
Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Objectives

At the end of this unit, the students should be able to:

- Relate operational priorities to pre-incident planning.
 - Describe the components of an effective Multiagency Coordination System.
 - Describe four ways to organize the EOC/MAC Entity.
 - Identify the resources needed to support the Multiagency Coordination System's operational priorities.
 - Describe the coordination and policy issues that are typical at various levels of government.
 - Describe strategies for resolving coordination and policy issues.
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Scope

- Introduction and Unit Overview
 - Unit Objectives
 - Organizing Multiagency Coordination Entities
 - Organizing by Major Management Activities
 - Organizing Using ICS
 - Organizing by Emergency Support Function
 - Organizing as a MAC Group
 - Concept Review
 - Coordinating MAC Entities
 - Crosswalk to the Federal Organization
 - Critical MAC System Components
 - Critical Components: People
 - Critical Components: Communications and Information Systems
 - Critical Components: Public Information Systems
 - Critical Components: Resource Management
 - Personnel Credentialing
 - Coordination Through Multiagency Coordination Entities
 - Activity 2.1: Assessing MAC System Readiness
 - Multiagency Coordination Policies and Procedures
 - Activity 2.2: Analyzing MAC System Policies and Procedures
 - Issues Affecting Multiagency Coordination
 - Summary and Transition
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Methodology

The instructors will begin this unit by providing the unit objectives and describing the scope of the unit.

Then, they will transition to a discussion of the functions of MAC Entities and ways to organize them:

- By major management activity
- Using the Incident Command System (ICS)
- By Emergency Support Function (ESF)
- Using the generic MAC Group structure

The instructors will briefly describe each organization method, stressing that the method selected is less important than ensuring that the chosen method works well in the overall Multiagency Coordination System.

This topic will be followed by a discussion of coordinating MAC Entities, including county, State, and Federal linkages.

Next is a discussion of the critical components of an effective Multiagency Coordination System:

- People
- Communications and information systems
- Public information systems
- Resource management

Next, the instructors will address each of the critical components individually. Throughout this discussion, the instructors will present examples of best practices and refer students to job aids designed to help them with the decision-making process.

The instructors will then discuss how to determine resource needs, including the need to:

- Complete an inventory of all available resources.
- Determine priorities among Multiagency Coordination System elements.
- Determine resource allocation processes.
- Develop methods for obtaining additional resources.

During this discussion, the instructors will stress the need to consider resources for both the Multiagency Coordination Entities and for the incident. The instructors will:

- Introduce resource typing as a way of developing standard terminology for all resources and as the most efficient way to order, track, and pay for resources.
- Link priorities among Multiagency Coordination System elements and resource allocation to the operational priorities (described in Unit 1).
- Provide sample memorandums of agreement (MOAs), memorandums of understanding (MOUs), and standby contracts (for local-level students); Emergency Management Assistance Compacts (EMACs), MOAs, MOUs, and standby contracts (for State-level students); and Requests for Assistance (RFAs), MOAs, MOUs, and standby contracts (for Federal-level students).

Methodology (Continued)

The instructors will facilitate a class discussion about the need for an uninterrupted two-way flow of information within the Multiagency Coordination System and introduce the concept of identifying critical vertical and horizontal linkages as a way of identifying needs in these critical areas. They will point to the benefits that identifying these linkages provide to the planning process.

The students will then work, either individually or in groups, to complete an activity in which they will use the job aids to determine the current state of readiness of their Multiagency Coordination System based on the critical linkages identified. Following the activity, the students will report out, and the instructors will facilitate a class discussion about what the students have learned about their readiness through the activity.

The instructors will transition to the policies and procedures topic by pointing to the importance of policies and procedures for clarifying how key players will interact, what they will do, and how they will be held accountable before, during, and after an incident. Throughout this discussion, the students will refer to several exemplary policies and procedures as the instructors point out key features and contents. At the end of this discussion, the instructors will distribute a sample policy, and procedures developed from that policy. The students will work in groups to determine whether and how well the procedures support the policy. At the end of the activity, the instructors will facilitate a class discussion about the groups' analyses.

The instructors will introduce the most common issues affecting coordination in a Multiagency Coordination System:

- Conflicting agency or jurisdiction policies
- Communications issues
- “Turf” issues

They will draw on the students' experience for examples of these types of issues and explanations of how the issues were resolved. The instructors will summarize the discussion by pointing out the need to:

- Identify and involve all stakeholders throughout the planning, testing, training, and exercising process.
- Establish a complete set of MOAs, MOUs, and other resources and test them through training and exercises.
- Develop a comprehensive and progressive test, training, and exercise (TT&E) program to ensure that agreements and procedures work as intended across agencies, jurisdictions, and levels of government.

The instructors will conclude this unit by summarizing the key points, responding to questions that the students have, referring the students to the resource list at the end of the unit, and providing a brief transition to Unit 3.

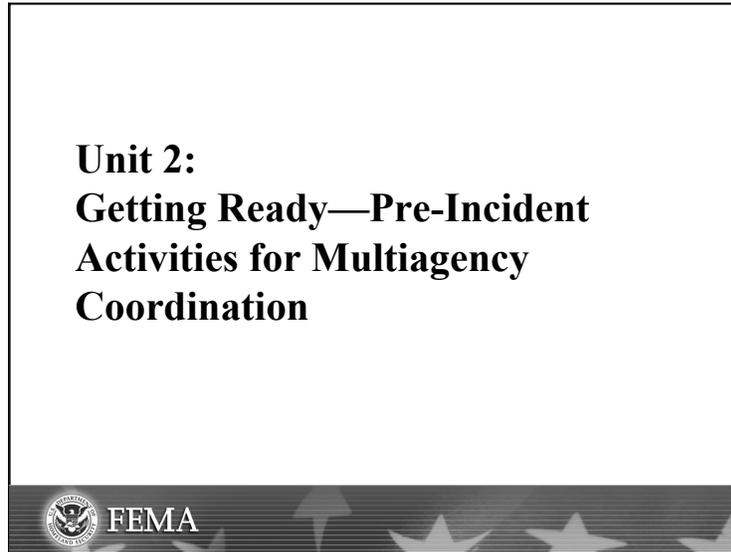
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Introduction and Unit Overview	5 minutes
Organizing Multiagency Coordination Entities	30 minutes
Critical MAC System Components	1 hour 10 minutes
Activity 2.1: Assessing MAC System Readiness	1 hour
Multiagency Coordination Policies and Procedures	20 minutes
Activity 2.2: Analyzing MAC System Policies and Procedures	30 minutes
Issues Affecting Multiagency Coordination	20 minutes
Summary and Transition	5 minutes
Total Time	4 hours



Visual 2.1



Visual Description: Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Instructor Notes

Introduce this unit by telling the group that Multiagency Coordination Systems are only as good as the pre-incident effort that goes into them. Explain that this unit will cover pre-incident activities required to ensure a functioning Multiagency Coordination System.



Visual 2.2

Unit 2 Objectives

- Relate operational priorities to pre-incident planning.
- Describe the components of an effective Multiagency Coordination System.
- Describe four ways to organize EOC/MAC Entities.
- Identify the resources needed to support the Multiagency Coordination System's operational priorities.
- Describe the coordination and policy issues that are typical at various levels of government.
- Describe strategies for resolving coordination and policy issues.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Unit 2 Objectives

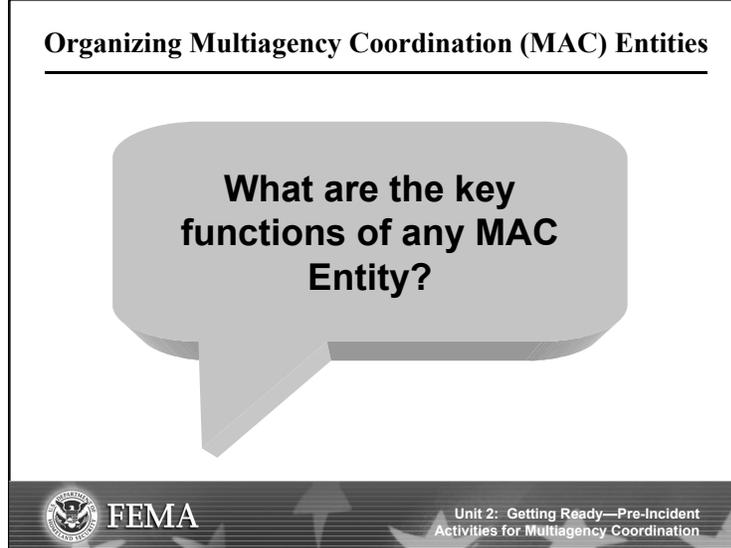
Instructor Notes

Refer the group to page 2-2 in the Student Manual to review the unit objectives. Tell the group that at the end of this unit, they should be able to:

- Relate operational priorities to pre-incident planning.
- Describe the components of an effective Multiagency Coordination System.
- Describe four ways to organize EOC/MAC Entities.
- Identify the resources needed to support the Multiagency Coordination System's operational priorities.
- Describe the coordination and policy issues that are typical at various levels of government.
- Describe strategies for resolving coordination and policy issues.



Visual 2.3



Visual Description: What are the key functions of any Multiagency Coordination Entity?

Instructor Notes

Introduce this topic by asking:

What are the key functions of any Multiagency Coordination Entity?

Allow the students time to respond. Then, display the next visual.



Visual 2.4

Functions of Multiagency Coordination Entities

1. **Direction and control (indirect)**
2. **Information collection and evaluation**
3. **Coordination**
4. **Priority setting**
5. **Resource management**

Priorities

✓ _____

✓ _____

✓ _____



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Functions of Multiagency Coordination Entities

Instructor Notes

Summarize the students' responses by explaining that, regardless of the level of government, all Multiagency Coordination Entities have five key functions:

1. **Direction and control:** While Multiagency Coordination Entities do not manage incidents, they do exercise indirect direction and control at complex or multijurisdictional incidents by serving as a single point of contact for prioritizing incidents and their access to critical resources.
2. **Information collection and evaluation:** Multiagency Coordination Entities serve as a central point for representatives of involved agencies to collect and analyze information from a variety of sources.
3. **Coordination:** Multiagency Coordination Entities play a key role in coordinating the flow of information and resources for complex incidents or multiple incidents that occur simultaneously.
4. **Priority setting:** Multiagency Coordination Entities prioritize incidents and critical resources, using the priorities established by the National Preparedness Goal as well as the priorities used to guide development of incident objectives: Life Safety, Incident Stabilization, and Property and Environmental Conservation. Point out that MAC Entities use these priorities at the policy level. Incident Commanders apply these priorities to the development of incident objectives.
5. **Resource management:** Multiagency Coordination Entities manage scarce resources, in line with incident priorities. Resource management includes identifying and acquiring needed resources in addition to allocating existing or known resources.

Explain that because the EOC/MAC Entity is the most frequently used example of a Multiagency Coordination Entity, it is appropriate to discuss organizational options for the EOC/MAC Entity.



Visual 2.5

Characteristics of Effective Organizations

- Ability to acquire, analyze, and act on information
- Flexibility in the face of rapidly changing conditions
- Ability to anticipate change
- Public confidence
- Reliability



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Characteristics of Effective Organizations

Instructor Notes

Explain that the characteristics of effective organizations include the following points:

- Ability to acquire, analyze, and act on information
- Flexibility in the face of rapidly changing conditions
- Ability to anticipate change
- Public confidence
- Reliability

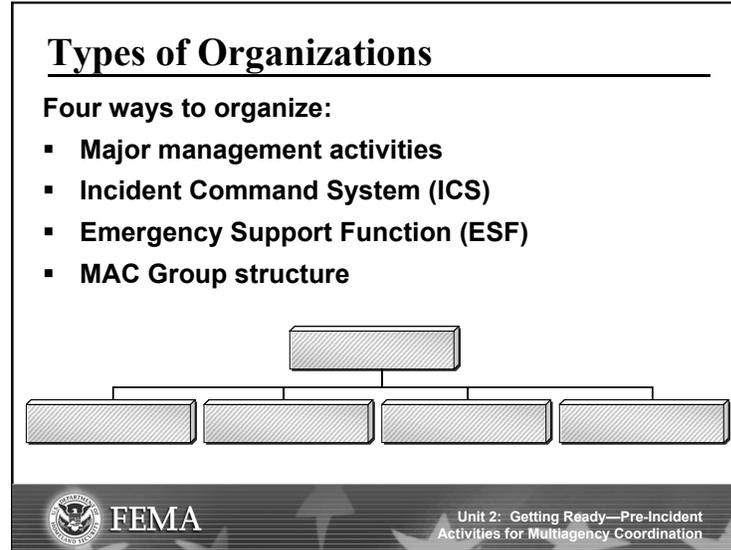
Ask the students:

What type of organization should EOC/MAC Entities use to accomplish the five functions of a Multiagency Coordination Entity?

Allow the students time to respond. Then display the next visual.



Visual 2.6



Visual Description: Types of Organizations

Instructor Notes

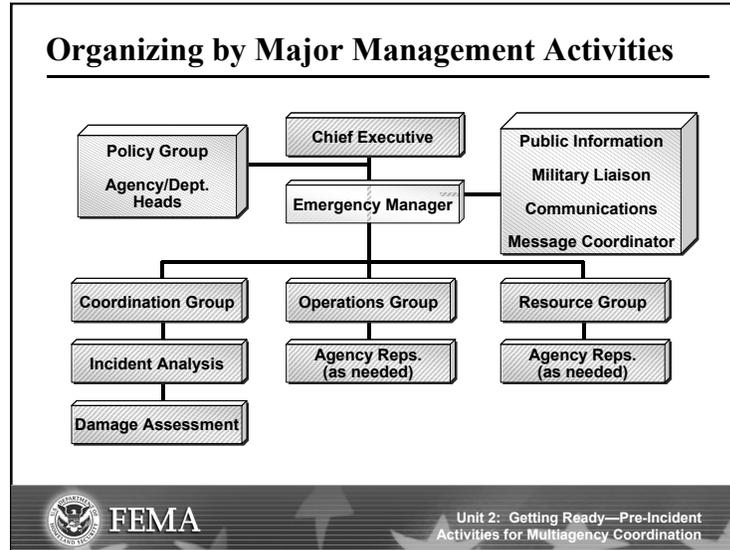
Summarize the students' responses by explaining that there are four main ways to organize Multiagency Coordination Entities:

- By major management activities
- Using an ICS structure
- Using an ESF structure
- Using the "generic" MAC Group structure

Tell the group that NIMS does not dictate a specific structure for Multiagency Coordination Entities. Each of these organizations has advantages and disadvantages. The type of structure selected will depend, in some cases, on State law. In other cases, the structure will be based on what works for the jurisdiction.



Visual 2.7



Visual Description: Organizing by Major Management Activities

Instructor Notes

Describe the structure of EOC/MAC Entities that are organized by the major management activities. Be sure to make the following points:

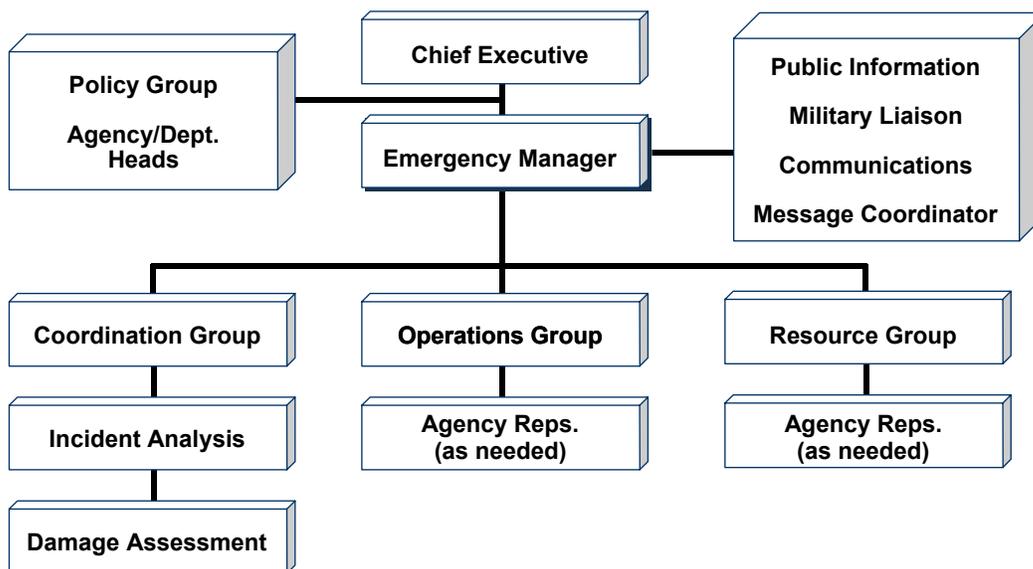
- The Policy Group is composed of the Chief Elected Official, or designee, and his or her immediate staff. The Policy Group focuses on the overall strategy for the response (beyond the strategy developed by the Incident Commander at the scene), the overall response priorities, and policy setting. Decisions made by the Policy Group are implemented by the Coordination, Operations, and Resource Groups.
- The Coordination Group collects and analyzes data, including damage data and damage prediction data.
- The Operations Group should include representatives from each agency with responsibility for any portion of the response. Units within the Operations Group may include law enforcement, fire, public works, emergency medical services, and other agencies, as needed.
- The Resource Group should include representatives from any agency or organization that is providing—or may be requested to provide—resources for the response. These agencies or organizations may include transportation agencies, utility companies, representatives of business and industry, mutual aid partners, and others.

Explain that, in addition to the key players, staffing of each group includes support staff.

Ask if any of the students' jurisdictions have organized in this way. If students respond, ask them to describe the advantages and disadvantages of organizing by major management activities. If no one responds, use the following points to describe the advantages and disadvantages.

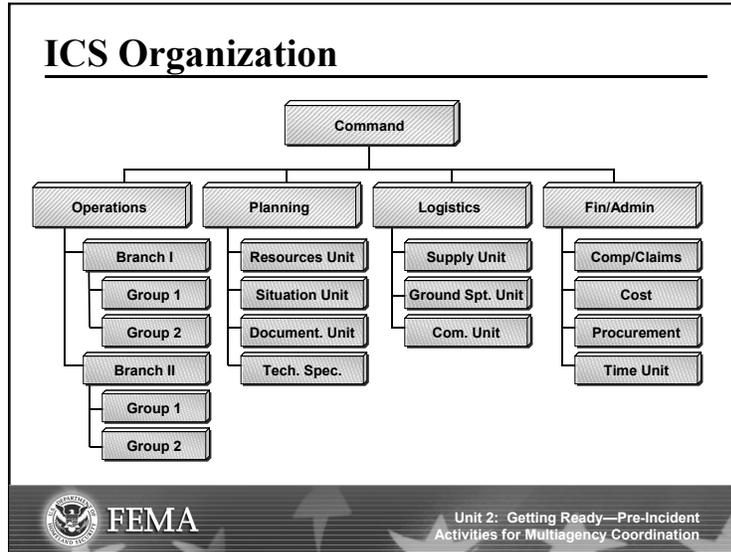
- **Advantages:** The main advantage of organizing by major management activities is that the organization is relatively simple, with straightforward lines of communication and chain of command. All key decision-makers and representatives of participating agencies are included, as appropriate, within the organization, and all can contribute as needed.
- **Disadvantages:** The main disadvantage of organizing by major management activities is that linkages with the ICS organization on-scene may be unclear at times because there is not a one-to-one match between the incident organization and the organization at the Multiagency Coordination Entity. There may also be confusion about who does resource ordering, the Operations Group or the Resources Group.

Point out that, despite the potential coordination issue, many jurisdictions have used this organizational structure successfully. Suggest that if an organizational structure works well, jurisdictions should not feel any pressure to change their structure.





Visual 2.8



Visual Description: ICS Organization

Instructor Notes

Describe the structure of EOC/MAC Entities that are organized using ICS. Be sure to make the following points:

- The EOC/MAC Entity Command function is not the Incident Commander. The Incident Commander or Unified Command are on-scene command structures. The EOC/MAC Entity Command function serves a similar role to the Policy Group—making decisions that establish the overall strategy of the response, in line with the National Preparedness Goal. The EOC/MAC Entity Command function is usually supported by Public Information and Liaison Functions. Safety is less often mirrored at the EOC/MAC Entity level because of its on-scene and incident-specific focus.

Urge the group to always include a senior government executive as part of the Command function.

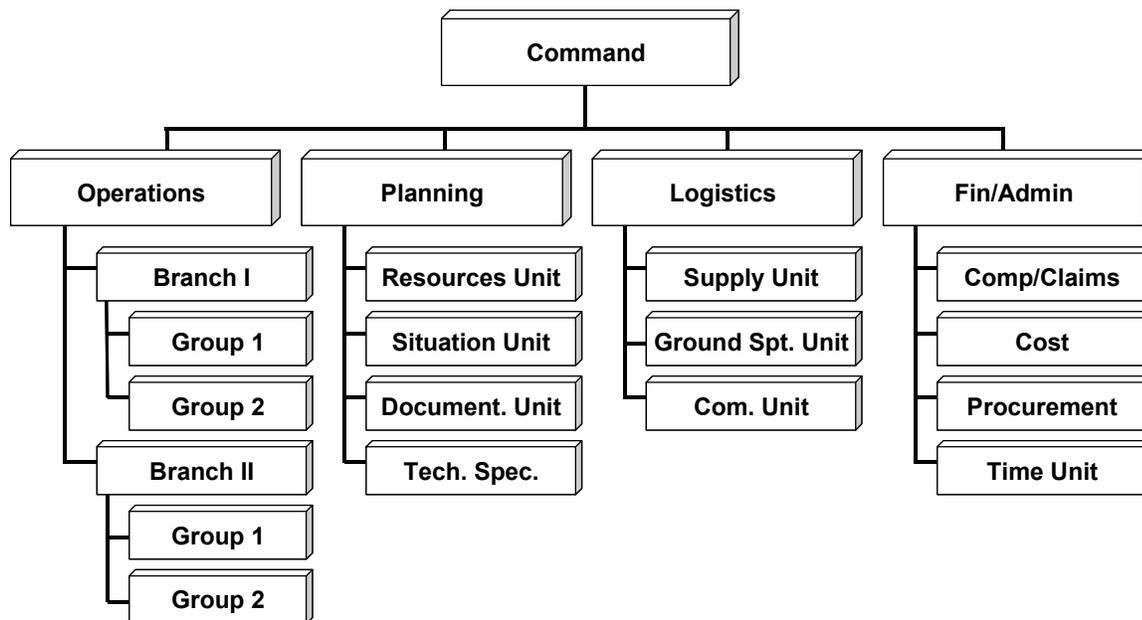
- The Operations Section has responsibility for coordinating with and supporting on-scene responders. Branches, Divisions, and Groups assigned to the Operations function can be organized as necessary to support the incident(s).
- The Planning Section serves much the same purpose as at the incident scene—gathering and analyzing information, keeping decision-makers informed, and tracking resources. Technical Specialists may be assigned to the Planning Section or may be assigned elsewhere, as needed.

- The Logistics Section also serves much the same purpose as at the incident scene, frequently serving as the single ordering point for the incident(s) in its purview, providing overall communications planning for the jurisdiction, coordinating transportation and housing, etc.
- The Finance/Administration Section provides a coordinated financial management process for the incident(s) in its purview.

Ask if any of the students' jurisdictions have organized in this way. If students respond, ask them to describe the advantages and disadvantages of organizing using ICS. If no one responds, use the points below to describe the advantages and disadvantages of organizing using ICS.

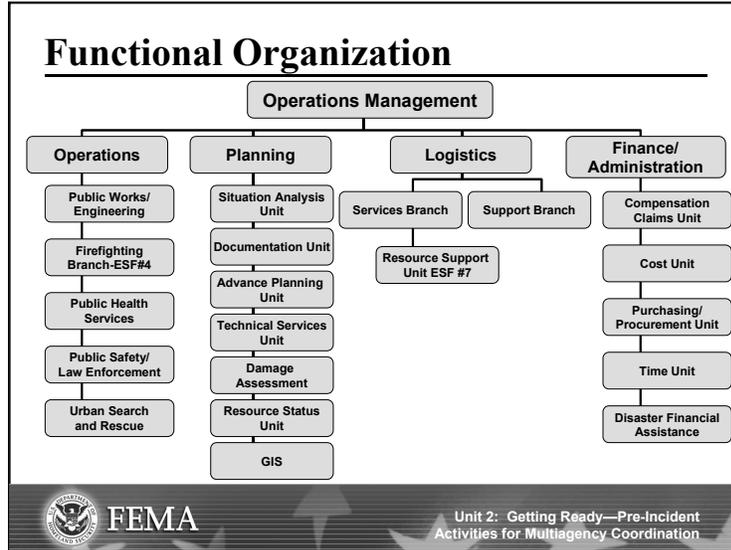
- Advantages: The main advantage of organizing using ICS is the clarity of roles and functional integrity. The ICS organization in the field has a clear contact point in the EOC/MAC Entity. Large incident logistical and financial support is often coordinated more easily from the EOC/MAC Entity and may relieve the workload on incident and dispatch staff.
- Disadvantages: The main disadvantage of organizing using ICS is the potential for confusion about command authority at the incident scene versus in the EOC/MAC Entity.

Point out that, despite the potential coordination issue, many jurisdictions have used the ICS-based organization successfully. Suggest that if an ICS-based organization works well, jurisdictions should not feel any pressure to change their structure.





Visual 2.9



Visual Description: Functional Organization

Instructor Notes

Tell the group that this visual depicts an EOC/MAC Entity structure based on the Emergency Support Functions (ESFs) of the National Response Plan. Explain that the Command and General Staff have descriptors similar to the ICS model. Emergency Support Functions are assigned under each Command and General Staff position. For example, the Operations Management organization includes:

- ESF #3: Public Works, Emergency Engineering Branch.
- ESF #4: Firefighting Branch.
- ESF #8: Public Health and Medical Services Branch.
- ESF #9: Urban Search and Rescue Branch.
- ESF #13: Public Safety/Law Enforcement Branch.

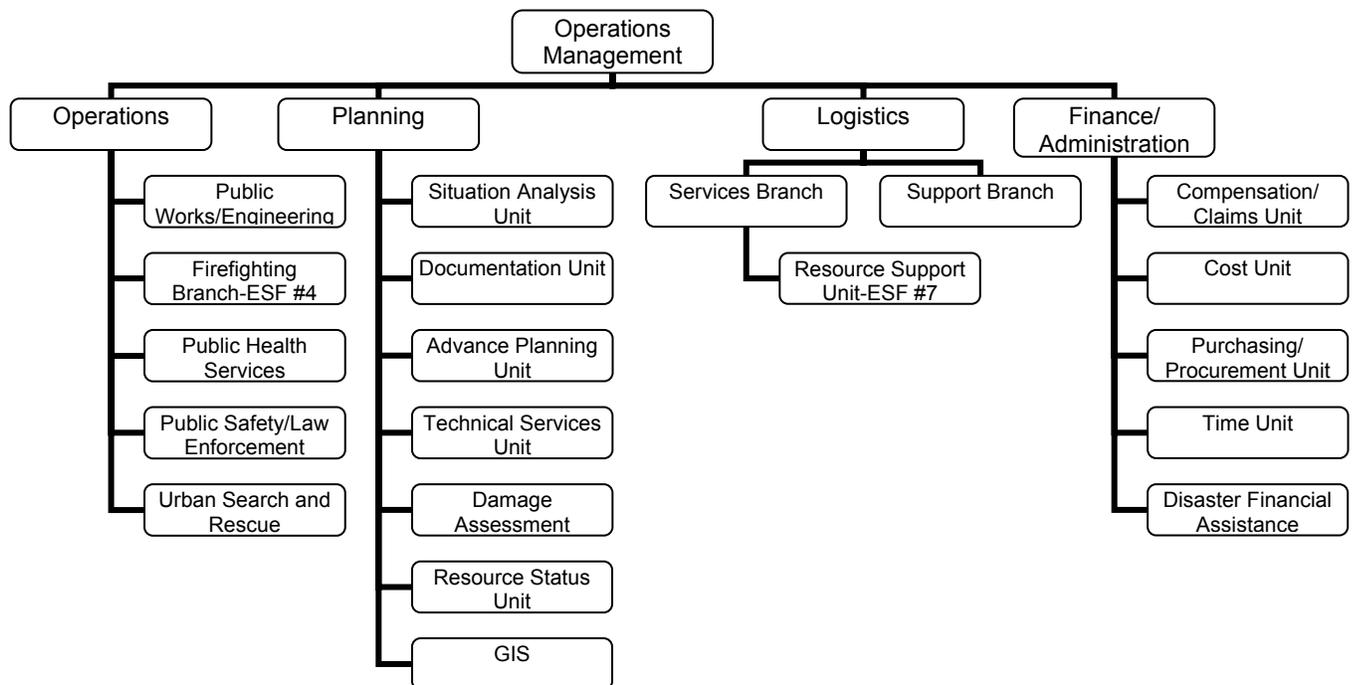
Other functions are assigned to Operations Management or other parts of the organization, as needed. For example:

- ESF #15: External Affairs (Emergency Public Information) is assigned to Public Information (not shown on graphic).
- ESF #7: Resource Support is assigned to Logistics.

Ask if any of the students' jurisdictions have organized in this way. If students respond, ask them to describe the advantages and disadvantages of organizing by Emergency Support Function. If no one responds, use the following points to describe the advantages and disadvantages of organizing by Emergency Support Function.

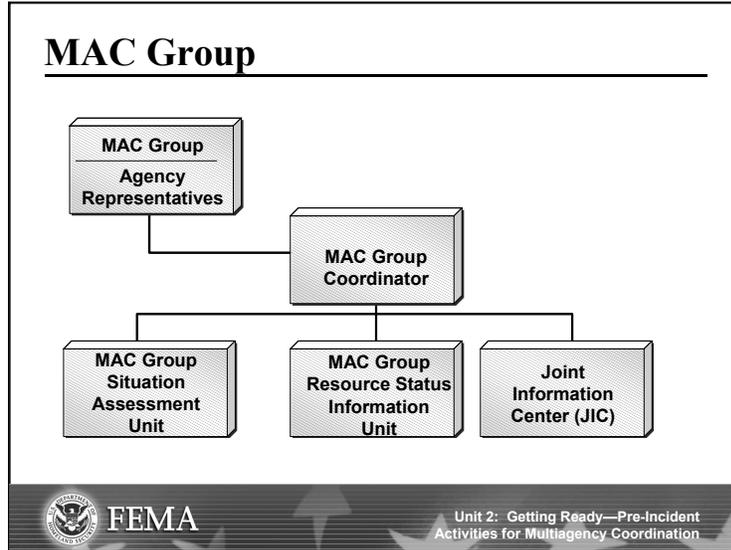
- **Advantages:** This organizational structure coordinates well with incident ICS organizations and also provides a clear one-to-one relationship with the National Response Plan. This makes it especially appealing to local and State EOC/MAC Entities.
- **Disadvantages:** The main disadvantage of organizing by Emergency Support Function is that it can be difficult to find a good fit between the Federal-level ESFs and State or local requirements.

Point out that, despite the potential coordination issue, many jurisdictions have used this organizational structure successfully. Suggest that if an organizational structure works well, jurisdictions should not feel any pressure to change their structure.





Visual 2.10



Visual Description: MAC Group

Instructor Notes

Note that a MAC Group is a standardized Multiagency Coordination Entity. It is most frequently used to fulfill the Multiagency Coordination Entity role when there is no other entity already defined. For example, California uses two standing MAC Groups to divide the State into two regions.

Present the following key points:

- A MAC Group is made up of organization, agency, or jurisdiction representatives who are authorized to commit agency resources and funds.
- The success of the MAC Group depends on the membership. Sometimes membership is obvious—organizations that are directly impacted, and whose resources are committed to the incident. Often, however, organizations that should be members of a MAC Group are less obvious. These may include business organizations such as local Chambers of Commerce, volunteer organizations such as the American Red Cross, or other organizations with special expertise or knowledge. While these agencies may not have “hard” resources or funds to contribute, their contacts, political influence, or technical expertise may be key to the success of the MAC Group.
- The MAC Group can be supported by a MAC Group Coordinator, who may supervise MAC Group Situation Assessment, and Resource Status Information Units that collect and assemble information needed for the MAC Group to fulfill its mission. The MAC Group may also have its own Public Information Unit to coordinate summary information and access to local information sources with the media and other governmental entities. This function is often called a Joint Information Center (JIC).

- The results of the MAC Group's deliberation are distributed by its members directly to their own organizations as well as through the normal chain of command (EOCs/MAC Entities, Dispatch Centers, etc.).

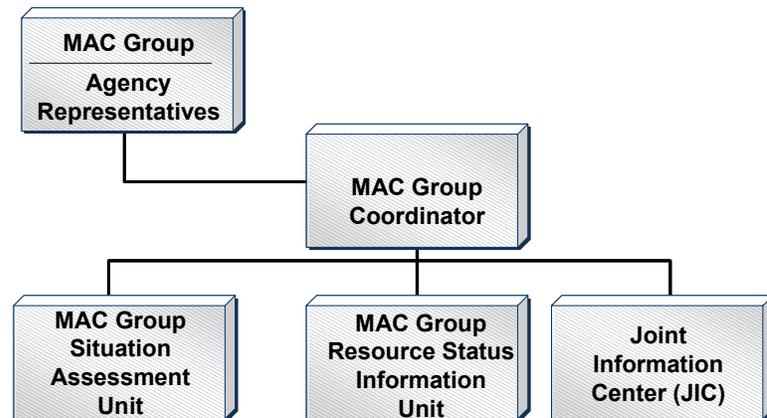
The following are some of the more common MAC Group applications:

- A single jurisdiction may establish a MAC Group as part of its EOC function. In this application, it is important that the jurisdiction take care to define its role broadly enough to include all jurisdictions, agencies, and organizations that might be impacted.
- MAC Groups are frequently defined geographically, especially when an emergency crosses jurisdictional boundaries.
- A MAC Group may be organized functionally. For example, law enforcement agencies at local, State, and Federal levels may establish a MAC Group to assist in coordinating response to major civil unrest or terrorist activity.
- A MAC Group may be organized nationally. During wildfire season, a National MAC Group convenes at the National Interagency Fire Center in Boise, Idaho. This MAC Group includes representatives from the Federal wildland fire agencies, the States, FEMA, and the military.

Ask if any of the students' jurisdictions include a MAC Group as part of its MAC System. If students respond, ask them to describe the advantages and disadvantages of organizing as a MAC Group. If no one responds, use the following points to describe the advantages and disadvantages of organizing as a MAC Group.

- **Advantages:** This organizational structure works well to ensure coordination among other MAC Entities. It is also useful when a mechanism is needed to provide short-term multiagency coordination and decision-making where no such mechanism exists. It can be incorporated into existing EOC structures as the policymaking part of the organization.
- **Disadvantages:** The main disadvantage of the MAC Group structure is that because it is a "generic" MAC Entity that can be used at any level of government, it lacks clearly defined, standardized relationships to other MAC Entities. Each MAC Group must carefully define its relationship to EOCs, JICs, JFOs, etc. It also has no associated implementation staff. This makes it difficult to use as a stand-alone EOC organizational structure.

Point out that despite the need to clearly identify the relationship to other MAC Entities and implementation mechanisms, many jurisdictions have used the MAC Group organization successfully. Suggest that if a MAC Group organization works well, jurisdictions should not feel any pressure to change their structure.





Visual 2.11

Concept Review (1 of 2)

- **Command is the authority to direct agency resources to take specific action.**
- **Coordination is the process of making and implementing the decisions required to ensure policies, resources, and activities support the needs of the incident.**
- **Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command, Unified Command, and/or Area Command.**



Unit 2: Getting Ready—Pre-Incident
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Visual Description: Concept Review (1 of 2)

Instructor Notes

Point out that it is important not to lose sight of the entire Multiagency Coordination System. Provide the following concept review:

- Command is the authority to direct agency resources to take specific action. The ICS command structure allows that authority to be delegation from the agency administrator to the Incident Commander and/or Area Command in response to an emergency.
- Coordination is the process of making and implementing the decisions required to ensure policies, resources, and activities support the needs of the incident.
- Direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command, Unified Command, and/or Area Command.



Visual 2.12

Concept Review (2 of 2)

- Multiagency coordination takes place at many points in the MAC System, including the command organizations:
 - The ICS organization, particularly through the Unified Command structure, the use of Deputies and Assistants, and the Liaison Officer and Agency Representatives.
 - Area Command/Unified Area Command
- Multiagency coordination also takes place in MAC Entities, organizations specifically designed to coordinate policies, resources, and activities needed to support the incident. MAC Entities exist in four basic configurations at all levels of government.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Concept Review (2 of 2)

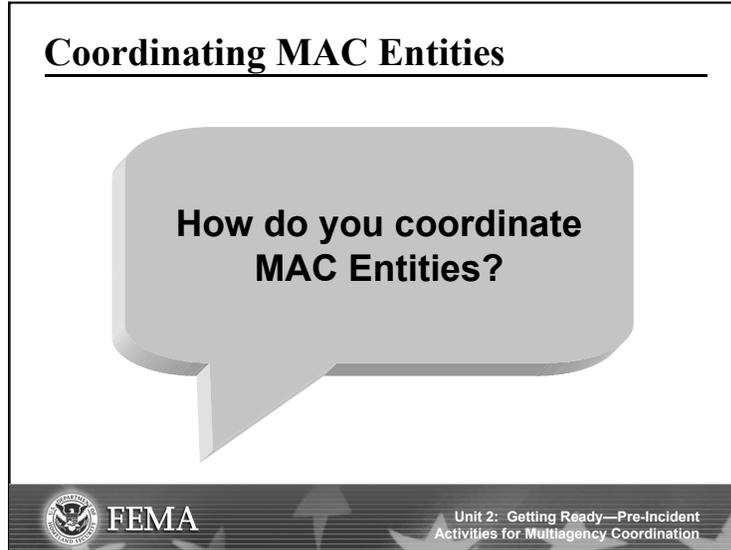
Instructor Notes

Point out that it is important not to lose sight of the entire Multiagency Coordination System. Provide the following concept review:

- Multiagency coordination takes place at many points in the MAC System, including the command organizations:
 - The ICS organization, particularly through the Unified Command structure, the use of Deputies and Assistants, and the Liaison Officer and Agency Representatives.
 - Area Command/Unified Area Command
- Multiagency coordination also takes place in MAC Entities, organizations specifically designed to coordinate policies, resources, and activities needed to support the incident. MAC Entities exist in four basic configurations at all levels of government.



Visual 2.13



Visual Description: How do you coordinate MAC Entities?

Instructor Notes

Allow the group time to respond. Emphasize that coordination among MAC Entities at various levels of government is critical to an efficient information flow. Part of ensuring this information flow is established is completing a detailed organizational comparison, or “crosswalk,” of Multiagency Coordination Entities to identify points of contact.

Then, direct the students’ attention to page 2-19 in the Student Manual. Tell the students that this page reflects a crosswalk of Emergency Functions from Jefferson County, Alabama, to the State organization. Alabama organizes its EOCs using the Emergency Support Function organizational structure. A similar crosswalk can be completed regardless of organizational structures.

Allow the students a moment to review the crosswalk.

Explain that developing a crosswalk between the State and Federal organizations is more difficult. Then, display the next visual.



Coordinating MAC Entities

Student Manual
Page 2-19

County to State Emergency Functions Crosswalk

Jefferson County Emergency Functions	State of Alabama Support
EF 1: Management Emergency Operations: CEMS	Basic Plan: Direction & Control
EF 2: Situation Analysis & Reporting	EF 5: Information & Planning
EF 3: Damage Assessment	EF 3: Public Works
EF 4: Alert, Warning, Notification	EF 2: Communications
EF 5: Emergency Public Information	EF 13: Public Information
EF 6: Communications & Information Technology	EF 2: Communications
EF 7: Resource Management	EF 7: Resource Support
EF 8: Personnel Management	EF 14: Volunteers
EF 9: Search & Rescue	EF 9: Search & Rescue
EF 10: Public Works, Emergency Engineering Services	EF 3: Public Works
EF 11: Public Health Services	EF 8: Health & Medical Services
EF 12: Animal Control & Veterinary Services	EF 16: Veterinarian Services & Animal Care
EF 13: Fire Services	EF 4: Firefighting
EF 14: Hospital & Emergency Medical Services	EF 8: Health & Medical Services
EF 15: Law Enforcement Services	EF 15: Law Enforcement & Security



Visual 2.14

Crosswalk to the Federal Organization

Depends on:

- **Type of incident (Stafford Act vs. Non-Stafford Act).**
- **Whether the Federal Government has opened or closed the JFO.**



FEMA

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Visual Description: Crosswalk to the Federal Organization

Instructor Notes

Tell the group that the crosswalk and State point of contact with the Federal organization depends on:

- Whether the incident or a potential incident is covered under the Stafford Act.
- Whether the Federal Government has established a Joint Field Office (JFO).

Refer the students to the chart on page 2-21 of the Student Manual. Explain that this chart describes the key points of interface between the State and Federal organizations based on these factors.

Ask if anyone has any questions before continuing.



Crosswalk to the Federal Organization

Student Manual
Page 2-21

If . . .	And . . .	Then the State contact is . . .
The incident or potential incident is covered under the Stafford Act, as amended . . .	The JFO has <u>not</u> been activated . . .	The FEMA Regional Office or the Regional Response Coordination Center (RRCC).
The incident or potential incident is covered under the Stafford Act, as amended . . .	The JFO <u>has</u> been activated . . .	The Federal Coordinating Officer (FCO).
The incident or potential incident is <u>not</u> covered under the Stafford Act, as amended . . .	The JFO has <u>not</u> been activated . . .	The agency with regulatory authority over the incident (e.g., the Bureau of Alcohol, Tobacco, and Firearms, the Environmental Protection Agency, etc.).
The incident or potential incident is <u>not</u> covered under the Stafford Act, as amended . . .	The JFO <u>has</u> been activated . . .	The Federal Coordinating Officer (who may work for an agency other than FEMA).
The incident or potential incident involves terrorism . . .	The JFO has <u>not</u> been activated . . .	The Special Agent-in-Charge at the local FBI field office.
The incident or potential incident involves terrorism . . .	The JFO <u>has</u> been activated . . .	The FBI Special Agent-in-Charge at the JFO or the Law Enforcement Investigative Operations (JOC) Branch (within the JFO Operations Section).
The incident or potential incident is a National Special Security Event (NSSE) . . .	The JFO has <u>not</u> been activated . . .	The U.S. Secret Service (USSS) for security design, planning, and implementation issues. The FBI Special Agent-in-Charge at the local FBI field office for law enforcement issues.
The incident or potential incident is a National Special Security Event (NSSE) . . .	The JFO <u>has</u> been activated . . .	The Federal Coordinating Officer (who may work for USSS) for security implementation issues. The FBI Special Agent-in-Charge at the Law Enforcement Investigative Operations (JOC) Branch for law enforcement issues. The Security Operations Branch (MACC), within the Operations Section of the JFO.



Visual 2.15



Visual Description: What are the components of an effective Multiagency Coordination System?

Instructor Notes

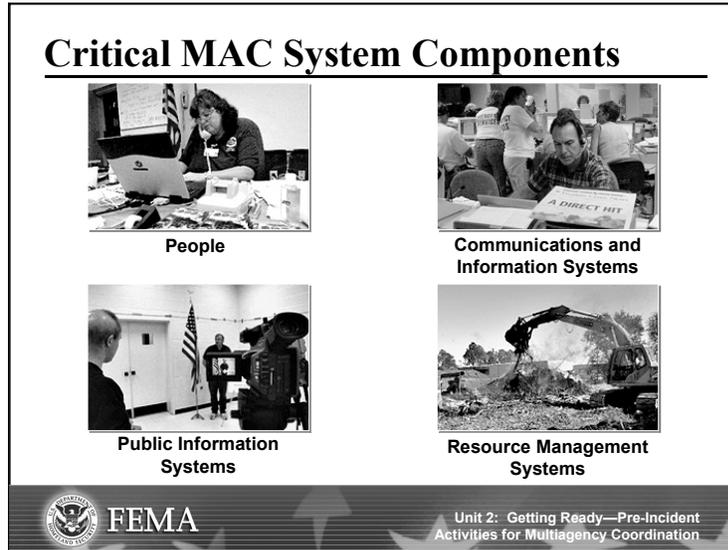
Introduce this topic by asking the following question:

What are the critical components of an effective Multiagency Coordination System?

Allow the students time to respond. Then display the next visual.



Visual 2.16



Visual Description: Critical MAC System Components

Instructor Notes

Explain that there are four critical components of an effective Multiagency Coordination System:

- People—the people who make the system work.
- Communications and Information Systems—two-way mechanisms to ensure that personnel have the most accurate information possible and can relay that information efficiently.
- Public Information Systems—systems required to provide accurate, timely information to the public.
- Nonpersonnel Resources—the equipment, tools, and supplies needed to complete response and/or coordination activities.

Stress that, if any of these components is missing, or in the wrong proportion to the need, the Multiagency Coordination System will not work.

Tell the group that this course will not cover these critical components in detail. Explain that other courses are available to address each component in depth. Recommend that the students also complete these courses as they become available.

- **Public Information Systems (IS-702)**
- **Communications and Information Management (G-704)**
- **Resource Management (IS-703)**



Visual 2.17

People

- What needs to be done?
- How many people are needed to do it?
- What skills and knowledge do they need?
- How many people are available?
- From which agencies?
- Where will you get the others?
- How long will it take?



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: People

Instructor Notes

Tell the group that this visual lists the main questions that must be answered when determining the number and types of people required to staff Multiagency Coordination Systems.

- What needs to be done?
- How many people are needed to do it?
- What skills and knowledge do they need?
- How many people are available?
- From which agencies?
- Where will you get the others?
- How long will it take?



Visual 2.18

Broad Functions

Think in terms of broad functions when determining what needs to be done. For example:

- If organized according to the principles of ICS, broad functions would include Command, Operations, Planning, Logistics, and Finance/Administration.
- If organized using major management activities, the functions would include Policy, Coordination, Operations, and Resource Management.
- If organized using Federal ESFs, the functions would include ESF #11-Transportation, ESF #2-Communications, ESF #3-Public Works and Engineering, and so on as needed by the system.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Broad Functions

Instructor Notes

Suggest that the students think in terms of broad functions when determining what needs to be done. Provide the following examples:

- If organized according to the principles of ICS, broad functions would include Command, Operations, Planning, Logistics, and Finance/Administration.
- If organized using major management activities, the functions would include Policy, Coordination, Operations, and Resource Management.
- If organized using Federal ESFs, the functions would include ESF #11–Transportation, ESF #2–Communications, ESF #3–Public Works and Engineering, and so on as needed by the system.

Stress that no one in any Multiagency Coordination Entity should be called the Incident Commander. Remind the group that there is only one Incident Commander, and that person manages the on-scene response.

Tell the group that after determining the broad functions, they should try to break down the tasks that must be completed within the functions. Completing this level of analysis will provide information about how many people are required and the skills and knowledge that they need.

Explain that the next step requires identifying the number of people with the required skills and knowledge that are available. Because there may be little or no time to assemble staff, it is important that key staff positions be identified and personnel assigned before an incident occurs. Point out that this step requires:

- Identifying the agencies for which the personnel work on a daily basis.
- Making the personnel aware of their assignments.
- Managing their expectations about the work environment.
- Assisting the personnel in preparing themselves and their families for a possible emergency that will require them to be away from home for an extended period.
- Providing any additional training or cross training that may be required for the system to work.

Finally, tell the group that, if they have identified personnel shortages, they must:

- Identify sources for additional personnel (e.g., from other agencies, jurisdictions, etc.).
- Determine how long it will take for those personnel to become a functioning part of the system.
- Develop a strategy for getting the work done in the interim.



Visual 2.19

Communications and Information Systems

- Who needs to communicate? With whom?
- What is the primary means of communication?
- Can that system handle the load?
- How will they communicate if that method fails?
- What information will be communicated?
- From what information sources?



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Communications and Information Systems

Instructor Notes

Tell the group that this visual lists the main questions that need to be answered regarding communications and information systems.

Suggest that, when determining who needs to communicate and with whom, the students should identify critical linkages between the incident command and the various layers of the Multiagency Coordination System.

Explain that the means of communicating may vary depending on the type of information being communicated and the proximity of the persons communicating. Provide the following example:

Communication between the EOC/MAC Entity and the incident scene may be made by radio, whereas communication between the local EOC/MAC Entity and the State EOC/MAC Entity may be made by telephone, fax, or email.

Communications planning must also address communication flow within the EOC/MAC Entity. This should include:

- Message documentation and routing procedures.
- Communicating major events.
- Documenting actions taken.

Remind the group that NIMS requires that communications systems must be interoperable and redundant.



Visual 2.20



Visual Description: What are some ways to ensure interoperable communications?

Instructor Notes

Ask the following question:

What are some ways to ensure interoperable communications?

Allow the group time to respond.

Summarize the students' responses by pointing out that agencies and jurisdictions have purchased a variety of communications mechanisms, not all of which are interoperable. Point out that there are ways to make systems work together.

Provide the following examples:

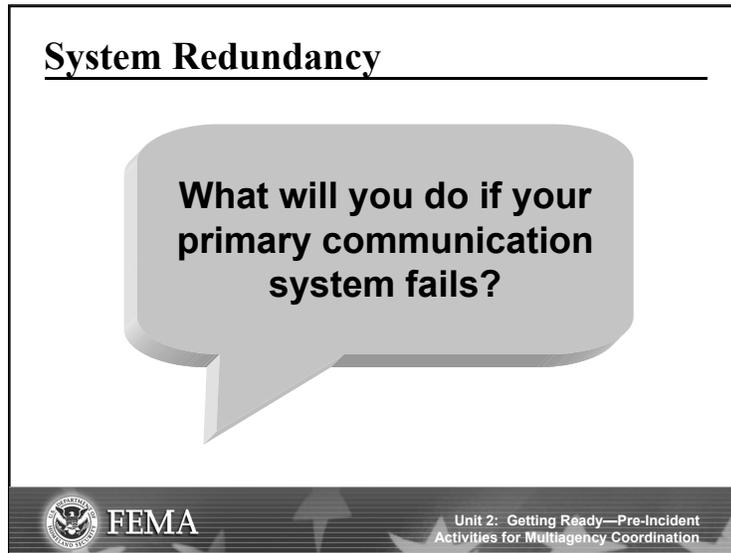
- Birmingham/Jefferson County, AL has purchased a modular interconnect system that can connect landline telephone, high frequency, land mobile radio, and satellite communications. Communications formats can be added by plugging in interface modules and connecting them to the fixed-site main system. The advantage of this system is that it directly connects systems of different types and frequencies quickly and efficiently. Disadvantages of the system are its expense and the fact that the system takes a dedicated operator.

- Wichita/Sedgwick County, KS uses a system that includes VHF and UHF radios and a VHF/UHF switchable third radio. Using this system, on-scene responders can transmit information to responders on the other frequency. The advantages of this system include a lower cost and the fact that the unit is portable. The main disadvantage is radios require specialized, proprietary software to program. This operation also requires extensive knowledge of radio programming.

Suggest that, when purchasing communications equipment in the future, agencies and jurisdictions coordinate their purchasing efforts to ensure interoperability. An important additional benefit of combined procurement is that quantity discounts may be available.



Visual 2.21



Visual Description: What will you do if your primary communication system fails?

Instructor Notes

Ask the students:

What will you do if your primary communication system fails?

Allow the students time to respond. Remind the group that communications networks are often overloaded or fail completely following a major incident. Stress the importance of having redundant systems in place and ensuring that all members of the Multiagency Coordination System know:

- What those systems are.
- How they will be notified to switch to a backup system.

Facilitate a brief discussion of the types of communications systems that can be used as backup systems. Point out that the system(s) selected may work in one situation but not in another. Urge the group to develop several different types of backup systems, together with procedures for switching to the backup systems, to ensure that all parties are able to communicate throughout an incident.

Describe the need to develop secure communications—at least for certain types of communications. Remind the group that the media and, often, the general public listen to police scanners to get information about the goings on at incident scenes. Caution the students that some operational information must be protected from widespread dissemination and that this information should be communicated only by a secure method.



Visual 2.22

Information Systems

- Link to critical functions
- Make information readily available
- Ensure interoperability and redundancy



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Information Systems

Instructor Notes

Describe the key requirements for information systems. Suggest that the students begin by linking information system needs to critical activities or operations. Making linkages will help to determine:

- What information is needed, by whom, and in what form.
- The timeframes in which the information is needed.
- The best ways to gather, analyze, and disseminate the information.

Point out that, at most incidents, there will be information that should not be generally available because it could adversely affect operations, ongoing investigations, etc. Stress that the students must also consider information security when establishing information systems.

Remind the group that, like communications systems, information systems must also be interoperable and redundant to ensure efficient information flow throughout the Multiagency Coordination System.



Visual 2.23

Public Information Systems

- Who is the public?
- What does the public need to know?
- Who will provide that information?
- Who will manage the information flow?
- How will the information be transmitted?
- When?
- How often?



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Public Information Systems

Instructor Notes

Introduce this topic by pointing out that one of the most critical information systems is the Public Information System—especially now that the media seem to get news before the government.

Remind the group that NIMS requires that public information be organized around a Joint Information System (JIS) that is overseen by the Public Information Officer (PIO). Explain that Visual 2.23 includes several questions, the answers to which will determine how the JIS will be established and how it will operate.



Visual 2.24

Public Information Officer

- Represents and advises the Incident Command
- Handles:
 - Media and public inquiries
 - Emergency public information and warnings
 - Rumor monitoring and response
 - Media monitoring



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Public Information Officer

Instructor Notes

Explain that the PIO represents and advises the Incident Commander on all public information matters relating to the management of the incident. The PIO handles:

- Media and public inquiries.
- Emergency public information and warnings.
- Rumor monitoring and response.
- Media monitoring.

The PIO also oversees other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, especially information related to public health and safety or protection.

The PIO is the on-scene link to the JIS and Joint Information Center (JIC).



Visual 2.25

Joint Information System

- Provides the mechanism to ensure delivery of information to the public.
- Includes:
 - Plans
 - Protocols
 - Structures



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Joint Information System

Instructor Notes

Explain that the JIS provides an organized, integrated, and coordinated mechanism to ensure delivery of understandable, timely, accurate, and consistent information to the public in a crisis. The JIS includes the plans, protocols, and structures used to provide information to the public during incident operations. The JIS encompasses all public information operations related to the incident, including all Federal, State, local, tribal, and private organization PIOs, staff, and JICs established to support the incident.

Tell the group that key elements of the JIS include:

- Interagency coordination and integration.
- The capability for developing and delivering coordinated messages.
- Support for decision-makers.
- Flexibility, modularity, and adaptability.



Visual 2.26

Joint Information Center

- Includes representatives of all organizations involved in incident management.
- Provides the structure for coordinating and disseminating official information.
- Requires procedures and protocols to communicate effectively with other JICs and with components of the ICS organization.
- JIC location(s) must be coordinated with all participants in the Joint Information System.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Joint Information Center

Instructor Notes

Tell the group that the JIC is the physical location where public affairs professionals from organizations involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions.

Explain that the JIC provides the organizational structure for coordinating and disseminating official information. JICs may be established at each level of incident management.

Point out that a single JIC location is preferable, but the system should be flexible and adaptable enough to accommodate multiple JIC locations when the circumstances of the incident require. When multiple JICs are established, each must have procedures and protocols for communicating and coordinating effectively with other JICs and with other components of the ICS organization.



Visual 2.27

Resource Management Systems

- Systems for describing, inventorying, requesting, and tracking
- System activation
- Dispatching resources
- Demobilization or recalling resources



Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Visual Description: Resource Management Systems

Instructor Notes

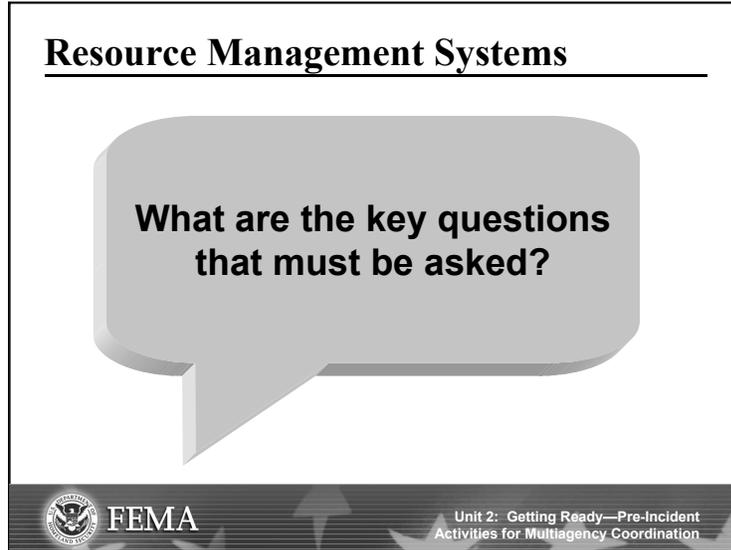
Introduce this topic by emphasizing that one of the largest incident response issues relates to acquiring, assigning, and deactivating resources. Yet these resources are critical, not only to coordinating the on-scene response and to ensuring that public information systems and communications and information management systems work as required.

Explain that NIMS has established guidelines to manage resources more effectively by:

- Establishing systems for describing, inventorying, requesting, and tracking resources.
- Activating these systems before and during an incident.
- Dispatching resources before and during an incident.
- Deactivating or recalling resources during or after an incident.



Visual 2.28



Visual Description: What are the key questions that must be asked?

Instructor Notes

Ask the following question:

What are the key questions that must be asked?

Allow the group time to respond. Then, display the next visual.



Visual 2.29

Resource Management Systems

- What equipment, tools, and other supplies are needed . . .
 - At the incident?
 - For coordination?
- What do you have? Are you sure?
- Where will you get what you don't have?
- When will it arrive?
- What will you do until it gets there?



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resource Management Systems

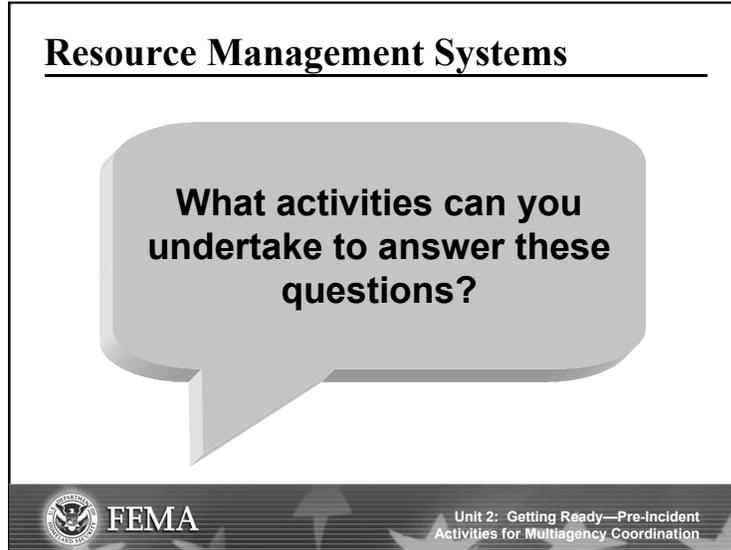
Instructor Notes

Tell the group that this visual describes the key questions that must be answered when developing resource management systems.

- What equipment, tools, and other supplies are needed . . .
 - At the incident?
 - For coordination?
- What do you have? Are you sure?
- Where will you get what you don't have?
- When will it arrive?
- What will you do until it gets there?



Visual 2.30



Visual Description: What activities can you undertake to answer these questions?

Instructor Notes

Ask the following question:

What activities can you undertake to answer these questions?

Allow the group time to respond. Then, display the next visual.



Visual 2.31

Resource Management Basic Requirements

- Uniform method of identifying, acquiring, allocating, and tracking resources
- Effective use of mutual aid and donor assistance
- Personnel credentialing
- Coordination through the Multiagency Coordination Entities and the Incident Command



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resource Management Basic Requirements

Instructor Notes

Be sure to emphasize that effective resource management requires four basic activities:

1. Developing a uniform method for identifying, acquiring, allocating, and tracking resources
2. Developing an effective mutual aid and donor assistance program based on a standardized classification of the kinds and types of resources needed to support incident management
3. Developing a credentialing system that is tied to uniform training and certification standards to ensure that requested personnel resources are integrated successfully into ongoing incident operations
4. Ensuring that all of these activities are managed through the Multiagency Coordination System and the Incident Command

Address each of these activities using the following visuals.



Visual 2.32

Resource Typing

Specifies resource capabilities

- Kind = Category
- Type = Characteristics or capabilities
 - I = Most capable
 - IV = Least capable



Type 1 Dump Truck



Type 3 Dump Truck



FEMA

Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resource Typing

Instructor Notes

Tell the group that the standard for describing, inventorying, requesting, and tracking resources is by kind and type. Explain that:

- Resource kinds describe the category of resources. For example the dump trucks shown in the visual are classified as vehicles. Bomb squads and Disaster Medical Assistance Teams (DMATs) are classified as teams. Tell the group that NIMS identifies 16 different kinds of resources.
- Resource types describe a resource's characteristics or capabilities. There are four levels of types. Type I is the most capable; Type IV is the least capable.

Explain that the NIMS Integration Center has typed more than 120 different resources. Tell the group that they can access these resources at www.fema.gov/nims. After accessing the web site, they should click on the Resource Management/Mutual Aid link to review the list of resources that have been typed.

Refer the students to pages 2-41 through 2-43 in the Student Manual for sample pages for three different types of resources from the NIMS web site. Select one of the resources to review with the students. Be sure to point out that:

- Not all resources have four types. Some have fewer.
- The resource kind is shown, centered, near the top of the page.
- The descriptions of each resource type are very specific to ensure that all who request, assign, and track resources use the same standard.



Critical Components: Resource Management

CATEGORY:		RESOURCE: Air Conditioner/Heater					
Public Works and Engineering (ESF #3)		KIND:	Equipment				
MINIMUM CAPABILITIES:		TYPE II		TYPE III		TYPE IV	OTHER
Component	Metric	90 Ton	60 Ton	25 Ton	10 Ton		
Equipment	Ton	<p>Air conditioner/heater; 90 Ton Air Cooled Direct Expansion portable A/C unit w/ heat; 26,000 cfm (cubic feet per minute) of air delivered; Weight: 19,900 lbs; Can be trailer mounted (flat bed semi) dimensions: 20' Long x 8' Wide x 9.5' Tall; Power requirements: Cooling only 260 Amps at 460 volts, 3 phase, 60 hz; Heat only (250 kW) 368 Amps at 460 volts, 3 phase, 60 hz; (8) 20" Flex duct connections for air supply (4)/ return (4);</p> <p>Potential application examples: Airports, Universities, Malls, Moisture removal from wet buildings & materials (weather / temperature permitting).</p> <p>Setup time varies depending on duct installation, fabricating, wiring, etc...2+ hours; 4/0 Cam-Lock type quick connect cable used for power termination to source.</p>	<p>Air conditioner/heater; 60 Ton Air Cooled Direct Expansion portable A/C unit w/ heat; 17,000 cfm (cubic feet per minute) of air delivered; Weight: 16,500 lbs; Can be trailer mounted (flat bed semi) dimensions: 20' Long x 8' Wide x 8.5' Tall; Power requirements: Cooling only 160 Amps at 460 volts, 3 phase, 60 hz; Heat only (125 kW) 200 Amps at 460 volts, 3 phase, 60 hz; (8) 20" Flex duct connections for air supply (4)/ return (4);</p> <p>Potential application examples: Airports, Retail stores, Schools, Moisture removal from wet buildings & materials (weather / temperature permitting).</p> <p>Setup time varies depending on duct installation, fabricating, wiring, etc...2+ hours; 4/0 Cam-Lock type quick connect cable used for power termination to source.</p>	<p>Air conditioner/heater; 25 Ton Air Cooled Direct Expansion portable A/C unit w/ heat; 9,400 cfm (cubic feet per minute) of air delivered; Weight: 4,140 lbs; Can be trailer mounted (flat bed tow behind) dimensions: 12' Long x 7.6' Wide x 5' Tall; Power requirements: Cooling only 60 Amps at 460 volts, 3 phase, 60 hz; Heat only (72 kW) 100 Amps at 460 volts, 3 phase, 60 hz; (4-6) 20" Flex duct connections for air supply (2)/ return (2-4);</p> <p>Potential application examples: Tents, Small retail stores, Libraries, Moisture removal from wet buildings & materials (weather / temperature permitting).</p> <p>Setup time varies depending on duct installation, fabricating, wiring, etc...2+ hours; 4/0 Cam-Lock type quick connect cable used for power termination to source.</p>	<p>Air conditioner / heater; Caterpillar/York 10 Ton Air Cooled Direct Expansion portable A/C unit w/ heat; 4,000 cfm (cubic feet per minute) of air delivered; Weight: 1,500 lbs; Can be trailer mounted (flat bed tow behind) dimensions: 11' Long x 6.5" Wide x 5' Tall; Power requirements: Cooling only 24 Amps at 460 volts, 3 phase, 60 hz; Heat only (54 kW) 71 Amps at 460 volts, 3 phase, 60 hz; (3) 20" Flex duct connections for air supply (1)/ return (2);</p> <p>Potential application examples: Tents, Computer rooms, Small office (2,000 sq. ft.), Moisture removal from wet buildings & materials (weather / temperature permitting).</p> <p>Setup time varies depending on duct installation, fabricating, wiring, etc...2+ hours; 4/0 Cam-Lock type quick connect cable used for power termination to source.</p>		
COMMENTS:							



Critical Components: Resource Management (Continued)

Student Manual,
Page 2-42

CATEGORY:		RESOURCE: BOMB SQUAD/EXPLOSIVES TEAMS									
MINIMUM CAPABILITIES:		TYPE I		TYPE II		TYPE III		TYPE IV		OTHER	
Component	Metric	Law Enforcement/Security		Team		Team		Team		Team	
Personnel		Same as Type II		2 or more Bomb Response Teams		1 Bomb Response Team					
Equipment	Blast Protective Clothing	Same as Type II		Same as Type III		Full Coverage Bomb Suit(s)					
Equipment	X-Ray	Same as Type II		Same as Type III		Portable X-Ray Device Capability					
Equipment	Render-safe Procedures (RSP) Equipment	Same as Type II		Employ explosive tools to conduct specific or general disruption		Demolition Kit		Employ tools to conduct general disruption			
Equipment	CBRN Protective Clothing	Same as Type II		Bomb Technician Hand Tools		Bomb Technician Hand Tools		Bomb Technician Hand Tools			
Equipment	Remove Operated Vehicle	Same as Type II		PPE (including both modified level B and level C) for Chem/Bio with associated explosives		No PPE for Chem/Bio		No PPE for Chem/Bio			
Equipment	Tools	Robotic Vehicle capable of handling VBEIDs		See Note 1		No robotic capability		No robotic capability			
Equipment	Monitoring/ Detection	Same as Type II		Explosives/WMD References Library		Explosives/WMD References Library		Explosives/WMD References Library			
Equipment	Explosive Transport	CBRN Monitors to detect and identify		Rigging equipment		None		None			
Equipment		Same as Type II		CBRN Monitors to detect		No Explosive Transport Vessel		No Explosive Transport Vessel			



Critical Components: Resource Management (Continued)

CATEGORY:		RESOURCE: DISASTER MEDICAL ASSISTANCE TEAM (DMAT)—BASIC				
Health & Medical (ESF #8)		KIND:		Team		
MINIMUM CAPABILITIES:		TYPE II		TYPE III		
Component	Metric	TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
Overall Function (see Definition and NOTE 1)	Patient-care Capabilities	Triage and treat up to 250 patients per day for up to 3 days without resupply	Triage and treat up to 250 patients per day for up to 3 days without resupply	Augment or supplement Type I or II team within this team's local area	Personnel may be used to supplement other teams	
Personnel and Equipment Readiness	Roster Fulfillment, Equipment Loading	Upon alert, full 35-person roster within 4 hrs. After activation, deployment ready within 6 hrs	Upon alert, full roster within 6 hrs. After activation, deployment ready within 12 hrs	Upon alert, 75% rostered within 12 hrs. After activation, deployment ready within 24 hrs	Does not meet minimal deployable team requirements	
Demonstrated Readiness	Readiness Testing and Deployment History	100% rating on NDMS readiness test in past 12 mos. History of prior full deployment to austere environment	100% rating on NDMS readiness test in past 12 mos	75% or greater rating on NDMS readiness test in past 12 mos	Less than Type III	
Personnel Standard DMAT deploys with 35 personnel for all missions (NOTE 2)	Membership Level	105 or more deployable team personnel on NDMS roster; 12 or more physicians; 3 or more of each of PA or NP, RN, RPh, and paramedic	90 or more deployable team personnel on NDMS roster; 9 or more physicians; 3 or more of each of PA or NP, RN, RPh, and paramedic	50 or more deployable team personnel on NDMS roster; 6 or more physicians; 2 or more of each of PA or NP, RN, RPh, and paramedic	Less than Type III	
Shelters, Equipment, and Supplies	Logistics Status	Full DMAT equipment cache properly managed, stored, and inventoried per NDMS requirements	Full DMAT equipment cache properly managed, stored and inventoried per NDMS requirements	Full or partial DMAT equipment cache properly managed, stored, and inventoried per NDMS requirements	Less than partial cache	
Transportation	Vehicle Status	Pre-arrangement for obtaining primary and alternate use vehicles	Pre-arrangement for obtaining primary and alternate use vehicles	Incomplete transportation arrangements	None	
Didactic Training	Basic (Core) and Advanced Training Modules	90% completion of NDMS basic core training plus 50% of advanced training modules (By 08/05)	80% completion of NDMS basic core training plus 25% of advanced training modules (By 08/05)	50% completion of NDMS basic core training plus 25% of advanced training modules (By 08/05)	Less than Type III	



Visual 2.33

Use of Agreements

Developed:

- Before an incident occurs
- Among all parties providing or requesting resources

Ensure:

- Standardization
- Interoperability

INTERGOVERNMENTAL AGREEMENT	
Department of Public Safety and Ohio Emergency Management Agency 2855 West Dublin-Granville Road Columbus, OH 43235-2206 Contact Person: Chaz Keeley Ph: 614) 799-3655 E-mail: ckeeley@dps.state.oh.us Maximum Amount: Not to Exceed _____ Start Date: _____, 2004 End Date: _____, 2004. No extensions of time will be granted without written approval of the county executive.	Between _____ County _____, OH _____ Contact Person: _____ Ph: _____ E-mail: _____



Visual Description: Use of Agreements

Instructor Notes

Tell the group that agreements should be developed:

- Before an incident occurs.
- Among all parties, whether governmental or nongovernmental, that might provide or request resources during an incident.

Ask the group for a show of hands:

How many of your jurisdictions have mutual aid agreements, emergency assistance compacts, or other agreements for making resources available?

Select one or more students from those who raised their hands. Ask them to describe:

- The type(s) of agreements their jurisdictions have entered into.
- How the process works to request, assign, deactivate, and pay for resources.

Summarize the students' responses by suggesting that:

- All agreements specify how resources will be requested, how potential claims will be handled, and whether and how reimbursement will be made.
- Local resource requests at large or complex incidents should be made through the State to facilitate resource tracking.

Refer the students to the sample agreements that begin on page 2-45 of the Student Manual. Allow the students time to review the agreements. Then, ask if anyone has any questions about the use of agreements.



AGREEMENT FOR MUTUAL AID FIRE PROTECTION

THIS AGREEMENT, made and entered into this _____ day of _____, 2____, by and between the Board of County Commissioners as the governing body _____, and the _____, by and through its governing body, for the purpose of regulating the coordination between the _____ and the _____ and providing a policy for those departments.

WHEREAS, for the mutual protection of life and property and to provide for more efficient use of all available equipment, both in the _____ and _____, it is mutually agreed between the parties as follows:

1. Either the _____ or the _____ may call upon the other to come to assist in fighting fires or common disaster in _____ or the corporate limits of said City, when the fire or common disaster of such a nature the normal response would not be sufficient to control the aforesaid situation, in the opinion of the calling entity. Provided however, that any dispatching of equipment and personnel pursuant to this agreement is subject to the following conditions:
 - (a) Any request for aid hereunder shall include a statement of the amount and type of equipment and number of personnel requested, and shall specify the location to which the equipment and personnel are to be dispatched, but the amount and type of equipment and number of personnel to be furnished shall be determined by a representative of the responding organization.
 - (b) The responding organization shall report to the officer in charge of the requesting organization at the location to which the equipment is dispatched.
 - (c) A responding organization shall be released by the requesting organization when the services of the responding organization is needed within the area for which it normally provides fire protection.
 - (d) A responding organization need not dispatch equipment or personnel if conditions in the responding organization's fire protection area are such that adequate fire protection cannot be supplied and if unable to provide equipment or personnel, shall so inform requesting organization as soon as practicable.
2. It is mutually understood and agreed that if the _____ receives any calls for service within the corporate limits of the _____ or its designated response area, the City shall be notified immediately of the call. The _____ agrees that is the _____ receives any calls for service within _____, the _____ shall be notified immediately of the call.
3. Each party waives all claims against every other party for compensation for any loss, damage, personal injury, or death occurring as a consequence of the performance of this agreement.
4. No party shall be reimbursed by any other party for any costs incurred pursuant to this agreement.



Critical Components: Resource Management (Continued)

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- 5. Under the terms of this agreement, no real estate personal property shall, in any manner, be acquired, held or disposed of.
- 6. This coordinating agreement shall supersede any and all existing or former agreements and shall remain in full force and effect for a period of five years unless canceled by the Board of County Commissioners of _____ as the governing body of _____ or the governing body of the _____ and shall thereafter continue automatically from year to year unless a notice of termination is served as hereinafter provided. This agreement may be canceled at any time by either party by serving ninety (90) days written notice upon the other party.

The provisions of this agreement shall become effective by due passage and publication of an appropriate act of the _____ and resolution of _____ and approval by the Attorney General.

DATED at _____, _____, this _____ day of _____, 2__.

City of _____, _____

ATTEST:

Mayor

City Clerk

DATED this _____ day of _____, 2__.

BOARD OF COUNTY COMMISSIONERS OF _____, _____

ATTEST:

Chairman

County Clerk

APPROVED AS TO FORM:

County Counselor



**INTERGOVERNMENTAL AGREEMENT
Between**

Department of Public Safety Ohio Emergency Management Agency 2855 West Dublin-Granville Road Columbus, OH 43235-2206 Contact Person: Ph: E-mail:	and	_____ County _____ _____, OH _____ Contact Person: _____ Ph: _____ E-mail: _____
--	-----	---

Maximum Amount: Not to Exceed _____

Start Date: _____, 2____ End Date: _____, 2____ No extensions of time will be granted without written approval of the county executive.

INTRODUCTION:

The Department of Public Safety, Ohio Emergency Management Agency (Ohio EMA), through the Emergency Management Assistance Compact (EMAC), Ohio Revised Code (ORC) Sections 5502.22, 5502.29, 5502.291, and 5502.40 coordinates emergency management and interstate mutual aid for the State of Ohio. EMAC is the interstate mutual aid agreement to which most states belong that allows states to assist each other in times of disaster. When any member state's Governor declares a disaster or when a disaster is imminent, as in the case of the recent hurricanes impacting Florida, other member states may agree to provide assistance in response to requests from the impacted state(s). The assistance from other member states may be in the form of personnel and/or other resources. EMAC has been operational since the threat of Hurricane Charley was imminent and will remain operational until Florida's needs are met. In response to EMAC requests, several local government employees have volunteered to respond. In cooperation with _____ County, Ohio EMA has identified several experienced and qualified county employees who are available to deploy to assist Florida with response and recovery missions. These county employees will travel to Florida and work in support of the Florida Emergency Management Agency.

NAME OF COUNTY EMPLOYEE & STATEMENT OF EXPERIENCE/QUALIFICATIONS

This Intergovernmental Agreement establishes a services contract between the Ohio Emergency Management Agency and _____ County for the loan of this county employee for the time period identified above.



NAME OF EMPLOYEE shall remain an employee of the _____ County throughout their deployment. Ohio EMA hereby agrees to make the necessary travel arrangements for **NAME OF EMPLOYEE**, including airline, lodging, per diem expenses and other necessary miscellaneous expenses. Once the service is complete and the County employee submits his/her travel expense report, Ohio EMA agrees to submit the travel expense report to the Florida Emergency Management Agency for reimbursement through the EMAC reimbursement process. The County employee will continue to be paid by his/her county employer, will continue to receive the same benefits as if working at his/her home station, and will carry with him/her all the liability protections of a county employee as if working at his/her home station. Ohio EMA assumes no responsibility for this county employee other than the accomplishment of their travel arrangements, the submission of completed travel expense reports through the EMAC reimbursement process, and the transmittal of reimbursement from the State of Florida to the County. **NAME OF EMPLOYEE** will report to the _____ upon arrival and perform community relations duties as assigned. The EMAC A-Team will provide emergency contact information for **NAME OF EMPLOYEE** and **NAME OF EMPLOYEE** will provide contact information and progress reports on their service throughout the period of deployment.

REIMBURSEMENT:

Upon receipt of reimbursement from the State of Florida, Ohio EMA shall transmit that reimbursement to _____ County in a final amount for the authorized expenses claimed on the employee travel expense report (including salary and benefits), when reimbursement is received from the Florida Emergency Management Agency. Reimbursement shall not exceed the final, total amount indicated on the travel expense report. _____ County shall submit a final invoice or other appropriate travel expenses report, with all appropriate documentation, to Ohio EMA within 30 days of **NAME OF EMPLOYEE's** return to _____ County. Ohio EMA shall reimburse _____ County within 30 days of receipt of reimbursement from the State of Florida.

ALTERATIONS AND AMENDMENTS

This Agreement may only be amended by mutual agreement of the parties. Amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

**TERMINATION**

Either party may terminate this Agreement upon 30 days' prior written notification to the other party. If this Agreement is so terminated, the parties shall be liable only for performance rendered or costs incurred in accordance with the terms of this Agreement prior to the effective date of termination.

IN WITNESS THEREOF, the parties hereto have executed this agreement on the day and year last specified below. This Agreement contains all the terms and conditions agreed upon by the parties. No other understandings, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the parties hereto.

BY: _____
_____, Director
Ohio Emergency Management Agency
Department of Public Safety

BY: _____
Name:
Board of County Commissioners
_____ County

APPROVED AS TO FORM:

APPROVED AS TO FORM:

_____, Assistant Attorney General

Name:
Prosecuting Attorney

Date

Date



Visual 2.34

Personnel Credentialing

- Verifies that personnel meet established professional standards for:
 - Training.
 - Experience.
 - Performance.
- Ensures that personnel have minimum common levels of capability for the positions they are tasked to fill.



Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Visual Description: Personnel Credentialing

Instructor Notes

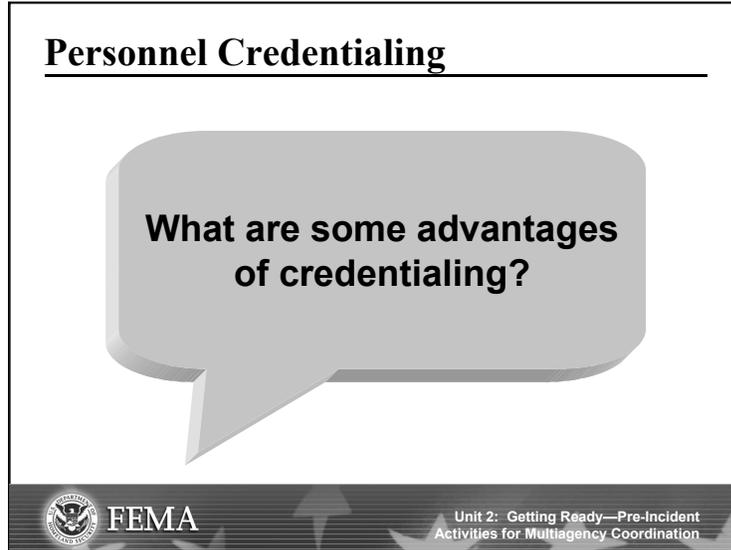
Introduce credentialing by telling the group that credentialing:

- Verifies that individuals meet the professional standards for training, experience, and performance required for key incident management or response function.
- Ensures that personnel representing various jurisdictional levels and functional disciplines possess a minimum common level of training, currency, experience, physical and medical fitness, and capability for the incident position they are tasked to fill.

Explain that the NIC is developing credentialing standards.



Visual 2.35



Visual Description: What are some advantages of credentialing?

Instructor Notes

Ask the following question:

What are some of the advantages of credentialing?

Allow the group time to respond. Then, display the next visual.



Visual 2.36

Advantages of Credentialing

- Ensures that all personnel are qualified
- Facilitates typing based on qualifications
- Facilitates matching personnel with equipment
- Expands the resource pool
- Reduces the jurisdictions' liability



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Advantages of Credentialing

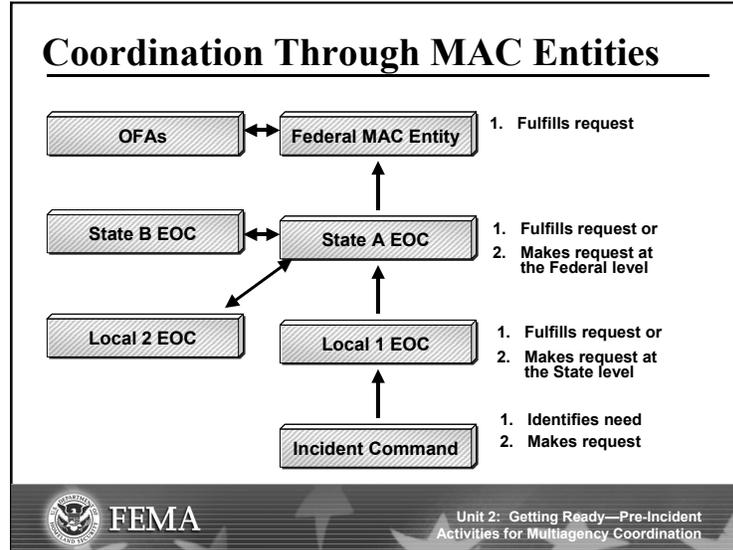
Instructor Notes

If not mentioned by the group, explain that credentialing:

- Ensures that all personnel assigned to an incident are qualified for their assignments.
- Makes ordering personnel resources easier because personnel can be typed based on qualifications.
- Assists incident personnel in matching personnel with equipment.
- Expands the resource pool by allowing personnel to integrate quickly and easily into incident organizations regardless of jurisdiction or hazard.
- Reduces the jurisdiction's liability suits based on claims that personnel were unqualified for their assignments.



Visual 2.37

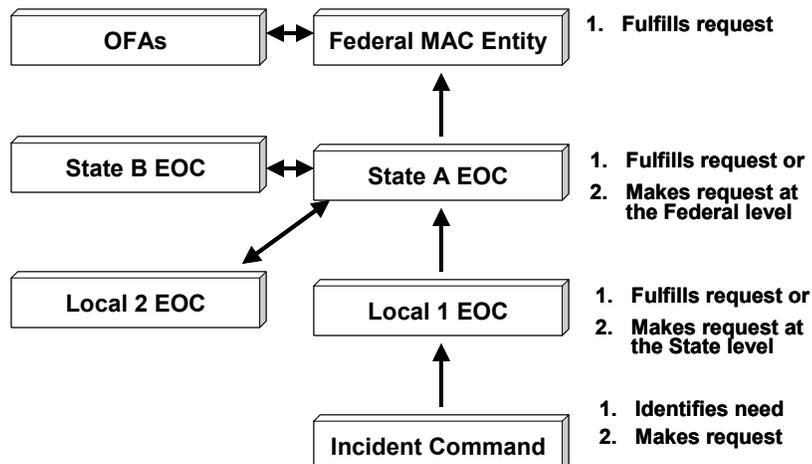


Visual Description: Coordination Through MAC Entities

Instructor Notes

Tell the group that resource coordination through Multiagency Coordination Entities is perhaps the most critical aspect of resource management. Explain that coordination is essential to ensure accurate resource tracking and resource availability.

Recommend that local EOC/MAC Entities should fill requests from the Incident Command only when they can be filled using resources from that jurisdiction. Suggest that, if a mutual aid agreement must be implemented, local jurisdictions should work through the State EOC so that the State always has a complete picture of resource status and availability.





Visual 2.38

Resource Coordination

At what point should the EOC/MAC Entity begin resource coordination activities?

 Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Visual Description: At what point should the EOC/MAC Entity begin resource coordination activities?

Instructor Notes

Acknowledge that one issue that arises frequently centers around when the Incident Commander should stop “keying the radio” to request resources and begin requesting resources from the EOC/MAC Entity. Ask the group:

At what point should the EOC/MAC Entity begin resource coordination activities?

Allow the group time to respond. Then, display the next visual.



Visual 2.39

Resource Coordination at the EOC/MAC Entity

Resource coordination through the EOC/MAC Entity should begin when:

- Dispatch can no longer provide effective logistical support to the incident(s).
- A predicted event of the scope and duration requiring multiagency coordination is imminent.
- The jurisdiction's policy dictates EOC/MAC Entity involvement.
- The Incident Commander exceeds his or her legal authority for the resources requested.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resource Coordination at the EOC/MAC Entity

Instructor Notes

Summarize the discussion by recommending that resource coordination through the EOC/MAC Entity should begin when:

- Dispatch can no longer provide effective logistical support to the incident(s).
- A predicted event of the scope and duration requiring multiagency coordination is imminent.
- The jurisdiction's policy dictates EOC/MAC Entity involvement.
- The Incident Commander exceeds his or her legal authority for the resources requested.

Provide examples of when the IC could exceed his or her legal authority:

- Resources from multiple agencies are required.
- Activation of mutual aid agreements is required.
- Operational restrictions are set by statute.

Ask if anyone has any questions to this point in the unit.



Visual 2.40

Activity 2.1: Assessing MAC System Readiness

1. Work individually or in groups assigned by the instructor.
2. Complete the job aid to determine your jurisdiction's current state of MAC System readiness.



You will have 30 minutes to complete this activity.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Activity 2.1: Assessing MAC System Readiness

Instructor Notes

Introduce this activity by explaining that the purpose of the activity is to provide an opportunity for the students to assess their jurisdictions' current state of readiness around Multiagency Coordination Systems.

Follow the steps below to conduct this activity:

1. If possible, assign the students to groups according to jurisdiction. Otherwise, ask the students to work alone complete this activity.
2. Direct the students to page 2-57 in the Student Manual.
3. Ask the students to complete the job aid to assess their jurisdictions' Multiagency Coordination System readiness.
4. Tell the students that they will have 30 minutes to complete this activity.
5. When all are finished, facilitate a group discussion around the students' responses. Focus the discussion on what the students learned about their jurisdictions' level of readiness. Allow 30 minutes for discussion.

Note: The job aid in this activity has been adapted from the NIMS Capability Assessment Support Tool, which is located at <http://www.fema.gov/nimcast/index.jsp>. Because responses will be jurisdiction specific, there is no class solution.



Activity 2.1: Assessing MAC System Readiness

Student Manual
Page 2-57

Purpose: The purpose of the activity is to provide you with an opportunity to assess your jurisdiction's current state of readiness around Multiagency Coordination Systems.

Instructions: Follow the steps below to complete this activity:

1. Work individually or in small groups, as assigned by your instructor, to complete this activity.
2. Complete the job aid to assess your jurisdiction's Multiagency Coordination System readiness.
3. You will have 30 minutes to complete this activity.

NIMS Capability Assessment Job Aid

Element	Fully	Partly	Not at All	Recommended Action
1. The jurisdiction has implemented and institutionalized processes, procedures, and/or plans for its EOC, including: <ul style="list-style-type: none"> ▪ Coordination. ▪ Communication. ▪ Resource dispatch and tracking. ▪ Information collection, analysis, and dissemination. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
2. The jurisdiction has implemented and institutionalized processes, procedures, and/or plans for Multiagency Coordination Entities, when established, to be responsible for: <ul style="list-style-type: none"> ▪ Ensuring each agency involved in incident management activities is providing appropriate situational awareness and resource status information. ▪ Establishing priorities between incidents and/or Area Commands in concert with the IC or UC(s) involved. ▪ Acquiring and allocating resources required by incident management personnel in concert with the priorities established by the IC or UC. ▪ Anticipating and identifying future resource requirements. ▪ Coordinating and resolving policy issues arising from the incident(s). ▪ Providing strategic coordination as required. ▪ Ensuring improvements in plans, procedures, communications, staffing, and other capabilities are acted on following the incident(s). ▪ Ensuring necessary improvements are coordinated with appropriate preparedness organizations following the incident(s). 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	


**Activity 2.1: Assessing MAC System Readiness
(Continued)**
**Student Manual
Page 2-58**
NIMS Capability Assessment Job Aid (Continued)

Element	Fully	Partly	Not at All	Recommended Action
<p>3. The jurisdiction has implemented and institutionalized processes, procedures and/or plans for the PIO to:</p> <ul style="list-style-type: none"> ▪ Represent and advise the Incident Command on all public information matters relating to the management of the incident. ▪ Handle functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident, including handling media and public inquires, emergency public information and warnings, rumor monitoring and response, and media monitoring. ▪ Coordinate public information at or near the incident site. ▪ Serve as the on-scene link to the JIS. ▪ Serve as a field PIO with links to the JIC during a large-scale operation. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>4. The jurisdiction has implemented and institutionalized processes, procedures, and/or plans for its JIC and JIS to:</p> <ul style="list-style-type: none"> ▪ Provide an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public in a crisis. ▪ Encompass all public information operations related to an incident, including all Federal, State, local, tribal, and private organization PIOs, staff, and JICs established to support an incident. ▪ Perform interagency coordination and integration in order to develop and deliver coordinated messages. ▪ Provide for operational security of information. ▪ Provide support for decision-makers. ▪ Be flexible, modular, and adaptable. ▪ (JIC) Include representatives of each jurisdiction, agency, private sector organization, and nongovernmental organization involved in incident management activities. ▪ Multiple JIC locations when required by the circumstances of an incident. ▪ (Each JIC) Communicate and coordinate with other JICs and other appropriate components of the ICS organization. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	


**Activity 2.1: Assessing MAC System Readiness
(Continued)**
**Student Manual
Page 2-59**
NIMS Capability Assessment Job Aid (Continued)

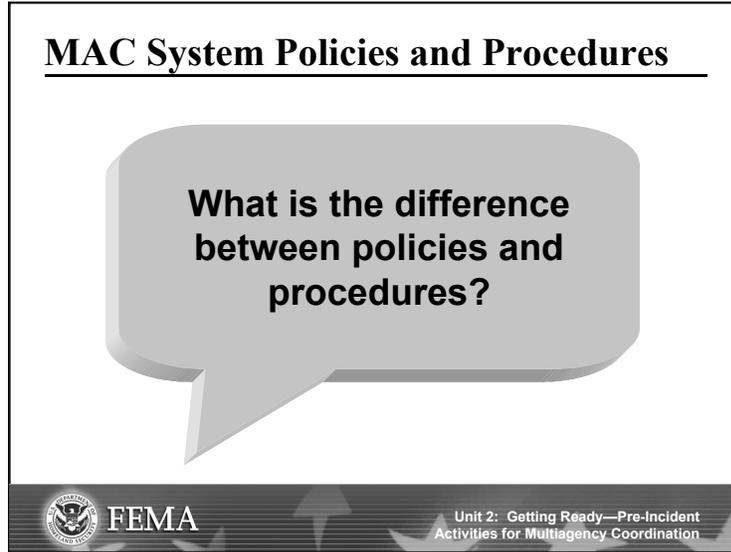
Element	Fully	Partly	Not at All	Recommended Action
5. The jurisdiction uses a unified approach to preparedness, ensuring mission integration and interoperability across functional and jurisdictional lines, as well as between public and private organizations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
6. The jurisdiction's preparedness organization(s): <ul style="list-style-type: none"> ▪ Have implemented and institutionalized processes, systems, procedures, and/or plans that ensure preparedness activities are coordinated among all appropriate agencies within a jurisdiction, across jurisdictions, and with private organizations. ▪ Meet regularly. ▪ Is/are multijurisdictional when regular, cross-jurisdiction coordination is necessary. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
7. The jurisdiction's preparedness organization(s): <ul style="list-style-type: none"> ▪ Establish and coordinate emergency plans and protocols, including public communications and awareness. ▪ Integrate and coordinate activities of the jurisdictions and functions within their purview. ▪ Establish the intergovernmental agreements, standards, guidelines, and protocols necessary to promote interoperability among member jurisdictions and agencies. ▪ Adopt standards, guidelines, and protocols for providing resources to requesting organizations, including protocols for incident support organizations. ▪ Set priorities for resources and other requirements. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	


**Activity 2.1: Assessing MAC System Readiness
(Continued)**
**Student Manual
Page 2-60**
NIMS Capability Assessment Job Aid (Continued)

Element	Fully	Partly	Not at All	Recommended Action
8. The jurisdiction has identified all critical linkages among the various levels of the Multiagency Coordination System necessary to: <ul style="list-style-type: none"> ▪ Identify critical flows of information and intelligence. ▪ Facilitate decision-making. ▪ Acquire, assign, and track resources. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
9. The jurisdiction, together with its governmental and nongovernmental partners, has identified communications and information management systems that are: <ul style="list-style-type: none"> ▪ Interoperable. ▪ Redundant. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10. The jurisdiction has taken steps required to determine the kind, types, and quantities of resources available from all sources, including: <ul style="list-style-type: none"> ▪ Agencies within the jurisdiction. ▪ Mutual aid/EMAC partners. ▪ Nongovernmental organizations. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11. The jurisdiction has taken steps to ensure personnel are available and trained to carry out multiagency coordination functions, including: <ul style="list-style-type: none"> ▪ Mutual aid agreements and protocols. ▪ EOC/MAC Entity activation. ▪ Joint Information System and Joint Information Center. ▪ Communication and information management. 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Visual 2.41



Visual Description: What is the difference between policies and procedures?

Instructor Notes

Introduce this topic by asking:

What is the difference between policies and procedures?

Allow the group time to respond. Then, display the next visual.



Visual 2.42

MAC System Policies and Procedures

- **Policies**: High-level overall guidance



- **Procedures**: Methods to be followed routinely for the performance of designated operations or in specific situations



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Multiagency Coordination System Policies and Procedures

Instructor Notes

If not mentioned by the group, point out that:

- Policies are high-level guidance that are generally developed by senior management. Policies provide goals and direction to all agencies who may respond to an incident.
- Procedures specify the methods or steps to be followed routinely for the performance of designated operations or in specific situations. Procedures describe how policies will be implemented.

Together, policies and procedures clarify:

- What key players will do.
- How they will interact.
- How they will be held accountable.

Direct the students to the sample policy on page 2-63 of the Student Manual. Review the policy with the group, pointing out the key features and content.

Then, direct the students to the sample procedure on page 2-64 of the Student Manual. Review the procedures with the group. Point out how the procedures support the policy. Emphasize that, although the procedures shown in the Student Manual are fairly general, procedures can become very detailed.

Sample Prevention Policy

It is the policy of _____:

1. To support activities and actions to interdict, disrupt, preempt, or avert a potential incident.
2. That departments/agencies/organizations within the _____ are encouraged to support prevention efforts that fall within their respective missions.
3. That departments/agencies/organizations will enforce all public safety mandates and fire codes to include land-use management and building codes, and recommend to the Emergency Management Agency legislation required to improve prevention activities of the community.
4. That each Department/Agency/Organization Director shall become knowledgeable on prevention issues and opportunities to develop departmental prevention strategies that may apply to that department.

Sample Prevention Procedures

The agencies listed below have responsibilities for supporting _____ efforts to obstruct, delay, or prevent the occurrence of emergencies and disasters.

A. Public Works

The Department of Public Works is responsible for all of the public drainage system maintenance. Operation and maintenance for the primary drainage system includes:

- Removal or accumulated sediments deposited during storm events.
- Removal of invasive aquatic plant species, which may reduce system function.
- Bank stabilization, mowing, and routing water-quality monitoring.
- Operation and maintenance of flow control weirs and appurtenant structures.

The secondary drainage system consists of pipe, catch basins, and roadside swales. The Department of Public Works shall be responsible for:

- Maintaining (including mowing) roadside swales.
- Removing sediment from drainage pipes and catch basins.
- Repairing and replacing damaged pipes and/or deteriorated catch basins.
- Responding to citizen requests.
- Inspecting the secondary drainage system on a regular basis.

B. Codes Enforcement Office

The _____ Codes Enforcement Office is responsible for enforcing building and other codes throughout the _____. Codes enforcement includes:

- Enforcing _____ codes forbidding littering and dumping in creeks, streams, and vacant lots.
- Enforcing _____ codes for all permit-required construction.
- Halting un-permitted construction activities.

C. Emergency Management Agency

The _____ Emergency Management Agency shall support the _____ prevention policy by:

- Identifying hazardous materials sites, developing and maintaining an automated inventory of such sites, reviewing facility emergency plans, and other activities required to ensure the safety of _____ citizens from hazardous materials spills, releases, or dumping.
- Assisting public schools in developing emergency plans, identifying structural and nonstructural hazards in and around school facilities, and identifying safe evacuation and shelter locations.



Visual 2.43

Activity 2.2: Analyzing MAC System Policies & Procedures

1. **Work in groups to complete this activity.**
2. **Analyze the sample MAC System policy and procedures.**
3. **Determine whether and how well the procedures support the policy.**

 **You will have 10 minutes to complete this activity.**

 **FEMA** Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination

Visual Description: Activity 2.2: Analyzing MAC System Policies and Procedures

Instructor Notes

Introduce this activity by explaining that the purpose of the activity is to provide an opportunity for the students to analyze a policy and related procedures.

Follow the steps below to conduct this activity:

1. Tell the students that they will work in table groups to complete this activity.
2. Direct the students to the activity that begins on page 2-66 of the Student Manual.
3. Ask the students to review the policy and procedures included in the activity to determine whether and how well the procedures support the policy. Answer the questions on page 2-69 in the Student Manual.
4. Tell the group that they will have 10 minutes to complete this activity.
5. When all have finished, facilitate a class discussion about the areas in which the procedures support the policy and areas that should be improved. Have the first group discuss question #1. Ask if other groups had additional observations. Repeat with other groups until questions have been addressed. Capture on easel chart. Provide suggestions based on your experience for ways to improve the policy and procedures. Allow 20 minutes for the discussion.

**Activity 2.2: Analyzing MAC System
Policies and Procedures****Student Manual
Page 2-66**

Purpose: The purpose of the activity is to provide an opportunity for you to analyze a policy and related procedures.

Instructions: Follow the steps below to complete this activity:

1. Work in table groups to complete this activity.
2. Review the policy and procedures to determine whether and how well the procedures support the policy.
3. Record your suggestions for improving the policy and procedures in the space provided.
4. You will have 10 minutes to complete this activity.
5. Select a spokesperson to present your group's responses to the class. Provide suggestions for ways to improve the policy and procedures.

Policy Statement

It is the policy of _____ that all entities will budget for training and exercises on such topics as necessary to ensure that their personnel are prepared to carry out their stated responsibilities and tasks as stated in this Emergency Operations Plan.

**Activity 2.2: Analyzing MAC System Policies and Procedures (Continued)****Student Manual
Page 2-67****Procedures****A. General Preparedness Activities**

Ongoing community emergency preparedness activities coordinated by the _____ Emergency Management Agency include:

- Encouraging critical facilities (hospitals, schools, nursing homes, utilities) to develop and maintain response and recovery plans.
- Response resource development.
- Equipment, supply acquisition for emergency response, including response to terrorist incidents.
- Planning, developing, conducting, and assessing emergency or disaster drills and exercises.
- Planning, developing, conducting, and assessing emergency communications tests.
- Planning, developing, conducting, and assessing public information tests.
- Planning, developing, conducting, and assessing emergency power tests.

B. Terrorism Preparedness Activities

- _____ participates in the Federal and State homeland preparedness, training, equipment, and exercise programs as they are made available.
- Metropolitan Medical Response System (MMRS):
 1. _____ has received funding from the U.S. Public Health Service (USPHS) to develop an MMRS system for managing the human health consequences of a terrorist incident.
 2. The medical community with the _____ must be aware of the threat, plan a course of action, acquire needed special equipment, and integrate services to be able to respond to such an event. The _____ MMRS has facilitated a process by which the medical community examined its current capabilities, identified strengths and deficiencies, and has developed strategies to augment and improve its capabilities.
 3. The _____ MMRS has built on existing emergency management, fire, hazardous materials, emergency medical services, law enforcement, and medical resources to meet the challenge of this highly complex issue of response to terrorist incidents that may result in hundreds or even thousands of casualties.

**Activity 2.2: Analyzing MAC System Policies and Procedures (Continued)****Student Manual
Page 2-68****Procedures (Continued)**

- National Strategic Stockpile
 1. In the event of a terrorist attack or a major natural disaster, supplies of critical medical items in _____ will be depleted rapidly. In anticipation, the Federal Government established the Strategic National Stockpile (SNS) to augment local supplies of critical medical items. The SNS is managed by the Centers for Disease Control and Prevention (CDC) and contains large quantities of medicines, antidotes, and medical supplies needed to respond to a wide range of expected problems or scenarios. Potential scenarios include attacks using nerve agents and biological agents.
 2. The SNS has two components designed to arrive in separate phases. The first phase is referred to as a 12-hour “Push Package,” which will arrive at the requesting location within 12 hours of the Federal decision to deploy it. The Push Package contains nearly 50 tons of material that can be used to address a wide range of expected threats. The second phase is referred to as vendor-managed inventory (VMI) and contains large quantities of specific items, such as antibiotics and ventilators, needed to address an identified need. Various manufacturers store and manage these materials until they are requested through the SNS program.
 3. _____ will request deployment of the SNS 12-hour Push Package from CDC through the State EOC as soon as local officials (in consultation with State officials) determine that it is necessary to do so to protect the public health.
 4. _____ will request, receive, manage, repackage, and distribute the SNS to those who need it.

- Homeland Security
 1. _____ will participate in any way it can to have input into improving and heightening local security efforts against the threat of a terrorist incident or attack.
 2. _____ also monitors the National Homeland Security Advisory System, which provides a comprehensive and effective means to disseminate information regarding the risk of terrorist acts. All warnings will be disseminated to community leaders and responders through the usual warning systems.

**Activity 2.2: Analyzing MAC System Policies and Procedures (Continued)****Student Manual
Page 2-69****Questions:**

1. Does the policy statement include all of the critical information required to develop procedures from it?

Class Solution: “All entities” is pretty broad—may be beyond the scope of the promulgating body. Who does this really apply to? Limiting the scope to budgeting for training and exercise means that procedures will also be limited. If this is intended to have a broader emergency management scope, the language is too limited.

2. Do procedures support the policy’s goal statement?

Class Solution: No. There is nothing in the procedures that addresses either budgeting or training and exercise.

3. What suggestions do you have to improve the policy?

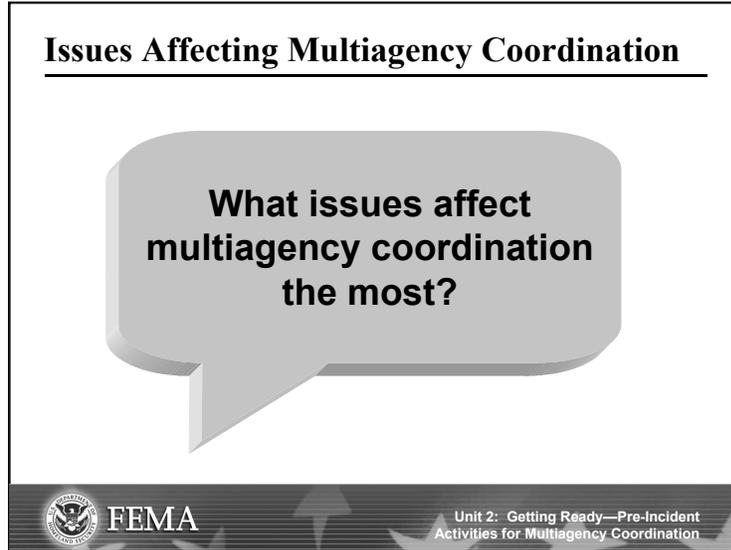
Class Solution: Make it more specific as to who “all entities” are, and more general as to scope. A single editor and review process would help make sure the two align.

4. What suggestions do you have to improve the procedures?

Class Solution: Procedures should cover the “who, what, when, where, and how” information needed to implement the policy. The procedures provided are not bad—they just don’t implement the procedure statement given.



Visual 2.44



Visual Description: What issues affect multiagency coordination the most?

Instructor Notes

Introduce this topic by asking the group:

What issues affect multiagency coordination the most in your jurisdiction?

Allow the students time to respond. Summarize their responses by displaying the next visual.



Visual 2.45

Issues Affecting Multiagency Coordination

- Conflicting policies
- Communications issues
- “Turf” issues



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Issues Affecting Multiagency Coordination

Instructor Notes

Explain that the three most common issues affecting multiagency coordination include:

- Conflicting policies.
- Communication issues.
- “Turf” issues.



Visual 2.46

Resolving Policy Issues

- **Get senior-level endorsement and support.**
 - The Chief Elected Official sets the tone for all pre-incident activities. Getting his or her endorsement and support for working as a team will enhance coordination among all agencies.
- **Involve decision-makers from all participating agencies.**
 - Involving key decision-makers from all participating throughout the planning process helps to ensure that all agencies are working together toward a common goal. It also provides an opportunity to identify and resolve issues before they affect response or coordination.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resolving Policy Issues

Instructor Notes

Facilitate a class discussion about how to resolve these issues. Be sure to mention the point below.

Conflicting policies:

- Get senior-level endorsement and support. The Chief Elected Official sets the tone for all pre-incident activities. Getting his or her endorsement and support for working as a team will enhance coordination among all agencies.
- Involve decision-makers from all participating agencies. Involving key decision-makers from all participating throughout the planning process helps to ensure that all agencies are working together toward a common goal. It also provides an opportunity to identify and resolve issues before they affect response or coordination.



Visual 2.47

Resolving Communications Issues (1 of 2)

- Put decisions on paper.
 - To the extent possible, decisions should be documented in writing. All entities that are affected by the decisions made should be provided an opportunity to review documentation to ensure that it accurately reflects the decision. MOUs, MOAs, EMACs, and other agreements should include details about procedures that must be followed to request, activate, assign, track, deactivate, reconditions, and pay for resources. Where necessary, have agreements reviewed by the jurisdiction's legal counsel to ensure that they are consistent with laws, regulations, and ordinances.



FEMA

Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resolving Communications Issues (1 of 2)

Instructor Notes

Facilitate a class discussion about how to resolve these issues. Be sure to mention the point below.

Communications issues:

- Put decisions on paper. To the extent possible, decisions should be documented in writing. All entities that are affected by the decisions made should be provided an opportunity to review documentation to ensure that it accurately reflects the decision. MOUs, MOAs, EMACs, and other agreements should include details about procedures that must be followed to request, activate, assign, track, deactivate, reconditions, and pay for resources. Where necessary, have agreements reviewed by the jurisdiction's legal counsel to ensure that they are consistent with laws, regulations, and ordinances.



Visual 2.48

Resolving Communications Issues (2 of 2)

- **Communicate directly.**
 - **Direct communication among key personnel, either face-to-face or by phone or radio is always preferable to communicating through an intermediary. Direct communication allows for asking questions and gaining clarification, where necessary, to resolve issues.**



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resolving Communications Issues (2 of 2)

Instructor Notes

Continue facilitating a class discussion about how to resolve these issues. Be sure to mention the point below.

Communications issues:

- Communicate directly. Direct communication among key personnel, either face-to-face or by phone or radio is always preferable to communicating through an intermediary. Direct communication allows for asking questions and gaining clarification, where necessary, to resolve issues.



Visual 2.49

Resolving “Turf” Issues

- **Keep copies of all policies and procedures at the EOC.**
 - Often turf issues can be resolved by referring to existing policy and procedures that have been agreed to during pre-incident planning. Ensure that copies of all pertinent policies and procedures are available at the EOC in case they are needed.
- **Have a senior decision-maker at the EOC.**
 - Having a senior decision-maker (e.g., the Mayor, a member of the city council, etc.) at the EOC enables decisions to be made in the moment, settling turf issues quickly, if only for the current response.



Unit 2: Getting Ready—Pre-Incident
Activities for Multiagency Coordination

Visual Description: Resolving “Turf” Issues

Instructor Notes

Facilitate a class discussion about how to resolve these issues. Be sure to mention the point below.

“Turf” issues:

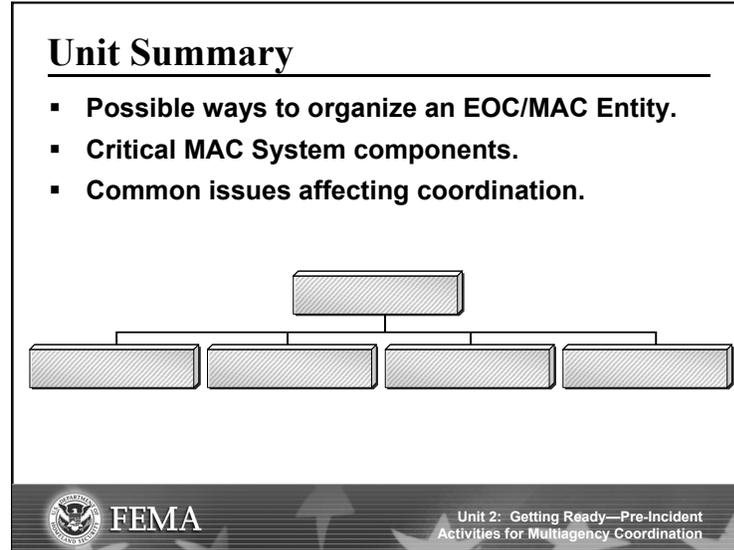
- Keep copies of all policies and procedures at the EOC. Often turf issues can be resolved by referring to existing policy and procedures that have been agreed to during pre-incident planning. Ensure that copies of all pertinent policies and procedures are available at the EOC in case they are needed.
- Have a senior decision-maker at the EOC. Having a senior decision-maker (e.g., the Mayor, a member of the city council, etc.) at the EOC enables decisions to be made in the moment, settling turf issues quickly, if only for the current response. (Note that these issues should be revisited as part of the after-action reporting process to develop a permanent solution.)

Remind the group that many of these issues can be identified through testing, training, and exercises. Developing a progressive test, training, and exercise program that crosses agencies, jurisdictions, and levels of government helps to resolve these issues before an incident occurs.

Ask if anyone has any questions.



Visual 2.50



Visual Description: Unit Summary

Instructor Notes

Summarize this unit by making the following points:

- NIMS does not require a specific organization for EOC/MAC Entities. Jurisdictions can use whatever type of organization works for them. EOC/MAC Entities can be organized in four ways: By major management activities, according to the principles of ICS, by Emergency Support Function, or as a MAC Group.
- Regardless of organization, EOC/MAC Entities, and other Multiagency Coordination Entities all have four critical components:
 - People.
 - Communications and Information Systems.
 - Public Information Systems.
 - Resource Management Systems.
- Establishing mutually supportive policies and procedures can help to ensure an effective response by documenting basic high-level direction as well as supporting procedures.
- Regardless of agency or level of government issues affecting coordination will arise. These issues should be anticipated, and strategies should be developed to resolve them. Finally, coordination should be tested, trained, and exercised through the development and implementation of a progressive program that crosses agencies, jurisdictions, and levels of government.