

# Situation Unit Leader (SITL3)

## State of Alaska

## All-Hazards

## Position Task Book

## Assessment and Guide

### Planning Section

### Type 3

The Situation Unit Leader (SITL3) will be used as assigned by the Planning Section Chief or designee.

### July 2017



For more information or to suggest changes, corrections, or improvements, please contact:

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## State of Alaska (SOA)

### Type 3 Position Task Book (PTB)

State of Alaska (SOA) Type 3 Position Task Books (PTBs) have been created for designated National Incident Management System (NIMS) positions. Each PTB lists the competencies, tasks, and behaviors required to be successful in a specific position. Trainees must complete all competencies, tasks, and behaviors and demonstrate acceptable performance during the completion of this PTB.

Evaluator(s) will complete an Evaluation Record documenting the trainee's progress after each evaluation opportunity. Trainees will be observed and evaluated by qualified evaluators during a qualifying event and their performance will be documented in the PTB for each task by entering the Evaluation Record number, date of completion, and the evaluator's initials. Evaluation and confirmation of the trainee's performance on all tasks may require more than one qualifying event and may involve more than one evaluator during each opportunity.

After the trainee has met all the requirements in the State of Alaska (SOA) Type 3 Position Task Book (PTB), the home Agency will complete the final agency certification verifying the trainee is qualified in the position and will submit the Agency-certified PTB to the Alaska Interstate Mutual Aid Committee/Credentialing Subcommittee for approval and issuance of an SOA Type 3 All Hazards Credential.

### Position Task Book Timeline

1. Emergency management experience must include a minimum of three (3) events.
  - Emergency management events may include one (1) tabletop exercise and at least two (2) emergency management events.
  - Additional events may be required to complete the qualification process.
2. The three (3) emergency management events must occur within a five (5) year period.
3. All qualifying events must be completed within a five (5) year period with no more than three (3) years between each event.

### Training Specialist/Certifying Official Responsibilities

1. Be authorized by the AHJ.
2. Maintain PTBs and training records for agency staff.
3. Initiate or issue PTBs and blank Evaluation Records to trainees when they are deployed on a Type 3 assignment.
4. Meet with the Evaluator and Trainee to discuss training and experience needs.
5. As the Trainee completes required training, enter the information into the Required Training section on page 2 of the PTB.

6. Once a Trainee completes all the requirements of a Position Task Book (PTB) and is approved by the AHJ, submit a Nomination Package to the DHS&EM for processing, which includes fully completed:
  - PTB and associated Evaluation Records
  - “Agency Certification” (last page of PTB)
  - State of Alaska Type 3 Nomination Application
7. Provide a report to the DHS&EM Training Section once a year showing how individuals maintained their currency for All-Hazards credentialing (see page 16 of the All Hazard Qualification Guide).

## **Trainee Responsibilities**

1. Review and understand the assigned PTB.
2. Share training and experience with the Evaluator and Training Specialist.
3. After each assignment, meet with the evaluator to review and discuss overall performance and the continued expectations to successfully perform all competencies, tasks, and behaviors for the assigned position.
4. Return the PTB and Evaluation Record to your home agency.
5. Understand that PTBs do NOT replace the standard performance appraisal process by your home agency.
6. Coordinate with the AHJ to find opportunities to maintain currency once Type 3 All-Hazards credentialing has been obtained.

## **Evaluator Responsibilities**

1. Be qualified in the position for which they are evaluating a trainee.
2. Review the competencies, tasks, and behaviors listed in the PTB, so you know what to observe while the trainee performs his/her duties.
3. Fully complete an Evaluation Record form for each qualifying event the trainee has participated.
  - The evaluation records should be numbered sequentially.
  - The evaluator must sign and date the Evaluation Record form, which validates the trainee’s experience.
4. For the current Type 3 qualifying event:
  - Enter the evaluation record number, date, and initials into the PTB, if the trainee performed the task **OR**
  - Enter N/A, date and initials, if the task was not performed by the trainee.
5. Conduct the PTB review meeting in a private setting.
  - Begin by asking the individual to comment on his or her performance, including strengths, areas needing improvement, and any thoughts for training.
  - Provide a summary of the trainee’s overall performance demonstrated during the assigned event.
  - Review the completed assessment with the trainee.
  - Return the PTB and Evaluation Record to the trainee, so they can return it his/her home agency.
6. Once a trainee completes all the requirements of the PTB, review the evaluation records and PTB entries to ensure they are completed correctly.
  - On the trainee’s final assignment, complete the Final Evaluator’s Verification section and submit the completed PTB to the AHJ Training Specialist recommending Type 3 All-Hazards Credentialing.



# State of Alaska Position Task Book

Evaluation Record #: \_\_\_\_\_

## Trainee Information

Printed Name: \_\_\_\_\_

Position: **Situation Unit Leader Type 3 (SITL3)**

Home Unit/Agency Name: \_\_\_\_\_

Home Unit/Agency Address: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_) \_\_\_\_\_

## Evaluator Information

Printed Name: \_\_\_\_\_

Evaluator position: \_\_\_\_\_

Home Unit/Agency Name: \_\_\_\_\_

Home Unit/Agency Address: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_) \_\_\_\_\_

## Incident/Event Information

Incident/Event Name: \_\_\_\_\_

Incident # and/or Code: \_\_\_\_\_ Duration: \_\_\_\_\_

Training Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

Incident Kind:  Flood  Fire  Ground Failure/Avalanche/Landslide  Planned Event

Other All Hazard (specify): \_\_\_\_\_

Location (include governmental/geographic area): \_\_\_\_\_

Management Type (check one):  Type 5  Type 4  Type 3  Type 2  Type 1  Area Command

## Evaluator's Recommendation (initial only one line as appropriate):

- \_\_\_\_\_ 1) Tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner. The trainee has successfully performed all tasks in the PTB for the position. I have completed the Final Evaluator's Verification section and recommend the trainee be considered for agency certification.
- \_\_\_\_\_ 2) Tasks initialed and dated by me on the Qualification Record have been performed under my supervision in a satisfactory manner; however, opportunities were not available for all tasks (or all uncompleted tasks) to be performed and evaluated on this assignment. An additional assignment is needed to complete the evaluation.
- \_\_\_\_\_ 3) Trainee did not complete certain tasks in the PTB in a satisfactory manner and additional training, guidance, or experience is recommended.
- \_\_\_\_\_ 4) Trainee is severely deficient in the performance of tasks in the PTB for the position and additional training, guidance, or experience is recommended prior to another training assignment.

Record additional remarks/recommendations on an Individual Performance Evaluation or attach an additional page to this evaluation record.

Evaluator's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator's Relevant Qualification (or agency certification): \_\_\_\_\_



# State of Alaska Position Task Book

## Situation Unit Leader Type 3 (SITL3)

### Task book assigned to:

Trainee's Name: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Address: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_\_) \_\_\_\_\_ Date: \_\_\_\_\_

### Task book initiated by:

Official's Name: \_\_\_\_\_

Home Unit Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Address: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_\_) \_\_\_\_\_ Date: \_\_\_\_\_

Home Unit/Agency is the agency that provides opportunities for individuals to complete the requirements of the State of Alaska Type 3 Position Task Books.

The material contained in this book accurately defines the performance expected of the position for which it was developed. This PTB is approved for use as a position qualification document in accordance with the instructions contained herein.

**Competency: Complete required training documented by the AHJ Training Specialist.**

Description: Obtain the required training that will provide an understanding of the duties, responsibilities, and capabilities of an effective **Situation Unit Leader (SITL3)** on an All-Hazards Incident Management Team (IMT). Other training may be assigned based upon AHJ guidance.

<b>Behavior: Complete required training for position qualification.</b>	<b>Date Completed</b>	<b>Training Specialist Initials</b>
<a href="#">IS-100.B: Introduction to Incident Command System, ICS-100</a>		
<a href="#">IS-200.B: ICS for Single Resources and Initial Action Incidents</a>		
<a href="#">IS-700.A: National Incident Management System (NIMS) An Introduction</a>		
<a href="#">IS-800.B: National Response Framework, An Introduction</a>		
ICS-300 Intermediate ICS for Expanding Incidents		
E0964 NIMS ICS All-Hazards Situation Unit Leader Course		

**Competency: Assume position responsibilities.**

Description: Successfully assume role of Situation Unit Leader (**SITL3**) and initiate position activities at the appropriate time according to the following behaviors.

<b>Behavior: Ensure readiness of assignment.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
1. Obtain valid Resource Order from Dispatching Agency. <ul style="list-style-type: none"> <li>• Incident information (name, order number, request number, phone numbers, etc.).</li> <li>• Expected reporting time and location</li> <li>• Contact procedures during travel (telephone/radio)</li> <li>• Transportation arrangements/travel routes</li> <li>• Lodging/meal/per diem arrangements</li> <li>• IAP and/or Situation Reports</li> </ul>	
2. Obtain pre-assembled kit, which includes, but is not limited to: <ul style="list-style-type: none"> <li>• Agency-specific and ICS forms.</li> <li>• References appropriate to the incident.</li> <li>• Agency policies &amp; procedures.</li> <li>• Office supplies appropriate to the function.</li> <li>• Home agency PTB.</li> </ul>	
3. Obtain the appropriate equipment for the assignment, for example, laptop, printer, c	
4. Arrive at assignment and check in.	

<b>Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
<p>5. Coordinate with Planning Section Chief and other functional areas to obtain resources to organize work space and keep unit operating.</p> <ul style="list-style-type: none"> <li>• Order materials and supplies using procedures established by the section chief.</li> <li>• Maintain quantities of forms, supplies, and materials at a level to prevent shortage of any basic needed items.</li> <li>• Acquire equipment (e.g., radio, telephones, faxes, computers, etc.).</li> <li>• Ensure appropriate number of personnel to support unit (e.g., night operational period, increase/reduce staffing, etc.).</li> <li>• Ensure adequate signage for work locations (e.g. check-in/demob/resource, etc.).</li> </ul>	
<b>Behavior: Gather, update, and apply situational information relevant to the assignment.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
<p>6. Obtain briefing and information from Planning Section Chief.</p> <ul style="list-style-type: none"> <li>• Policies and operating procedures (e.g., ordering resources and supplies, work schedule, timelines and priorities).</li> <li>• Operational work period.</li> <li>• Current unit staffing levels.</li> <li>• General orientation to the Incident Command Post and/or incident base.</li> <li>• Incident briefing; ICS 209, Incident Status Summary; Incident Action Plan (IAP) or other relevant plan.</li> <li>• Expectations for attending meetings/briefings.</li> <li>• Safety concerns/hazards.</li> </ul>	
<p>7. Establish situation awareness pertinent to unit.</p> <ul style="list-style-type: none"> <li>• Organizational contacts (e.g., counterparts, host unit personnel).</li> <li>• Supporting documentation (e.g., maps; digital information; ICS 260, Resource Orders).</li> </ul>	
<p>8. Obtain maps and data (paper or digital).</p> <ul style="list-style-type: none"> <li>• Ensure maps are high quality and suitable for copying.</li> <li>• Ensure data is in a format that can be utilized.</li> <li>• Ensure maps and data provide adequate detail and cover the area that can potentially be involved in the incident.</li> <li>• Collect existing maps and data from prior operational periods.</li> </ul>	
<b>Behavior: Establish effective relationships with relevant personnel.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
<p>9. Establish and maintain positive interpersonal and interagency working relationships.</p>	



<b>Behavior: Establish organization structure, reporting procedures, and chain of command of assigned resources.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
10. Organize assigned personnel to meet the needs of the unit.	
<b>Behavior: Understand and comply with ICS concepts and principles.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
11. Coordinate with functional areas within the ICS structure.	

**Competency: Lead assigned personnel.**

Description: Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment.

<b>Behavior: Model leadership values and principles.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
12. Exhibit principles of duty. <ul style="list-style-type: none"> <li>• Be proficient in your job, both technically and as a leader.</li> <li>• Make sound and timely decisions.</li> <li>• Ensure tasks are understood, supervised and accomplished.</li> <li>• Develop your subordinates for the future.</li> </ul>	
13. Exhibit principles of respect. <ul style="list-style-type: none"> <li>• Know your subordinates and look out for their well-being.</li> <li>• Keep your subordinates informed.</li> <li>• Build the team.</li> <li>• Employ your subordinates in accordance with their capabilities.</li> </ul>	
14. Exhibit principles of integrity. <ul style="list-style-type: none"> <li>• Know yourself and seek improvement.</li> <li>• Seek responsibility and accept responsibility for your actions.</li> <li>• Set the example.</li> </ul>	
<b>Behavior: Ensure the safety, welfare, and accountability of assigned personnel.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
15. Provide for the safety and welfare of assigned resources. <ul style="list-style-type: none"> <li>• Monitor condition of assigned resources.</li> <li>• Account for assigned resources.</li> <li>• Provide for care of assigned personnel and notify supervisor in event of sickness, injury, or accident.</li> </ul>	

<b>Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
16. Complete daily review of staffing requirements and ensure adequate personnel to meet needs.	
17. Develop schedule/assignments based on IAP or relevant plan.	
18. Ensure subordinates understand assignment for operational period.	
19. Continually evaluate performance. <ul style="list-style-type: none"> <li>• Communicate deficiencies immediately and take corrective action.</li> <li>• Provide training opportunities where available.</li> <li>• Complete personnel performance evaluations according to agency guidelines.</li> </ul>	
<b>Behavior: Emphasize teamwork.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
20. Establish cohesiveness among assigned resources. <ul style="list-style-type: none"> <li>• Provide for open communication.</li> <li>• Seek commitment.</li> <li>• Set expectations for accountability.</li> <li>• Focus on the team result.</li> </ul>	
<b>Behavior: Coordinate interdependent activities.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
21. Coordinate with other units and sections for completion of work assignments. <ul style="list-style-type: none"> <li>• Assist other sections to meet priorities and time frames.</li> <li>• Receive and transmit needed information.</li> </ul>	

**Competency: Communicate effectively.**

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high-risk environment.

<b>Behavior: Ensure relevant information is exchanged during briefings and debriefings.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
22. Brief and keep subordinates informed and updated. <ul style="list-style-type: none"> <li>• Ensure unit leader expectations are communicated and understood.</li> </ul>	
23. Attend incident operational briefings and meetings as directed. <ul style="list-style-type: none"> <li>• Record corrections to documents (e.g., IAP, maps).</li> <li>• Provide information as requested.</li> </ul>	
24. Participate in functional area briefings and conduct unit After Action Reviews (AARs).	

<b>Behavior: Ensure documentation is complete and disposition is appropriate.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
25. Review and approve subordinate time reports.	
26. Submit completed original documents at appropriate time. <ul style="list-style-type: none"> <li>• ICS 213, General Message</li> <li>• ICS 214, Unit Log</li> </ul>	
27. Compile unit documentation for final incident package.	
28. Submit documentation to Documentation Unit Leader within established time frames. <ul style="list-style-type: none"> <li>• ICS 209, Incident Status Summary (original).</li> <li>• Maps and overlays.</li> <li>• Electronic media (photos, electronic presentations, maps, videos).</li> <li>• Unit narrative.</li> </ul>	
<b>Behavior: Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
29. Prepare information for preplanning/strategy meeting. <ul style="list-style-type: none"> <li>• Display appropriate information for next operational period.</li> </ul>	
30. Prepare input to final narrative and transition plan as requested.	
31. Prepare, update and distribute incident maps and map data. <ul style="list-style-type: none"> <li>• Collect, analyze, and evaluate incident information.</li> <li>• Balance the need for accuracy with the need for timeliness.</li> <li>• Adhere to agency or specific incident standard symbols.</li> <li>• Maintain incident maps (e.g., Situation Unit, IAP, Operational Briefing, Transportation, Facilities) in a neat and orderly manner.</li> <li>• Coordinate with Information Officer to establish and maintain displays.</li> <li>• Protect working maps.</li> </ul>	
<b>Behavior: Communicate and ensure understanding of work expectations within the chain of command and across functional areas.</b>	<b>Evaluation Record #, Evaluator Initials and Date</b>
32. Coordinate across functional areas. <ul style="list-style-type: none"> <li>• Provide timely feedback in response to requests.</li> </ul>	

<p>33. Establish time frames and protocols for information exchange to complete work assignments.</p> <ul style="list-style-type: none"> <li>• IAP inputs (Resources Unit Leader).</li> <li>• ICS 209, Incident Status Summary (Situation Unit Leader).</li> <li>• Tentative releases (Demobilization Unit Leader).</li> </ul>	
<p><b>Behavior: Develop and implement plans and gain concurrence of affected agencies and/or the public.</b></p>	<p>Evaluation Record #, Evaluator Initials and Date</p>
<p>34. Develop contingency plans.</p> <ul style="list-style-type: none"> <li>• Equipment breakdown</li> <li>• Power outages</li> <li>• Unexpected staffing shortages</li> </ul>	

**Competency: Ensure completion of assigned actions to meet identified objectives.**

Description: Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

<p><b>Behavior: Gather, analyze, and validate information pertinent to the incident or event and make recommendations for setting priorities.</b></p>	<p>Evaluation Record #, Evaluator Initials and Date</p>
<p>35. Evaluate available information and make recommendations to support the incident.</p> <ul style="list-style-type: none"> <li>• Workload priorities.</li> <li>• Staff assignments.</li> <li>• Information requests.</li> </ul>	
<p><b>Behavior: Make appropriate decisions based on analysis of gathered information.</b></p>	<p>Evaluation Record #, Evaluator Initials and Date</p>
<p>36. Determine and monitor current status of unit activities.</p> <ul style="list-style-type: none"> <li>• Changing needs.</li> <li>• Staffing levels.</li> </ul>	
<p>37. Make independent decisions based on available information.</p> <ul style="list-style-type: none"> <li>• Decisions result in incident efficiency.</li> </ul>	
<p><b>Behavior: Follow established procedures and/or safety procedures relevant to given assignment.</b></p>	<p>Evaluation Record #, Evaluator Initials and Date</p>
<p>38. Ensure established guidelines are followed.</p> <ul style="list-style-type: none"> <li>• Work/rest</li> <li>• Personal protective equipment (PPE) when required for field assignments.</li> <li>• Communication (e.g., radio, cell phone)</li> </ul>	

<b>Behavior: Utilize information to produce outputs.</b>	Evaluation Record #, Evaluator Initials and Date
<p>39. Complete and submit ICS 209, Incident Status Summary.</p> <ul style="list-style-type: none"> <li>• Collect and evaluate incident information from appropriate sections.</li> <li>• Balance need for accuracy with the need for timeliness.</li> <li>• Obtain final approval by Incident Commander.</li> <li>• Determine appropriate method for timely submission to Agency dispatch.</li> <li>• Distribute to appropriate incident staff.</li> </ul>	
<p>40. Ensure required IAP inputs are provided within established timeframes.</p> <ul style="list-style-type: none"> <li>• Weather forecast</li> <li>• Pertinent information</li> <li>• Maps</li> </ul>	
<p>41. Present infrared data to the Operations Section in a useable format.</p> <ul style="list-style-type: none"> <li>• Order infrared services using established procedures.</li> </ul>	
<b>Behavior: Transfer position duties while ensuring continuity of authority and knowledge and taking into account the increasing or decreasing incident complexity.</b>	Evaluation Record #, Evaluator Initials and Date
<p>42. Coordinate an efficient transfer of position duties when mobilizing/demobilizing (e.g., incoming Incident Management Team (IMT), host agency).</p> <ul style="list-style-type: none"> <li>• Inform incoming/outgoing IC, Section Chief, and/or staff.</li> <li>• Ensure there is no adverse impact on safety or productivity.</li> <li>• Document follow-up action needed by relief staff.</li> <li>• If necessary, coordinate with agencies about transfer of command.</li> </ul>	
<b>Behavior: Plan for demobilization and ensure demobilization procedures are followed.</b>	Evaluation Record #, Evaluator Initials and Date
<p>43. Anticipate demobilization of resources.</p> <ul style="list-style-type: none"> <li>• Identify excess resources.</li> <li>• Prepare schedule for demobilization.</li> </ul>	
<p>44. Ensure incident and agency demobilization procedures are followed.</p> <ul style="list-style-type: none"> <li>• Brief subordinate staff on demobilization procedures and responsibilities.</li> <li>• Demobilize incident resources by predetermined priorities or as work progress dictates.</li> </ul>	
<p>45. Demobilize equipment and process any claims.</p> <ul style="list-style-type: none"> <li>• Prepare equipment/services for release.</li> <li>• Notify contractors/vendors of impending release schedule.</li> <li>• Process any claims for damage, loss, or wear on equipment, leases or facilities.</li> </ul>	

<p>46. Ensure PTBs are completed.</p> <ul style="list-style-type: none"> <li>• Complete a PTB for each individual that gained experience in the Finance/Admin Section.</li> <li>• Ensure your PTB is completed by the Incident Commander (IC).</li> </ul>	
<p>47. Demobilize and check out.</p> <ul style="list-style-type: none"> <li>• Receive demobilization instructions from incident supervisor.</li> <li>• If required, complete ICS 221, Demobilization Checkout and submit completed form to the appropriate person.</li> </ul>	
<p>48. Participate in the After-Action Report (AAR) and make recommendations for process improvements which include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Identify strengths that should be maintained and built upon.</li> <li>• Identify potential areas for improvement and solutions.</li> </ul>	



**State of Alaska Position Task Book  
Verification/Certification of Completed Task Book**

**Situation Unit Leader Type 3 (SITL3)**

**Final Evaluator’s Verification**

*To be completed ONLY when the trainee has fully completed all required assignments and is recommended for credentialing.*

I verify that (trainee name) \_\_\_\_\_ has successfully performed as a trainee by demonstrating all tasks for the position listed above, has completed all required training assignments, and should be considered for credentialing in this position. All tasks are documented with appropriate initials.

Final Evaluator’s Signature: \_\_\_\_\_

Final Evaluator’s Printed Name: \_\_\_\_\_

Home Unit Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_\_) \_\_\_\_\_ Date: \_\_\_\_\_

**Agency Certification**

I certify that (trainee name) \_\_\_\_\_ has met all requirements for qualification in the above position.

Certifying Official’s Signature: \_\_\_\_\_

Certifying Official’s Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Home Unit/Agency: \_\_\_\_\_

Home Unit Phone Number: (\_\_\_\_\_) \_\_\_\_\_ Date: \_\_\_\_\_

Additional copies of this publication are available through Alaska Division of Homeland Security & Emergency Management located at <http://mutualaid.alaska.gov/>.