Section 4: Organizing for Emergencies

Introduction

This plan is based on the concept that emergency functions for groups and individuals involved in emergency management will generally parallel their normal day-to-day functions. It is important to maintain organizational continuity and to assign familiar tasks to personnel, however in large-scale disasters it may be necessary to draw upon peoples' basic capacities and use them in areas of greatest need.

Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency.

Local emergency responders usually know the best ways to apply disaster emergency relief resources within their communities. State response organizations will coordinate their activities with the local and borough governments so that State aid is rendered in the most helpful manner. Federal assistance should also be supportive of State and local efforts, not a substitute for them.

> **Basic responsibility for disaster emergency planning and response lies first with individuals and heads of households. City personnel with assigned emergency response duties should take care of their families FIRST.**

Community and Individual Readiness

Individual and family preparedness is the first step in successful disaster mitigation and response. All community members must remain well informed about local disaster risks.

All community members must remain well informed about local disaster response plans and policies, including evacuation routes, shelters, mass care facilities, and shelter-in-place procedures.

When individuals and families cannot respond effectively, it is the responsibility of the local government to protect life and property from the effects of hazardous events.

When the emergency exceeds the local government's capability to respond, assistance will be requested from the state government. The federal government will provide assistance to the state, when appropriate.

Section 4: Organizing for Emergencies

Incident Management Team

Emergency management operations will follow the **Incident Command System (ICS)**. Local personnel will form an initial **Incident Management Team (IMT)**, which will organize under the principles of ICS. During a major incident where outside agencies become involved, the IMT may expand to include representatives of regional, state, and federal agencies and disaster aid organizations.

Incident Command System (ICS) is a broad, all hazard emergency management system designed to address mitigation, preparedness, response, and recovery activities. Whenever possible, local responders should organize under the principles of ICS. Understanding this system will also help in coordinating with other regional, state, and federal emergency response entities.

This plan provides a basic overview of ICS for orienting local officials with their responsibilities in the City of Seward IMT. For more information on the NIMS ICS system, refer to the Department of Homeland Security NIMS Document online at http://www.fema.gov/pdf/nims/nims_doc_full.pdf.

Section 4: Organizing for Emergencies

Incident Command System

The ICS format breaks incident management into five basic functions, as shown below.

For small-scale incidents that can be managed wholly within the resources and capabilities of the community, the local Incident Management Team (IMT) may use the five basic ICS functions to organize incident management and emergency response functions.

For incidents that require supplemental response and/or incident management resources from outside agencies or organizations, the local IMT will form the initial incident command, and this organization will eventually be expanded to a full ICS organization, integrating regional emergency operations plans, Subarea Contingency Plans, and or private facility emergency response or oil discharge prevention and contingency plans.

In a regional disaster, local personnel from the IMT may be incorporated into a regional or private industry incident management team organized under one of the plans described above.

The ICS system is FLEXIBLE and positions or functions may be combined or eliminated depending upon the incident. In most cases, the city will not have sufficient personnel to staff a full ICS completely, but will likely activate the major functions. The following organization charts show how a typical ICS may be adapted by the city.

Section 4: Organizing for Emergencies

Full ICS Organization Chart

This organization chart shows a typical ICS structure. The City of Seward may not have the need or the capacity to activate all positions for all incidents.

Section 4: Organizing for Emergencies

City of Seward IMT Organization Chart

This organization chart shows those positions that would typically be activated and staffed in the City of Seward, based on available personnel and typical functions required to support citywide disaster operations.

Section 4: Organizing for Emergencies

Common Responsibilities

All Seward IMT personnel have the following responsibilities:

Before an Incident Occurs:

- Ensure that dispatch and plan administrator has up-to-date contact information.
- Inform your immediate supervisor of any out-of-town travel.
- Department heads, advise the City Manager of any out-of-town travel.
- Acquire training to support IMT functions.
- Review and stay familiar with EOP contents.

During a Local Emergency:

- Take care of your family first. Once they are safe and secure, transition to your IMT role.
- Review position responsibilities and ICS checklists.
- Report to EOC or field unit, as directed.
- Perform all job duties as assigned.
- Maintain unit log.

After an Emergency Occurs:

- Turn in all documentation to your immediate supervisor or to Documentation Unit.
- Participate in debriefs and after-action investigations.
- Make recommendations for changes/improvements to EOP or other incident management tools.

Appendix A contains copies of ICS Forms.

Section 4: Organizing for Emergencies

Duties and Responsibilities of City Departments

The following descriptions summarize the assigned duties and responsibilities for certain city departments and employees during a declared emergency. **Most of these individuals will ultimately fill a role on the Incident Management Team.** Unless otherwise specified, these responsibilities are linked to a position (job title) rather than an individual.

Position or City Department	Assigned Emergency Response Duties	IMT Position(s)
City Manager or Assistant City Manager or highest ranking person from city department in charge of the incident	- Disaster declaration - Evacuation order - Tsunami siren - Identify areas at risk - Evaluate need for evacuation - Coordinate recovery activities with state and federal relief agencies - Complete and submit necessary reports and paperwork to appropriate agencies - Estimate the nature & scope of outside assistance that may be required	Incident Commander
Assistant City Manager or City Department Head, as assigned	- Assist with Emergency Management Coordinator duties - Designated alternate Emergency Management Coordinator - Assess staffing – assign additional personnel as needed - Keep the City Council informed	Deputy Incident Commander
City Clerk or Assistant City Clerk Or as assigned	- Public information releases - Media relations & press releases - Disseminate public information about shelters, how to find out about victims - Work on monetary damage estimates for disaster declaration	Public Information Officer, Finance Officer

Position or City Department	Assigned Emergency Response Duties	IMT Position(s)
Police Department	• Evacuate Special Populations • Issue evacuation orders as appropriate & direct movement of people. • Initiate criminal investigations as needed • Protect vital facilities and resources • Control access to EOC and to disaster area(s) • Limit travel/recreation in affected areas • Facilitate relocation of displaced residents • Secure evacuated areas • Estimate extent of damage • Identify safety hazards and undertake corrective action • Establish and maintain contact with other affected areas • Maintain public order and crowd control • Account for all persons in community	Law Enforcement and Public Safety Branch Director, Operations Section Chief
Fire Department	• Arrange for public alert and warning • Assess readiness of firefighting equipment • Control fires and hazmat releases • Provide training for radiological shelter monitors • Provide search & rescue if needed • Decontaminate hazardous areas • Assist police with search and rescue operations • Assist police with movement of population to shelters/evacuation points	Fire, EMS, and Hazmat Branch, Safety Officer, Operations Section Chief
Community Development/ Planning Department	• Estimate number of evacuees and arrange for relocation • Provides maps, plans and other information as needed • Provide assistance in identifying potential sites for relocation of evacuees, disaster recovery centers, and other functions • Reevaluate zoning ordinances and setback policies • Initiate help of volunteer and relief organizations	Planning Section

Position or City Department	Assigned Emergency Response Duties	IMT Position(s)
Parks and Recreation Dept.	- Establish shelters - Establish disaster aid centers to process applications for the rehabilitation of individuals and families and provide evacuee support - Provide staff to manage shelters - Conduct shelter training, as needed - Coordinate social and support needs at shelters - Solicit and coordinate assistance from aid organizations, church groups, and civic, veteran, and fraternal organizations - Coordinate emergency welfare and sheltering services with American Red Cross	Shelter Unit
Providence Seward Medical Center, EMS, and Alaska Public Health Dept.	- Move medical supplies out of evacuation areas - Set up aid centers (if hospital is damaged) - Establish safe location for emergency medical care and arrange for medical evacuations as necessary - Arrange for handling and identification of fatalities and mental health support services - Coordinate and control emergency health and medical programs - Provide mass care and treatment - Provide mass inoculations, food advisories, and sanitation advisories and instruction for dissemination to the public	Medical Unit Leader /Multicasualty Branch Leader (depending upon type of incident)
Harbormaster	- Evacuate harbor if necessary - Evaluate damage to port facilities - Oversee fuel containment - Contains fuel spills within the harbor - Provide water rescue - Establish communications with marine vessels	Harbor Operations Branch Director
Public Works Dept.	- Clear roads - Bring utilities back online - Move heavy equipment out of evacuation areas - Recruit augmentation personnel to operate heavy equipment - Establish salvage depots for unclaimed personal property - Provide potable water - Provide sanitation facilities - Arrange for debris clearance - Check generators and other backup power	Public Works Branch Director

Position or City Department	Assigned Emergency Response Duties	IMT Position(s)
Engineering & Building Dept.	• Assess damage to city streets and provide documentation • Coordinate with Public works to clear roads • Assess damage to public structures and provide documentation • Assess damage to public utilities and provide documentation • Review emergency shutdown procedures for city buildings • Issue certifications of safe occupancy for public and private structures • Keep record of actions taken and resources used • Assist Planning Section with record-keeping and resource management • Implement disaster response contracts • Provide Storm Damage Report, for forwarding to NWS	Documentation Unit Leader, Planning Staff Engineering Branch
Electric Utility Department	• Review emergency shutdown procedures for electric utilities • Set up portable generators for shelters and other priority structures • Recruit personnel to operate portable power units • Set priorities for electrical power renewal • Disconnect dangerous utility lines to support fire and rescue operations • Check generators and other backup power	Electric Utility Branch
Library and Personnel Officer	• Set up EOC • Provide documentation forms to all IMT personnel and establish filing system • Provide Logistics and Planning support as directed	Facilities Unit sub-divisions
Seward Public Schools and AVTEC	• Integrate personal and family survival training into school curricula • Provide temporary emergency shelter, feeding, clothing • Provide an area for registration of victims and handling of injuries • Provide staff to assist Parks & Recreation Dept. in manning shelters	Shelter staff for school population

These initial response duties and responsibilities relate to the initial stages of an emergency. Once the IMT has been established, city officials and other IMT personnel should follow the ICS checklists for their designated position.

Section 4: Organizing for Emergencies

Seward IMT Roster & Position Descriptions

The IMT positions are assigned to specific personnel depending on availability and the specifics of the incident. The position descriptions in the City of Seward EOP are meant to be guidelines for city personnel. Due to the number of personnel, the following may occur during an emergency: 1) one individual may need to fill two positions; and/or 2) any one position's description can be modified.

The position descriptions can be modified according to the incident. All modification must be directed by the City Manager and/or Incident Commander.

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Incident Commander	1. City Manager 2. Assistant City Manager 3. Finance Director 4. Police Chief 5. By Appointment	MAC/City Council & to Borough or State incident command teams if established	Directly- Command & General Staff; Indirectly - All positions	• Provides for management and control of the IMT. • Declare a disaster, activate the IMT, establish an EOC, and implement the EOP. • Determine Incident Objectives and strategy. • Establish the immediate priorities. • Maintains a continuous assessment of each function of the IMT and the field operations units. • Approves all reports, plans, press releases, and other official correspondence or documentation produced during the incident. • Authorize release of information to the news media. • Order the demobilization of the incident when appropriate.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Public Information Officer	1. City Clerk 2. Assistant City Clerk 3. By Appointment	Incident Commander	Public information staff	• Gathers information for release to the general public, news services, radio, and TV. • Determine from the Incident Commander if there are any limits on information release. • Develops and receives clearance for emergency instruction to the public and to arrange for the expedient release of public information. • Control rumors & reassure the public. • Develop material for use in public and media briefings. • Obtain Incident Commander's approval of media and public releases. • Schedule & conduct regular news conferences and public briefings/meetings. • Arrange for tours and other interviews or briefings that may be required. • Obtain media information that may be useful to incident planning. • Maintain current information summaries and/or displays on the incident.
Liaison Officer	1. Assistant City Manager 2. Executive Liaison Boards & Commissions	Incident Commander	Liaison staff	• Provide a contact point for Agency Representatives. • Assist in establishing and coordinating interagency contacts. • Keep agencies supporting the incident aware of incident status. • Monitor incident operations to identify current or potential Inter-organizational problems. • Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
Safety Officer	1. Fire Chief 2. Police Chief 3. Contractor	Incident Commander	Safety Staff	• Participate in planning meetings. • Identify hazardous situations associated with the incident. • Review the Incident Action Plan for safety implications. • Exercise emergency authority to stop and prevent unsafe acts. • Investigate accidents that have occurred within the incident area. • Assign assistants as needed. • Review and approve the medical and safety plans.
Legal Officer	1. City Attorney	Incident Commander	Legal Staff	• Monitor phases of operations to assure compliance with city ordinances and emergency declarations. • Provide legal advice and assistance as directed

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Operations Section Chief	1. Responsible Department Head for the Incident 2. By Appointment	Incident Commander	Operations Section Branches	• Manages the filed and tactical operations from the local EOC. • Requests resources to support tactical operations. • Maintains a continuous assessment of the environment and effects, as well as the damage and injuries throughout general populace. • Coordinates with Planning Section. • Establishes parameters for safe movement of people and the coordination of essential and emergency activities in the community. • Provide guidance and direction to the private sector for shelter safety, exposure control, and countermeasure operations.
Fire, Hazmat & EMS Branch Director	1. Fire Chief 2. Deputy Fire Chief 3. Assistant Chief SVFD	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including radiological monitoring, decontamination, search and rescue, and evacuation. • Coordinate with Safety Officer on identifying and managing fire and hazardous materials hazards and risks. • Make tactical assignments to field personnel to manage hazardous materials and fire response. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.
Harbor Operations Branch Director	1. Harbormaster 2. Deputy Harbormaster 3. Harbor Personnel 4. By Appointment	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including on-water containment of spilled oil, water rescue, and marine vessel communications. • Coordinate with Safety Officer on identifying and managing hazards to port and vessels. • Make tactical assignments to field personnel to manage harbor operations. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Public Works Branch Director	1. Public Works Director 2. Water & Sewer Foreman 3. Public Works Personnel 4. By Appointment	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including heavy equipment operations, and provision of vital services such as potable water and sanitation. • Coordinate with Engineering and Electrical Branch on assessing damage to vital facilities and restoring local infrastructure. • Make tactical assignments to field personnel to manage public works functions, including heave equipment operation. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.
Law Enforcement Branch Director	1.Seward Police Chief 2. Lt. Seward Police Dept 3. Sgt. Seward Police Dept 4. By Appointment	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including protection of vital facilities, EOC security, on-scene security, search and rescue support, and evacuation. • Coordinate with Fire and EMS Branch. • Make tactical assignments to field personnel to manage public safety and law enforcement. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.
Engineering Branch Director	1. Project Manager 2. Building Inspector 3. By Appointment	Operations Section Chief (may function as part of Public Works branch for smaller incidents)	Field personnel in branch and in divisions/ groups within branch	• Assess damage to structures and utilities, and determining safe occupancy of buildings. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular resources as needed to support field operations. • Provide regular updates to Operations Section Chief

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Electric Utility Branch Director	1. Electric Utility Manager 2. Electric Field Engineer 3. By Appointment	Operations Section Chief (may function as part of Public Works branch for smaller incidents)	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including setting up portable generators, setting priorities for electric power renewal • Coordinate with Engineering Section on assessing damage to vital facilities and restoring local infrastructure • Make tactical assignments to field personnel to manager electrical functions
Multicasualty Branch Director	1. Providence Seward Medical Center 2. Public Health 3. By Appointment	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including establishment and management of emergency medical services, morgue facilities, mass inoculations, and public health advisories. • Coordinate with EMS personnel to estimate casualties and plan for triage/treatment. • Make tactical assignments to field personnel to manage medical treatment and public health functions. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.
Air Operations Branch Director	1. Civil Air Patrol 2. As appointed	Operations Section Chief	Field personnel in branch and in divisions/ groups within branch	• Oversee branch operations, including management of aircraft and air operations. • Make tactical assignments to field personnel to manage air operations. • Assign specific work tasks to division/group supervisors. • Request resources as needed to support field operations. • Provide regular updates to Operations Section Chief and participate in Planning meetings as directed.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Planning Section Chief	1. Project Manager 2. Planner 3. By Appointment	Incident Commander	All Planning Section Units, Staff, and Technical Specialists	• Collects, manages, and disseminates information to support incident operations. • Provides information to: (1) understand the current situation; (2) predict probable course of incident events; (3) prepare alternative strategies. • Supervise preparation of the Incident Action Plan. • Establish information requirements and reporting schedules for Planning Section units (e.g., Resources, Situation Units). • Determine need for any specialized resources in support of the • incident. • Establish special information collection activities as necessary, e.g., weather, environmental, toxics, etc. • Compile and display incident status information. • Oversee preparation of Incident demobilization plan.
Documenta-tion Unit Leader	1.Engineering Executive Assistant 2.Finance 3.Fire Dept. Admin	Planning Section Chief	Documentation Staff	• Set up work area; begin organization of incident files. • Establish duplication service; respond to requests. • File all official forms and reports. • Review records for accuracy and completeness; inform appropriate units of errors or omissions. • Provide incident documentation as requested. • Store files for post-incident use.
Planning Section Staff (Resources, Situation, Demobilization Units)	1.Engineering Executive Assistant 2.Finance 3.Fire Dept. Admin	Planning Section Chief	Staff	• Oversee check-in of resources. • Track resources. • Prepare, post, or disseminate resource and situation status information as required, including special requests. • Review incident resource records to determine the likely size and extent of demobilization effort. • Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Planning Section (Technical Staff)	1. IT 2. Scientific or technical experts (public or private sector)	Planning Section Chief or Unit Leader	Technical support staff	• Provide specialized information or analysis as directed.
Logistics Section Chief	1. Planner 2. Planning Executive Assistant 3. Fire Dept. Administrative Assistant 4. By Appointment	Incident Commander	All Logistics Section Branches and Units	• Manage all incident logistics. • Provide support needs for transportation, equipment maintenance, fueling, feeding, supplies, remote communications, medical services, and sleeping facilities. • May set up & manage a base came for IMT personnel. • Coordinate with Finance Section for procurement of supplies and services to support the incident. • Provide logistical input to the IC in preparing the Incident Action Plan. • Brief Branch Directors and Unit Leaders as needed. • Identify anticipated and known incident service and support requirements. • Request additional resources as needed.
Support Branch Director	1. As assigned	Logistics Section Chief	Support Branch Units & staff	• Determine facilities activated in support of the incident. • Determine ground support and transportation needs. • Determine need for fuel delivery and vehicle support. • Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection. • Staff Branch appropriately.
Facilities Unit Leader	1. Personnel Officer 2. Librarian 3. Fire Dept. Admin Asst.	Logistics Section Chief Support Branch Director (if activated)	Facilities unit staff and EOC Staff	• Determine requirements for each facility to be established: Sanitation, Sleeping, Feeding, Supply area, Medical support, Communications needs, Security needs, Lighting. • Coordinate negotiation for rental office or storage space. • Provides support necessary for EOC set up and management, including work space allocation, equipment acquisition, clerical assistance, office supplies, food, sleeping facilities, sanitation requirements, message delivery, and other duties as required.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
EOC Manager	1. Personnel Officer 2. Librarian 3. Fire Dept. Admin Asst.	Logistics Section Chief Support Branch Director (if activated)	EOC staff	• Provides support necessary for EOC set up and management, including work space allocation, equipment acquisition, clerical assistance, office supplies, food, sleeping facilities, sanitation requirements, message delivery, and other duties as required.
Shelters Manager	1. Parks & Recreation Director 2. Parks & Rec Program Supvr 3. Seward Public Schools Staff/Admin 4. AVTEC staff 5. By Appointment	Logistics Section Chief Support Branch Director (if activated)	Shelter Staff	• Responsible for setting up and operating emergency shelters. • Identify resource needs to support shelter operations and prepare resource requests. • Coordinate with emergency medical and law enforcement personnel to identify incoming injured or displaced persons. • Coordinate with Red Cross and other aid organizations. • Provide essential shelter services.
Services Branch Director	1. Public Works Personnel 2. As assigned	Logistics Section Chief	Service Branch units & staff	• Determine number of personnel to be fed. • Determine communications systems in use. • Determine medical support needs of the incident. • Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: Provide summary of emergency situation & of the communications, food, and medical needs of the incident. • Ensure that incident personnel receive adequate food and water. • Coordinate with Operations to ensure adequate medical support to incident personnel.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities

Communica-tions Unit Leader	1. Police Dispatch Supervisor
	
	2. Police Dispatcher
	
	3. IT Personnel
	
	4. By Appointment
		Logistics Section Chief
		
		Support Branch Director (if activated)
			Communica-tions Unit Staff	• Responsible for setting up and operating an expedient communication system to support the incident, including telephone, UHF radio, CB radio, single side band state control hookup, and any other required equipment.
				• Assists in managing the information flow between field units and the EOC, and will dispatch and receive communication from all agencies involved and forward to the appropriate EOC personnel.
				• Ensures that radio and phone logs are maintained, logging all entries by time and date.
				• Coordinate radio communications between agencies not equipped for direct interagency communications.
				• Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
				• IT personnel will:
				  ○ Establish and supervise the Incident Communications Center and Message Center.
				  ○ Establish telephone, computer links, and public address systems.

Medical Unit Leader	1. Providence Seward Hospital 2. Public Health 3. By Appointment	Logistics Section Chief Services Branch Director (if activated)	Medical Unit Staff	• Obtain information on any injuries that occurred during initial response operations. • Identify Name and location of Safety Officer. • Determine: number and location of aid stations; Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident; Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.; and Medical supplies needed. • Respond to requests for medical treatment and transportation. • Request/supervise ambulance support. Order through established Incident chain of command. • Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section**.

Section 4: Organizing for Emergencies

ICS Position	Potential Staff To Fill Role	Reports To:	Supervises	Responsibilities & Authorities
Other Logistics Staff/ Functions (i.e. Food, Medical, Supply Units)	Any available city personnel as assigned	Logistics Section Chief	Staff	• Provide resource support and supply. • Determine food and water requirements to support IMT, and arrange for catering or food supply. • Coordinate medical support needs with Operations personnel.
Finance Section Chief	1. Finance Director 2. Accounting Supervisor 3. By Appointment	Incident Commander	All Finance Section Staff	• Manage all financial aspects of an incident. • Arrange for payment of contracted services and supplies. • Review resource request orders and approve or deny. • Review contracts for payment requirements. • Keep track of available city funds and notify IC when operation exceeds capacity of city's funding. • Prepare documentation for emergency disaster assistance. • Advice IMT of feasibility of acquiring requested support services, and financial consequences to overall operations. • Provide financial and cost analysis information as requested. • Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy. • Provide financial input to demobilization planning. • Ensure that all obligation documents initiated at the incident are properly prepared and completed. • Brief agency administrative personnel on all incident-related financial issues needing attention or followup.
Finance/ Admin Section Staff	1. Finance staff 2. By Appointment	Finance Section Chief	Staff	• Provide support for the following functions: time tracking, procurement, compensation/claims, and cost accounting. • Maintain records. • Support Finance Section Chief as directed.

Section 4: Organizing for Emergencies

Training Recommendations for IMT Members

ICS training course information and online courses for ICS-100 and ICS-200 are available at www.nimsonline.com

ICS Position	Recommended Training												
	EOP *	ICS 100	ICS 200	ICS 300	ICS 400	ICS 402	ICS 403	ICS 404	ICS 405	ICS 406	ICS 407	ICS 700	Other
Incident Commander (Emergency Preparedness Director)	X	X	X	X	X	X	X	X	X	X	X	X	
Public Information Officer	X	X	X	X	X			X			X	X	
Liaison Officer	X	X	X	X	X	X	X					X	
Safety Officer	X	X	X	X	X							X	
Legal Officer	X	X	X	X	X							X	
Operations Section Chief	X	X	X	X	X							X	
Fire, Hazmat & EMS Branch Director	X	X	X	X	X							X	
Harbor Operations Branch Director	X	X	X	X	X							X	
Public Works Branch Director	X	X	X	X	X							X	
Law Enforcement Branch Director	X	X	X	X	X							X	
Engineering Branch Director	X	X	X	X	X							X	
Electric Utility Branch Director	X	X	X	X	X							X	
Air Operations Branch Director	X	X	X	X	X							X	
Multicasualty Branch Director													

City of Seward Emergency Operation Plan

Section 4: Organizing for Emergencies

ICS Position	Recommended Training												
	EOP *	ICS 100	ICS 200	ICS 300	ICS 400	ICS 402	ICS 403	ICS 404	ICS 405	ICS 406	ICS 407	ICS 700	Other
Planning Section Chief	X	X	X	X	X				X			X	
Documentation Unit Leader	X	X	X	X	X								
Planning Section Staff	X	X	X	X	X								
Planning Section Technical Staff	X	X	X	X	X								
Logistics Section Chief	X	X	X	X	X					X		X	
Support Branch Director	X	X	X	X	X								
Facilities Unit Leader	X	X	X	X	X								
Shelters Manager	X	X	X	X	X								Red Cross shelter class
Services Branch Director	X	X	X	X	X								
Medical Unit Leader	X	X	X	X	X								
Communications Unit Leader	X	X	X	X	X								
Finance/ Administration Section Chief	X	X	X	X	X					X		X	
Time Unit Leader	X	X	X	X	X								

Section 4: Organizing for Emergencies

ICS Position	Recommended Training												
	EOP *	ICS 100	ICS 200	ICS 300	ICS 400	ICS 402	ICS 403	ICS 404	ICS 405	ICS 406	ICS 407	ICS 700	Other
Procurement Unit Leader	X	X	X	X	X								
Compensation/ Claims Unit Leader	X	X	X	X	X								
Cost Unit Leader	X	X	X	X	x								

Incident Management Team Staffing

Whenever possible, the duties and responsibilities assigned to an individual during an emergency response should be related to that person's day-to-day duties and responsibilities.

In our community, it may be difficult to staff an Incident Management Team with more than a handful of individuals. However, with mutual aid, there may be sufficient municipal personnel to assign individual IMT/ICS positions.

Regardless of the level of personnel resources available within the community, it is useful to pre-identify those individuals within the community with a defined emergency response role (See page 4-11 for city department roles).

> **It is recommended that emergency management roles be linked to a specific position within a community rather than to an individual.**

The Incident Management Team (IMT) must be trained and experienced with the Incident Command System (ICS) in order to effectively implement this plan. The Incident Command System is adaptable to meet the needs of small to very large incidents as well as for multiple incidents. Factors that determine the complexity of an incident include:

- Size
- Location
- Duration of incident
- Jurisdictions involved
- Political sensitivity
- Organizational complexity
- Resources-at-risk
- Relevant agency policies

The exact moment when an incident shifts from one level of complexity to the next is often a matter of perception. The jurisdictional head or designated representative in charge must assess the complexity of an incident and assign qualified personnel as needed. In situations where multiple agencies and jurisdictions are involved, the determination of complexity and assignment of personnel should be agreed upon jointly.

Guidelines for IMT Shift Scheduling

IMT staffing should be managed using a rotating shift schedule and standardized relief procedures to ensure the following:

- IMT members should receive sufficient rest.
- IMT staffing levels should remain consistent and appropriate to incident needs.
- Adequate briefings should be held during shift changes so that no information is lost during IMT shift changes.

The following guidelines apply to shift scheduling:

- Establish shift length and rotation schedules early in the response.
- Develop a shift change schedule.
- Hold full team shift change briefing for all incoming and outgoing personnel to summarize incident status and priorities.
- Identify back-up personnel for all activated positions.
- Notify personnel in advance that they are scheduled for upcoming shifts
- Limit shift length to 12 hours, if possible.
- Ensure that rotating shifts overlap (20 to 30 minutes should suffice) to facilitate in/out briefings.
- Encourage Crisis Management Team members to take breaks and rest as needed
- Assign a designated "break room".

Span of Control

"Span of Control" refers to how many organizational elements may be directly managed by another person.

- Maintaining adequate span of control throughout the ICS Organization is very important.
- Span of control may vary from 3 to 7, and a ratio of one to five reporting elements is recommended. If the number of reporting elements falls outside of those ranges, expansion or consolidation of the organization may be necessary.
- There will be exceptions, for example in some applications of ICS; specially trained crews may utilize a larger span of control.

City of Seward IMT Contact Information

See Appendix A for a form to be used for City of Seward IMT Contact Information.

Section 4: Organizing for Emergencies

Emergency Operation Center

The Emergency Operations Center (EOC) is a facility designated for managing disaster emergencies. The Incident Management Team uses the EOC as their center of operations to direct the overall disaster emergency response.

The EOC centralizes incident management and does the following:

- Provides a central point where all information pertaining to the incident is received and analyzed, incident priorities are determined, strategies are developed and critical resources are assigned to tactical operations.
- Provides a central location for planning meetings, tactics meetings, shift briefings, media briefings, press conferences, public information releases and other information dissemination
- Facilitates efficient and effective communications
- Enhances coordination between involved agencies by co-locating agency representatives in the EOC, providing for scheduled points of contact, and establishing effective lines of communication to facilitate this coordination
- Sustains operations during extended periods of time by locating the incident management team in an EOC facility that minimizes disruptions of everyday functions within other organizations and agencies
- Provides continuity using round-the-clock staffing and a systematic means to brief members of the IMT through shift briefings when shifts change

> **The Emergency Preparedness Director will determine whether the EOC is fully or partially staffed, and will determine its hours of operations based on the type of incident.**

EOC Configuration

The layout of the EOC will be determined by several factors, including:

- Number of members of the Incident Management Team
- Size, shape, and number of the room(s) available for the EOC
- Location of the communications systems equipment to be utilized
- Lessons learned from previous incidents

General elements that should be considered when designing the layout of the EOC include the following:

- IMT functional sections (e.g., command, planning, logistics) should be positioned adjacent to displays that require their input and posted information that they manage.
- The Incident Commander should be located so that he/she can be easily informed at all times of the status of the incident.
- IMT members whose functional responsibilities cause them to interact frequently, or have a need to coordinate together should be co-located.

EOC Facilities

The following facilities have been identified as potential EOC locations within the City of Seward.

Facility	Location	Point of Contact	Considerations
City Council Chambers (City Hall)	410 Adams St.	City Clerk	Primary
Seward Fire Station	316 4th Ave.	Fire Chief	Secondary
KPB Mobile Command Post	At KPB in Soldotna – could be in Seward in 24 hours if road conditions permit	KPB OEM	Secondary - May be the best option in scenario where local buildings are damaged or unusable.
Seward High School	2100 Swetmann Ave.	School 224-3351	Secondary EOC in case of tsunami.

Additional supplies and planning are needed to ensure that an EOC could be quickly and expeditiously established at any of the locations listed above. In developing this EOP, members of City of Seward departments have identified the need for follow-up:

*Identify additional alternate EOC locations.

*Develop caches of EOC equipment and store in easily portable containers that can be dispatched to the appropriate EOC. This equipment should include basic supplies, EOP copies, forms, telephones, other electronic equipment, maps, and other supplies to support the EOC function.

*EOC equipment should be stored in an area above the tsunami inundation line.

*The KPB EOP contains more detailed information about the types and quantities of supplies needed to set up and run an EOC.