

MEMORANDUM

State of Alaska

Department of Transportation & Public Facilities
Office of the Commissioner

TO: Incident Response Team

DATE: November 7, 2025

FROM: Ryan Anderson, P.E.
Commissioner



SUBJECT: Modified ICS Team Structure

As our operations expand under the federal disaster declaration and transition into a Unified Command with FEMA and the Alaska State Emergency Operations Center (SEOC), the Department is formalizing its alignment with the Incident Command System (ICS) framework. This structure provides a consistent, scalable method to support clear decision-making, transparent communication, and effective coordination across all responding agencies.

By adopting a unified ICS approach, we strengthen integration with our federal, state, and local partners and ensure operational readiness across all response functions.

ICS-Based Structure & Roles

The Governor ultimately provides executive leadership and sets overarching state priorities and objectives for disaster response and recovery. Through the SEOC, ensures coordination among state agencies and authorizes major policy or financial actions. The Governor delegates operational command to agency Incident Commanders under the Unified Command framework.

Under this delegation, DOT&PF's team structure will operate under the standard ICS configuration, composed of the following functional sections: Command, Planning, Operations, Logistics, Finance, and Communications. Each section will be led by a designated Section Chief and organized into functional branches and units.

Command Section Roles

Commissioner – Serves as the Department's Agency Administrator, providing strategic direction, policy alignment with Governor priorities, and ensuring accountability across all departmental operations. The Commissioner represents DOT&PF maintains executive oversight of the Incident Commander and the Department's emergency response.

Incident Commander– Provides day-to-day oversight of operational coordination, ensures execution of the Incident Action Plan (IAP), and manages cross-divisional resource alignment. Acts as the Commissioner's operational delegate to Unified Command.

Deputy Incident Commander – Oversees daily operational coordination and facilitates the ICS planning cycle. Serves as liaison to the SEOC.

Safety Officer – Monitors field and personnel safety and holds authority to suspend unsafe operations.

Public Information Officer – Manages all external communications, media coordination, and public information dissemination.

Liaison Officer – Maintains coordination with external agencies, jurisdictions, and partner organizations. This structure reinforces unity of command, standardized terminology, and the development of a single, unified Incident Action Plan (IAP) to ensure consistency and accountability across all levels of operation. Relationship to SEOC – The Incident Commander operates within the Unified Command structure alongside FEMA and SEOC representatives. The SEOC provides statewide situational awareness, interagency coordination, and resource prioritization. The DOT&PF Incident Commander communicates operational status and resource needs to SEOC through the Unified Command to ensure synchronization with state and federal response objectives.

Meeting, Communication, and Documentation Standards

Each Section Chief is responsible for establishing a meeting cadence appropriate to their operational tempo and mission scope. The following standards apply across all sections to maintain continuity and situational awareness:

Daily Reporting:

- Each section must submit a written summary of its IAP objectives, key decisions, resource requirements, and issues requiring Command attention by 3:30 p.m. daily in the command chat.
- Section Chiefs are accountable for ensuring the IAP, activity tracker, and resource log remain accurate and current.
- All personnel and contact information must be kept up to date in Airtable.

Communication Protocols:

- All existing Teams chats will be discontinued to prevent duplication and confusion.
- Each section will establish one official Teams chat, managed by the Section Chief or Branch Director.
- Breakout chats may be created only when there is a clearly defined operational need. Informal or micro-level chats that bypass visibility or create fragmented information channels are prohibited.

All chats must adhere to the standardized naming conventions listed in the attached ICS chart.

Professional Standards:

- All communications—verbal, written, or digital—must reflect ICS professionalism: concise, factual, and mission-oriented.
- Inter-section coordination is encouraged, but questions, updates, or requests must follow established ICS channels.
- All operational decisions and resource allocations—including flight logistics, contractor scope and cost changes, equipment deployments, and commitments affecting strategy—must be reviewed and approved by Command. When in doubt, elevate matters for clarification before action.

Operational Values and Expectations

The Department's approach to emergency response is guided by values consistent with modern ICS practice—emphasizing flexibility, accountability, and continuous improvement. These values include:

- Scalability and Modularity: The structure must expand or contract to meet the complexity and duration of the incident while maintaining functional integrity.

- Shared Situational Awareness: All operational sections must contribute to a unified operating picture to support timely and informed decision-making.
- Continuous Learning and Adaptation: Post-action reviews and iterative feedback loops will be embedded in daily operations to refine efficiency and coordination.
- Clear Accountability and Role Definition: Every participant must understand their scope of authority and responsibilities to ensure coordinated, safe, and effective operations.
- By fully implementing this framework, DOT&PF will maintain operational discipline while fostering adaptability across evolving response conditions.

Thank you for your continued professionalism and commitment to safe, coordinated, and effective operations as we formalize this ICS structure.

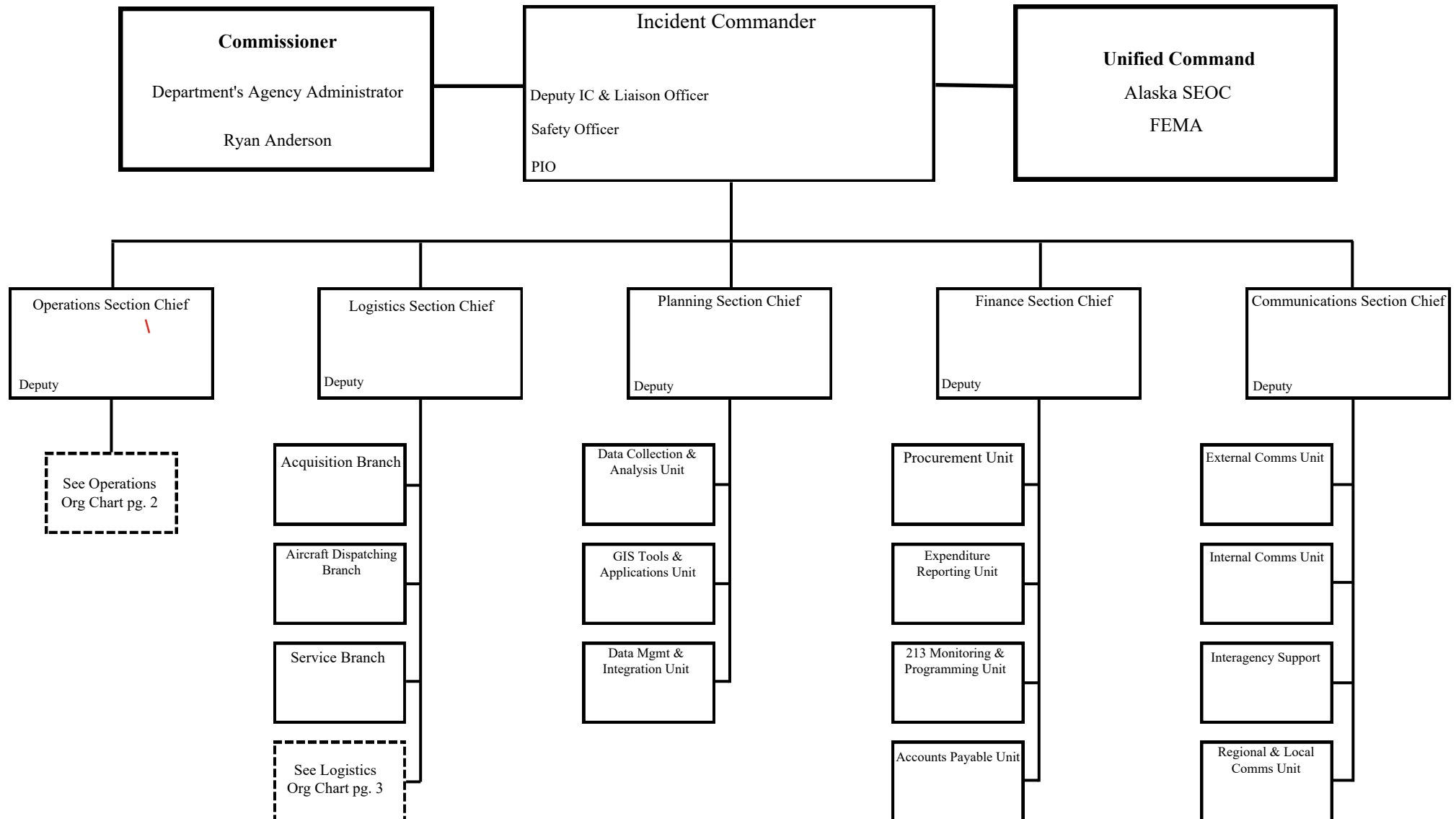
Attachment: Alaska DOT&PF West Coast Storm ICS Org Chart (Updated with each operating period)

Alaska DOT&PF ICS Org Chart

1. Incident Name

2. Date Prepared

3. Operational Period



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Operations Section Chief

Deputy

Horizontal Branch
Director

Vertical Branch Director

Materials Deployment
Branch Director

Preconstruction Unit
Leader

Construction Contracting
Unit Leader

Air Ops Branch Director

Brice Unit Leader

Delta Backhaul
Unit Leader

Hog River / GHEMM
Unit Leader

Bethel Airport Unit
Leader

Cruz Unit Leader

Construction
Updates

UIC/UICN Unit
Leader

Qayaq/MassX/Knik
Unit Leader

Bethel Operations
Unit Leader

Tumet/Drake/QAP
Unit Leader

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