource sharing, situational awareness, and support.
- **Community Partners (Disability Services, Tribal Health, Schools, Faith-Based Organizations, etc.)**
  - o Collaborate with the EOC and AFN Liaison to identify, communicate with, and support AFN populations.
  - o Assist with outreach, transportation, sheltering, and provision of specialized services as needed.

IV. Hazard Vulnerability & Risk Assessment

- **For AFN populations, the following hazards are especially disruptive:**
  - o **Utility failures** (power outages, water disruptions) can impact medical devices, refrigeration for medications, and communication tools.
  - o **Transportation disruptions** (road closures, damaged infrastructure) can prevent access to medical care, medication refills, and essential services.
  - o **Extreme weather** (cold, snow, heat, wind) can increase isolation and risk for those with mobility or health challenges.
  - o **Evacuation scenarios** may be complicated by the need for accessible transportation, medical equipment, service animals, or caregiver support.

- **Seasonal and transient populations** (e.g., summer visitors, temporary workers) may increase the number of people with AFN needs, many of whom may be unfamiliar with local hazards or resources.
- **Specific vulnerabilities for AFN populations include:**
  - Dependence on electricity for life-sustaining equipment (oxygen, ventilators, etc.)
  - Limited mobility or need for assistance with evacuation or sheltering
  - Cognitive or sensory impairments that affect understanding of warnings or instructions
  - Language barriers that may prevent access to emergency information
  - Lack of personal transportation or support networks
- **Disasters may result in:**
  - Increased calls for EMS and public safety services as equipment fails or residents cannot access routine care
  - The need for mass care, including accessible sheltering, feeding, and psychological support
  - The need for backup power, accessible facilities, and specialized medical or behavioral health support
- The Kenai Senior Center is a primary example of an AFN-serving facility, but all city departments and partners must be prepared to address these risks for diverse AFN groups and provide assistance to the center.
- The City of Kenai EOC will consider the needs of all AFN populations in emergency planning, response, and recovery, and will coordinate with local partners to ensure resources and support are available.

V. Emergency Procedures

General Approach

- All emergency procedures for AFN populations are coordinated through the City of Kenai EOC, following the City EOP and this annex.
- Procedures must be inclusive and accessible for all AFN groups, including older adults, people with disabilities, chronic health conditions, and limited English proficiency.

Evacuation Procedures

- Evacuation plans must account for:
  - Individuals with limited mobility, sensory, or cognitive impairments.
  - Those requiring assistance with Activities of Daily Living (ADL), medical equipment, or medication.
  - Service animals and pets.
  - Transportation needs, including accessible vehicles and support for those without personal transportation.
- Notification of evacuation must use accessible formats (visual, auditory, plain language, multiple languages).
- Staff and volunteers should be assigned to assist AFN individuals during evacuation.

- The Kenai Senior Center serves as a primary example, with staff using sign-in rosters for accountability and designated rendezvous locations.
- Coordination with EMS, public health, and local partners is required for safe evacuation and care.

Shelter-in-Place Procedures

- Shelter-in-place instructions must be communicated in accessible formats to all AFN populations.
- Procedures should include:
  - Ensuring safety and comfort for those with medical, mobility, or cognitive needs.
  - Maintaining access to medications, medical equipment, and support services.
  - Providing information and reassurance to residents, families, and caregivers.
- The Kenai Senior Center will coordinate with city leadership and emergency responders to assess needs and resources for sheltering in place.
- Staff should be prepared to manage extended shelter-in-place scenarios, including food, water, hygiene, and medical care.

Shelter Procedures

- A Disaster Help Center (DHC) is a day facility that provides services as needed for the emergency, typically excluding full meal and overnight lodging services. A DHC can be provided in a number of different facilities and formats as required. Typically this type of center serves a higher amount of the AFN population as opposed to overnight sheltering.
- Overnight sheltering may be necessary for AFN populations. To establish shelters, contact the American Red Cross that has procedures and staff for overnight sheltering that can accommodate the needs of AFN populations.

Communication Plan

- Emergency notifications must be accessible to all AFN populations:
  - Use of phone trees, text alerts, web-based systems (e.g., MySeniorCenter), social media, and in-person communication as appropriate.
  - Information should be provided in plain language, large print, and multiple languages as needed.
  - Coordination with caregivers, family members, and partner organizations to ensure information reaches all affected individuals.
- The Kenai Senior Center utilizes a phone tree and MySeniorCenter for staff and client communications, and posts updates on billboards and social media.

Resource Management

- Maintain inventories of emergency supplies (food, water, medical kits, backup power) with consideration for AFN needs.
- Ensure accessible shelter sites and transportation resources are available.
- Establish and maintain MOUs and informal agreements with local partners (e.g., other senior centers, schools, food suppliers) for resource sharing.

- The Kenai Senior Center maintains two weeks' worth of food, basic first aid supplies, and has access to municipal water.

Family and Caregiver Support

- Procedures must include timely notification and updates to families and caregivers of AFN individuals.
- Provide accessible channels for families to check on the status and needs of their loved ones during emergencies.

Coordination with Local Agencies

- Collaborate with neighboring fire and law enforcement agencies, Kenai Peninsula Borough Office of Emergency Management, and other partners for comprehensive AFN support.
- The Kenai Senior Center and other AFN-serving facilities should participate in citywide drills and exercises to ensure readiness.

VI. Resource Management

General Approach

- The City of Kenai EOC is responsible for coordinating and allocating resources to support all AFN populations during emergencies, in accordance with the City EOP and this annex.
- Resource management must ensure that supplies, equipment, facilities, and personnel are accessible and appropriate for individuals with a wide range of access and functional needs, including aging, disabilities, chronic illness, and language barriers.

Emergency Supplies and Equipment

- Maintain inventories of emergency supplies (food, water, medical kits, backup power, batteries, accessible cots, hygiene items) with consideration for AFN needs.
- Ensure that emergency shelters have accessible features (ramps, ADA-compliant restrooms, accessible sleeping areas, refrigeration for medications, etc.).
- Stockpile or have rapid access to assistive devices (wheelchairs, walkers, hearing aids, communication boards, etc.).
- The Kenai Senior Center maintains approximately two weeks' worth of food for 60–70 people per day, shelf-stable meals for 50 clients, and basic first aid supplies.

Transportation Resources

- Identify and maintain accessible transportation options for evacuation and sheltering of AFN populations (wheelchair-accessible vans, buses, etc.).
- Establish agreements with local transportation providers and partner agencies to ensure capacity for AFN evacuations.
- The Kenai Senior Center has vans and staff available for transportation and logistics.

Partner Agreements and Resource Sharing

- Establish and maintain Memorandums of Understanding (MOUs) and informal agreements with:
  - Other senior centers and AFN-serving organizations (for mutual aid, resource sharing, and staff support)
  - Local schools, food suppliers, and community organizations (for sheltering, feeding, and support services)
  - Health and social service agencies, tribal health, and disability networks
- The Kenai Senior Center maintains MOUs/MOAs with surrounding senior centers for service expansion and sharing, and informal relationships with the school system and food suppliers

Resource Request and Allocation Process

- All resource requests during an emergency should be routed through the City EOC, following established protocols in the City EOP.
- The EOC will prioritize resource allocation based on life safety, incident stabilization, property conservation, environmental protection, and recovery (LIPER priorities).
- Resource tracking and accountability must be maintained throughout the incident.

Backup Power and Medical Needs

- Ensure backup power is available for critical equipment (medical devices, refrigeration for medications, communication systems) at shelters and AFN-serving facilities.
- Plan for continuity of medical care, including arrangements for home health services if disrupted.

Communication and Outreach Resources

- Maintain accessible communication tools (plain language, large print, translation, assistive technology) for all AFN populations.
- Coordinate with caregivers, family, and partner organizations to ensure information and resources reach those in need.

Community Partnerships

- Collaborate with local agencies, aging and disability networks, health and social service organizations, and community centers to expand resource networks and support during emergencies.

VII. Training & Exercises

General Approach

- The City of Kenai is committed to ensuring that all staff, volunteers, and partner organizations are trained to support Access and Functional Needs (AFN) populations—including older adults, people with disabilities, chronic health conditions, and limited English proficiency—during emergencies.

- Training and exercises must be inclusive, accessible, and relevant to the diverse needs of AFN groups.

Regular Training for City Staff and Partners

- All city departments and AFN-serving partners (e.g., Senior Center, schools, housing, tribal health, disability services) participate in:
  - Orientation and onboarding training on AFN awareness and emergency procedures.
  - Annual refresher training or exercises as offered on emergency operations, evacuation, sheltering, and communication for AFN populations.

Facility-Specific Training (Kenai Senior Center)

- Overview of emergency plans for new employees and periodic refresher training as needed
- Bi-Annual training exercises involving all staff, volunteers, and partner agencies, simulating realistic emergency scenarios (e.g., evacuation, shelter-in-place, mass care).
- Training topics include:
  - Emergency contact procedures
  - Basics of the Incident Command System (ICS)
  - Evacuation and shelter-in-place drills
  - Communication and coordination with external agencies
  - Use of emergency equipment and supplies

Joint Training and Community Exercises

- Plan and execute joint training exercises with local emergency services, neighboring senior centers, schools, and community organizations.
- Exercises should:
  - Simulate realistic emergency scenarios involving multiple organizations and AFN populations.
  - Test communication channels, resource sharing, and integrated response strategies.
  - Reflect common regional threats (e.g., earthquakes, winter storms, utility failures).
  - Utilize the Homeland Security Exercise and Evaluation Program (HSEEP) framework for planning and evaluation.
- Schedule joint exercises annually or bi-annually, depending on needs and partner availability.

AFN-Focused Public Education and Engagement

- Semiannual informational workshops for AFN populations (especially older adults and caregivers) on personal and community emergency preparedness.
- Community outreach programs to distribute educational materials (booklets, flyers, checklists) in accessible formats and multiple languages.
- Interactive drills and peer-led discussion groups to encourage active participation and peer support in understanding emergency procedures.

Program Evaluation and Continuous Improvement

- Conduct feedback surveys after training sessions and exercises.
- Hold regular review meetings with staff, volunteers, and partners to discuss improvements.
- Adjust training content and methods based on participant feedback and lessons learned from exercises and real incidents

VIII. Plan Maintenance & Review

General Approach

- The AFN Annex is a living document and must be regularly reviewed, updated, and improved to reflect changes in city operations, AFN populations, best practices, and lessons learned from exercises and real incidents.
- The City of Kenai EOC is responsible for ensuring the annex remains current and effective, in coordination with all city departments and AFN-serving partners.

Regular Review Schedule

Annual Comprehensive Review

- A thorough review and evaluation of the entire AFN Annex and related emergency management programs will be conducted annually.
- Solicit feedback from staff, volunteers, AFN-serving partners, and community stakeholders on the effectiveness of the annex.
- Incorporate lessons learned from annual full-scale exercises and any real-world incidents.
- Output: Revised annex (if necessary) with documented changes and rationale.

Ongoing Monitoring and Adjustments

After-Action Reviews (AARs)

- Conduct immediate debriefs after exercises or actual emergency incidents involving AFN populations.
- Document what worked well, what needs improvement, and develop action plans for implementing changes.
- Output: After-Action Report with actionable recommendations.

Feedback Loops with Stakeholders

- Maintain open channels for ongoing input and suggestions from staff, volunteers, AFN-serving organizations, and community partners.
- Facilitate informal and formal feedback sessions to identify areas for improvement.
- Output: Feedback records and potential action items for review and implementation.

Documentation and Record Keeping

Archive Management

- Maintain an archive of all versions of the AFN Annex, including revisions, review notes, and supporting documentation.
- Ensure secure electronic backup of all critical documents.
- Responsibility: Center Director or designated city official.
- Output: Comprehensive and organized archive system.

Training Related to Plan Updates

Staff Update Briefings

- Conduct briefings or refreshers for all staff and partners when significant updates to the AFN Annex occur.
- Ensure all training materials reflect the current version of the annex.
- Output: Updated training sessions and communication materials.