Multiagency Coordination Systems

Instructor Guide
October 2006

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Course Background Information

Purpose

This course will introduce Multiagency Coordination Systems (MAC Systems) and provide examples of how these systems can be used to improve incident response.

Who Should Attend

The target audience includes personnel associated with Multiagency Coordination Systems, including:

- Professional first response personnel and emergency management personnel.
- Elected officials of local, State, and tribal governments.
- Appointed officials of local, State, and tribal governments.
- Employees of the Department of Homeland Security.
- Employees of other Federal agencies.

ICS Instructor Guidelines

The NIMS Integration Center (NIC) is responsible for "facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels." This document provides guidelines for Incident Command System (ICS) instructors.

While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.

The NIC recommends the following general instructor guidelines:

- **Instructor Levels**
  - **Lead instructors** must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors.
  - **Unit instructors** must be experienced in the lesson content they are presenting.
  - **Adjunct instructors** may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.
- **Training Requirements for Lead and Unit Instructors**

  Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course or equivalent).

IS-701 Instructor Qualifications

It is recommended that this training be team taught by instructors with the following minimum qualifications:

- One instructor required, two recommended.
- Lead and unit instructors successfully completed ICS-100, ICS-200, ICS-300, and ICS-400, and EMI's IS-700 (NIMS, An Introduction) and IS-800 (The National Response Plan, An Introduction).
- Lead and unit instructors performed as EOC staff in at least two level II or higher EOC activations.

Course Objectives

The course objectives are as follows:

- Define multiagency coordination at the local, State, and Federal levels of government.
- Identify each agency involved in incident management activities to ensure that appropriate situational awareness and resource status information is shared through multiagency coordination.
- Identify typical priorities established between elements of the Multiagency Coordination System.
- Define key terms related to Multiagency Coordination Systems.
- Describe the process of acquiring and allocating resources required by incident management personnel related to the entire Multiagency Coordination System.
- Identify typical future resource requirements for the entire Multiagency Coordination System.
- Identify potential coordination and policy issues arising from an incident relative to the entire Multiagency Coordination System.

Training Content

The training is comprised of the following lessons:

- Unit 1: Introductions and Course Overview (2 hours 30 minutes)
- Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination (4 hours)
- Unit 3: Multiagency Coordination During an Incident (2 hours 30 minutes)
- Unit 4: Reassessing Your Readiness Post-Incident (2 hours 45 minutes)
- Unit 4a: Tabletop Exercise (2 hours 30 minutes)
- Unit 5: Course Summary and Final Exam (1 hour)

The table on the next page presents the recommended training agenda.

Day 1	**Unit 1: Introductions and Course Overview**	**2 hours 30 minutes**
	Unit 2: Getting Ready—Pre-Incident Activities for Multiagency Coordination	**4 hours**
	Unit 3: Multiagency Coordination During an Incident	**2 hours 30 minutes**
Day 2	**Unit 4: Reassessing Your Readiness Post-Incident**	**2 hours 45 minutes**
	Unit 4a: Tabletop Exercise	**2 hours 30 minutes**
	Unit 5: Course Summary and Final Exam	**1 hour**

Course Logistics Overview

Course Materials

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide:** Obtain one copy of the Instructor Guide for each trainer.
- **Student Manual:** Secure one copy of the Student Manual for each person attending the session.
- **PowerPoint Files CD:** The course visuals are stored on a CD. **Transfer the course visuals from the CD to the hard drive of a computer.** The visuals will operate more effectively if they are accessed from the computer's hard drive instead of the CD. Complete the following steps for copying the folders and files from the CD:
  1. Insert the Visuals CD in your CD drive.
  2. Using Windows Explorer, access the list of folders and files on your CD drive.
  3. Highlight the folder on the CD titled "visuals."
  4. With the visuals folder highlighted, click on the Edit pull-down menu and then select Copy.
  5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
  6. All of the visuals should now be copied onto your hard drive.
  7. Test the visuals to make sure that everything transferred correctly.

- **Course Evaluation:** The students will complete a written test at the end of the course. Make sure that you have one copy of the scoring sheet for each student. Ensure that all sheets are correctly completed and submit them to the EMI Independent Study Program Office to be scored.

Final Test

To receive a certificate of completion, students must take the 25-question multiple-choice final test, submit an answer sheet (to EMI's Independent Study Office), and score 75% on the test. Do NOT use the test unless you see IS-701 in the header and October 2006 in the footer. Older test versions contain outdated materials. Two options exist for test submission:

- Students submit their tests online and receive an e-mail with a link to their electronic certificate.

  1. Go to http://training.fema.gov/EMIWeb/IS/is701.asp.
  2. Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
  3. Click on "Take Final Exam" (found at the bottom of the page).

- Instructions for group delivery: Test answer sheets can be obtained upon request by calling (301) 447-1256. The completed tests can then be submitted as a group to:

  EMI Independent Study
  16825 South Seton Ave.
  Emmitsburg, MD 21727

Course Equipment

The following equipment is required for conducting this course:

- **Computer and Projection Device:** Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.
- **VHS Video Player and Projection Device/Monitor:** A video is included in the first lesson. Be sure to arrange for a VHS video player and either a projection device or monitor.
- Easel, pads, and pens
- Name tents
- Student Manuals

Copyright

This course makes no use of copyrighted/proprietary material.

Unit 1: Introductions and Course Overview

Objectives

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

- Define multiagency coordination at the local, State, and Federal levels of government.
- Describe the difference between command and coordination.
- Explain the role of Multiagency Coordination Systems in the National Incident Management System (NIMS) and the National Response Plan (NRP).

Scope

- Course Welcome
  - Administrative Information
  - Introductions
- Unit 1 Objectives
- Course Overview
  - Course Objectives
  - Video Presentation
  - Multiagency Coordination Systems
  - National Preparedness Goal
  - Operational Priorities
- Activity 1.1: Multiagency Coordination System Development
- Summary and Transition

Methodology

The instructors will welcome the students to the course, explain the course goal, and provide the required administrative information.

Next, the instructors will introduce themselves, providing brief statements of their experience in emergency/incident management and multiagency coordination. Then, the students will introduce themselves, briefly providing their names, job titles, and agency or jurisdiction, and describing their experience using Multiagency Coordination Systems. After the student introductions, the instructors will use visuals to introduce the course goals and objectives and review the course agenda with the class.

A video will be shown, in two parts with discussion questions in between. The video will introduce Multiagency Coordination Systems, pointing out how this approach facilitates the achievement of the National Preparedness Goal, and illustrating the role that the Multiagency Coordination System plays in incident management.

Methodology (Continued)

The instructors will use an interactive question-and-answer technique to describe the need to identify operational priorities as key to ensuring a functioning Multiagency Coordination System. During this discussion, the instructors will stress the need to involve all partners when identifying operational priorities, to ensure integration, both vertically and horizontally.

At the end of this unit, the students will work in small groups to analyze a case study that illustrates how multiagency coordination develops based on the needs of the incident(s). (Note that the case study includes all levels of government—local, State, and Federal—to ensure relevance to the audience.) Following the activity, the instructors will facilitate a group discussion about the characteristics of the Multiagency Coordination System and how the characteristics contributed to effective resolution of the incident. After answering any questions that the students have, the instructors will summarize the key points from the unit and transition to Unit 2.

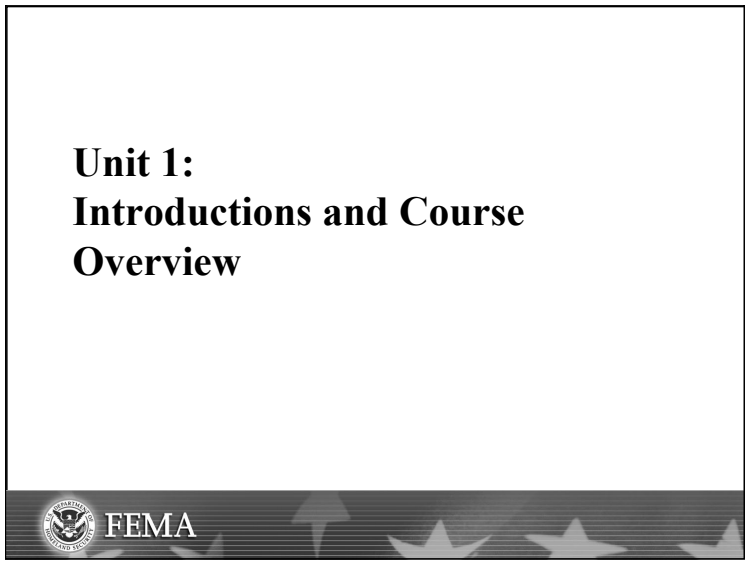
Time Plan

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
Course Welcome	35 minutes
Unit 1 Objectives	5 minutes
Course Overview	45 minutes
Activity 1.1: Multiagency Coordination System Development	1 hour
Summary and Transition	5 minutes
Total Time	**2 hours 30 minutes**

Topic COURSE WELCOME

Visual 1.1



Visual Description: Unit 1: Introductions and Course Overview

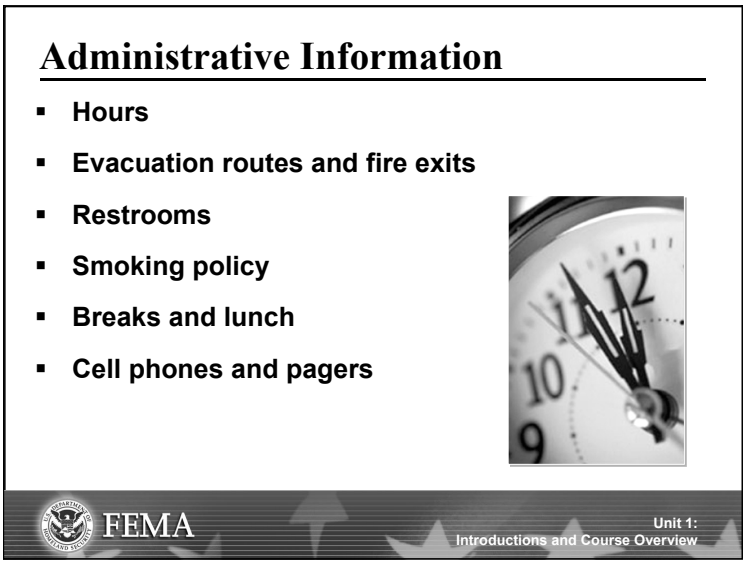
Instructor Notes

Welcome the students to the course.

Tell the group that this course will introduce Multiagency Coordination Systems (MAC Systems) and provide examples of how these systems can be used to improve incident response. Explain that, by taking this course, the students should be able to improve the overall coordination with, and support for, incident management by developing and operating within Multiagency Coordination Systems.

Topic	Administrative Information

Visual 1.2



Visual Description: Administrative Information

Instructor Notes

Present the course administrative information to the group. Be sure to mention:

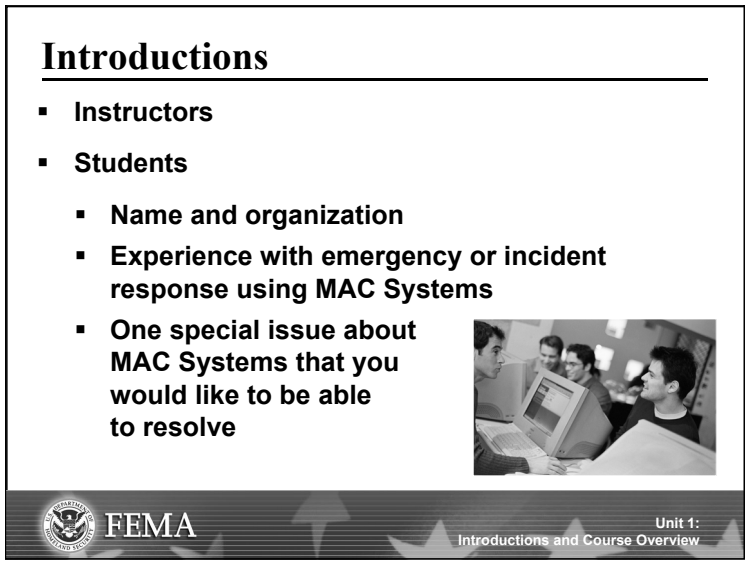
- The hours during which the class will convene.
- The evacuation route and fire exits.
- Restroom locations.
- Smoking policy.
- Breaks and lunch.
- Cell phone and pager policy (should be placed on “vibrate” for the duration of the class).

Course Materials

Verify that everyone has a copy of the Student Manual. Point out that the Student Manual includes all of the information required to take the course. Explain that the instructors will provide additional information based on their own experience with incident response and Multiagency Coordination Systems. Urge the students to take notes in their Student Manuals so that they retain this information after the class is over.

Topic	Introductions

Visual 1.3



Visual Description: Introductions

Instructor Notes

Introduce yourself by providing:

- Your name and organization.
- A brief statement of your experience with emergency or incident response using Multiagency Coordination Systems.

Ask the other instructors to introduce themselves in the same way.

Ask the students to introduce themselves by providing:

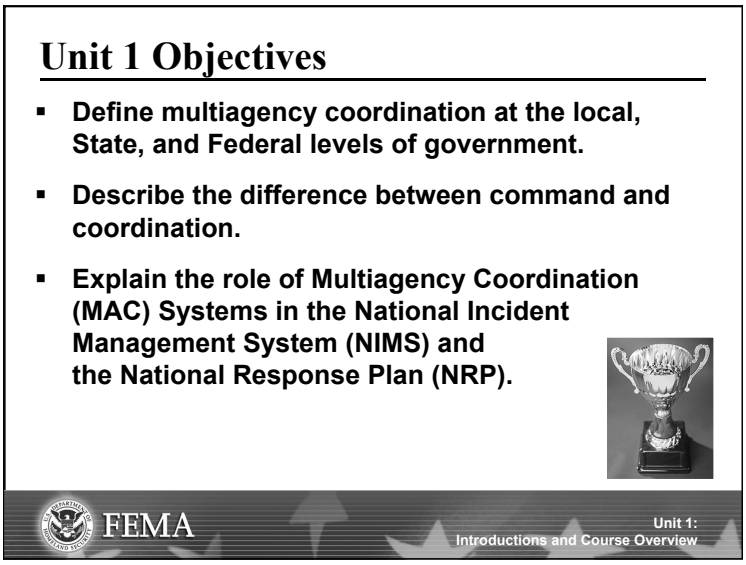
- Their name and organization.
- A brief statement of their experience with emergency or incident response using Multiagency Coordination Systems.
- One special issue about Multiagency Coordination Systems that they would like to be able to resolve by taking this course.

Record the students' expectations on chart paper. After all students have introduced themselves, summarize the introductions by using their responses to describe how their expectations will be addressed during the course and to clarify if there are any topics that are beyond the scope of this course.

If possible, hang the expectations list in the training room. Revisit the list at the end of the course to ensure that all issues have been addressed.

Topic UNIT 1 OBJECTIVES

Visual 1.4



Visual Description: Unit 1 Objectives

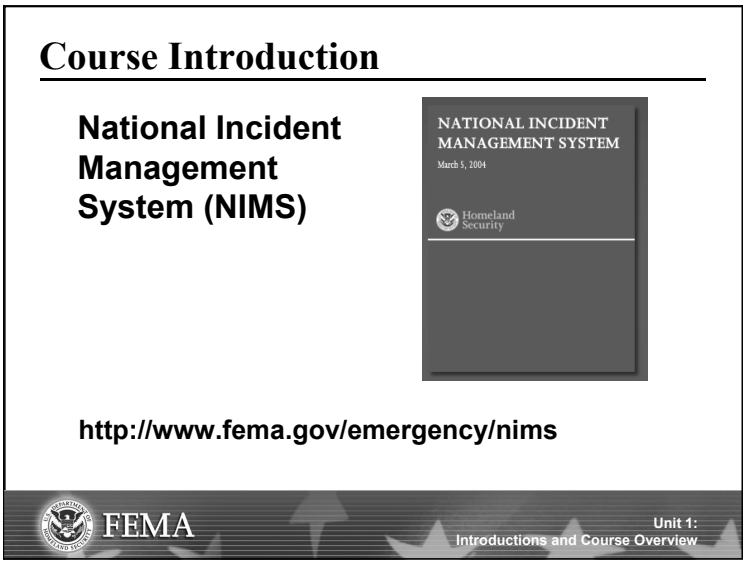
Instructor Notes

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

- Define multiagency coordination at the local, State, and Federal levels of government.
- Describe the difference between command and coordination.
- Explain the role of Multiagency Coordination Systems in the National Incident Management System (NIMS) and the National Response Plan (NRP).

Topic COURSE OVERVIEW

Visual 1.5



Visual Description: Course Introduction

Instructor Notes

Tell the group that this course will cover Multiagency Coordination Systems as introduced in the National Incident Management System (NIMS). Explain that NIMS is a standardized approach to incident management and response developed by the Department of Homeland Security. Point out that students can find more information on the NIMS Web site at http://www.fema.gov/emergency/nims.

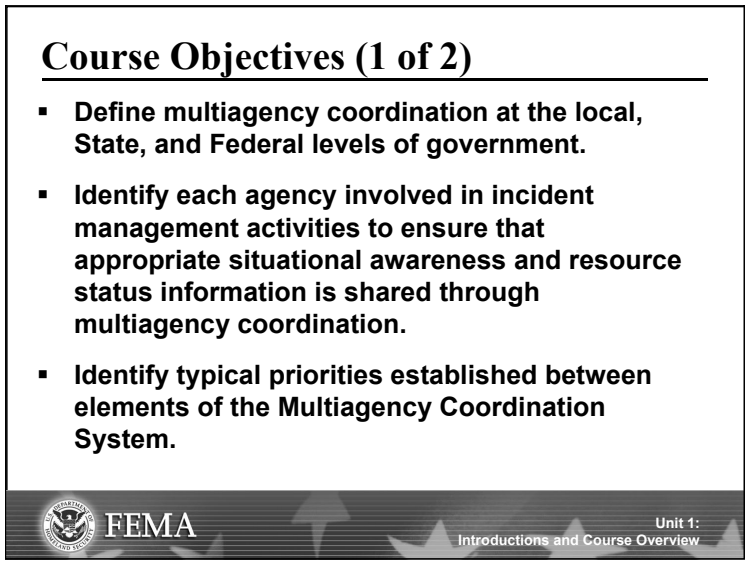
Ask the following question:

How many of you are familiar with the Multiagency Coordination (MAC) Group, the Joint Field Office (JFO), or Emergency Operations Center (EOC) organizational structures?

Allow time for the students to respond. Explain that MAC Groups, JFOs, and EOCs are specific kinds of Multiagency Coordination Entities. Explain that all have formal staffing patterns to support decision-makers. We will cover the roles of these entities in detail in this course.

Topic	Course Objectives

Visual 1.6



Visual Description: Course Objectives (1 of 2)

Instructor Notes

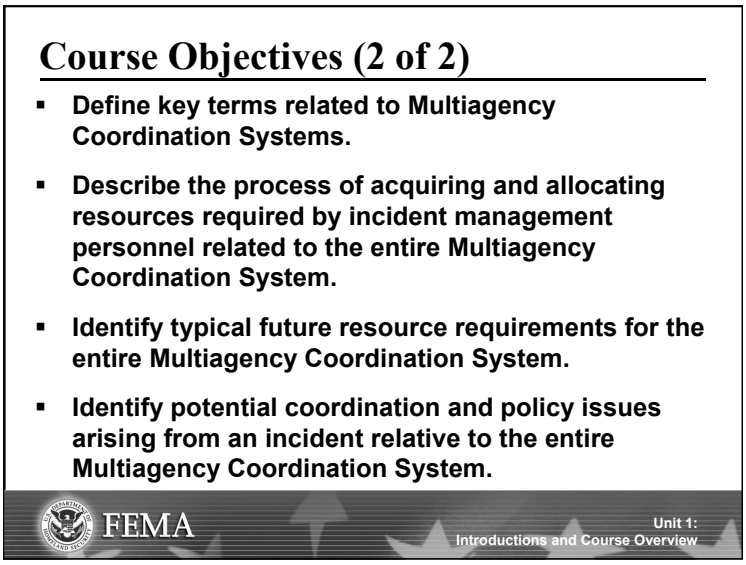
Show the next two visuals and review the course objectives. As you describe the objectives, point out that the course will allow time to address the group's issues, concerns, and considerations.

Tell the group that, by the end of this course, they should be able to:

- Define multiagency coordination at the local, State, and Federal levels of government.
- Identify each agency involved in incident management activities to ensure that appropriate situational awareness and resource status information is shared through multiagency coordination.
- Identify typical priorities established between elements of the Multiagency Coordination System.

Topic	Course Objectives (Continued)

Visual 1.7



Visual Description: Course Objectives (2 of 2)

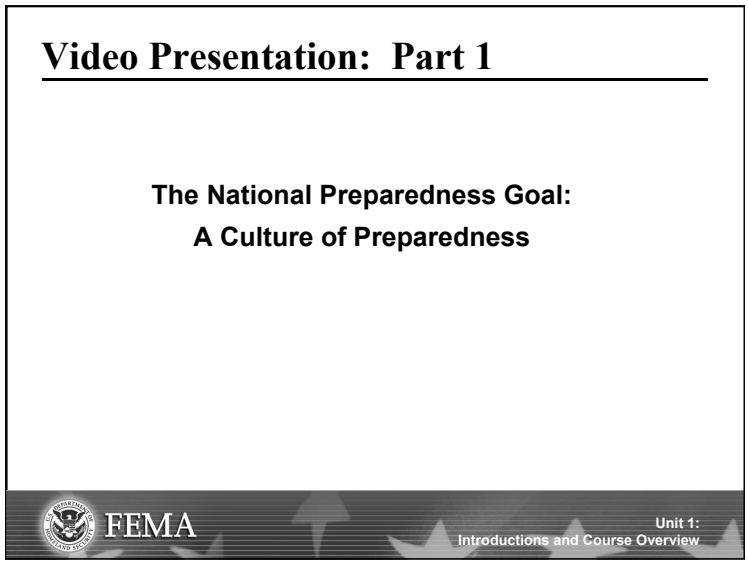
Instructor Notes

Continue reviewing the course objectives:

- Define key terms related to Multiagency Coordination Systems.
- Describe the process of acquiring and allocating resources required by incident management personnel related to the entire Multiagency Coordination System.
- Identify typical future resource requirements for the entire Multiagency Coordination System.
- Identify potential coordination and policy issues arising from an incident relative to the entire Multiagency Coordination System.

Topic	Video Presentation: Part 1

Visual 1.8



Visual Description: Video Presentation: Part 1

Instructor Notes

Explain that multiagency coordination is not a new concept. Many, if not most, levels of government have used multiagency coordination as a way of improving emergency response.

Point out that the concept of thinking about multiagency coordination as a system may be new to some.

Tell the students that you are going to show Part 1 of the video. Ask the group to think about ways that they cultivate a culture of preparedness in their jurisdictions. Then, start the video.

(A transcript of Part 1 of the video is provided on the following pages.)

Stop the video at the end of Part 1. Ask the following discussion questions:

What does the National Preparedness Goal mean for you?

How do you translate the Goal into what you do on a daily basis?

Allow time for the students to respond.

Transcript: Video Part 1

NARRATOR: The National Preparedness Goal challenges all of us to foster a preparedness culture. The goal is to ". . . engage Federal, State, local, and tribal entities, their private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events to minimize the impact on lives, property, and the economy."

In December 2003, President Bush issued Homeland Security Presidential Directive-8, directing the development of a National Preparedness Goal to strengthen and unify the Nation's emergency management efforts. HSPD-8 provides the foundation to help us answer three basic questions: How prepared do we need to be? How prepared are we? How do we prioritize efforts to close the gap?

The National Preparedness Goal offers a road map for partners at all levels of government to work together toward shared objectives.

CRAIG FUGATE: Dealing with the last couple of hurricane seasons, one of the things that we've seen is a reoccurring theme is people that have prepared and have plans do much better in disasters but a lot of people that can and should be getting ready for disasters don't. It has to be a solution based upon everybody taking their responsibility to prepare to the best of their ability at all levels and all levels of government . . . I think are the key things that we need to continue to work with and when we talk about this culture of preparedness, it goes beyond just our citizens. It also becomes the responsibility of our government agencies, particularly our local and State agencies.

NARRATOR: While the vast majority of emergency situations are handled locally, an incident's needs may exceed the capacity of local and State responders. In those cases, help is provided from other jurisdictions, the State, and the Federal Government.

NIMS was developed so responders from different jurisdictions and disciplines can work together better to respond to natural disasters and emergencies, including acts of terrorism. NIMS benefits include a unified approach to incident management; standard command and management structures; and an emphasis on preparedness, mutual aid, and resource management. NIMS institutionalizes the implementation of the Incident Command System nationwide.

CRAIG FUGATE: When we fail to work as a team, we fail our citizens and what NIMS is, is a system to provide a framework for all of the team to work together towards common goals—is essentially when you break it all down, management by objectives and it is a tool to allow you to work more effectively through a lot of challenges that a lot of agencies who on a day-to-day basis may not even have a working relationship. The most important thing about NIMS is everybody involved in that response knows what the mission is, the goals and objectives, and what their role is in accomplishing that.

CHIP PATTERSON: The relationship of the State and other external agencies in a major catastrophic disaster first off is—has to be an extraordinary partnership.

Transcript: Video Part 1 (Continued)

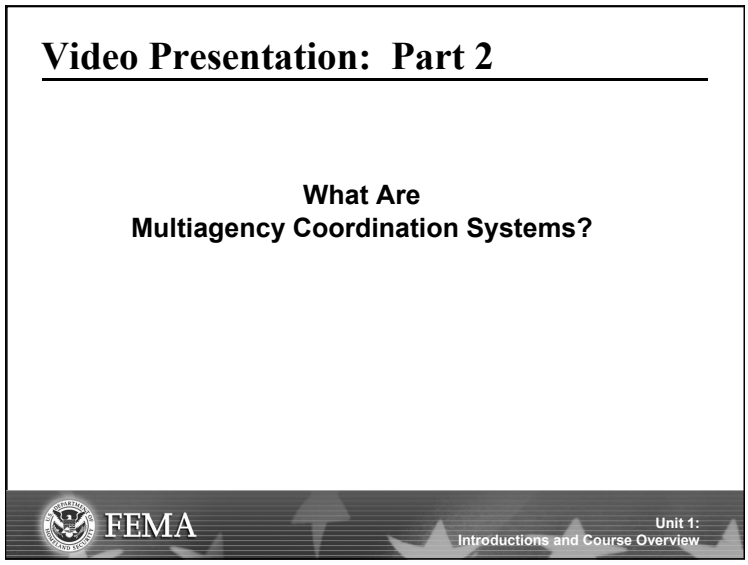
CRAIG FUGATE: This is a tool to ensure that you can bring in multiple disciplines across a variety of objectives in a disaster and work as one team, and that is the most important part about the NIMS process. It allows you to bring State agencies and local governments and volunteers and private agencies that on a day-to-day basis may not even have a working relationship, have their own cultures, their own identities, their own terminology, their own ways of solving problems and bring them together as a team to ensure that—as the policymakers set out what the mission and objectives are in complex disasters—that everybody is working towards those missions and objectives as a team—not independent, not stovepipe, and not duplicative or wasting our resources, but effectively and rapidly taking care of the challenges of meeting the needs of disaster victims, which is why we're in here in the first place.

CHIP PATTERSON: That transportability and portability of command systems and structures is very important to us. The Incident Command System provides that portability to be able to really be effective with those outside teams coming in to help us stand strong in the middle of a catastrophic disaster.

CRAIG FUGATE: . . . it's important that as we embrace NIMS and as we use the system, that it is not limited or just used within one part of response but it's for all the team.

Topic	Video Presentation: Part 2

Visual 1.9



Visual Description: Video Presentation: Part 2

Instructor Notes

Tell the students that now you are going to show Part 2 of the video. Ask the group to think about the components of their MAC System and how they work together. Then, start the video.

(A transcript of Part 2 of the video is provided on the following pages.)

Stop the video at the end. Ask the following discussion questions:

You heard the people interviewed talking about what they think makes a good MAC System. What are some of the themes they discussed?

What do you feel are the most important elements of your jurisdiction's MAC System?

Allow time for the students to respond.

Transcript: Video Part 2

NARRATOR: As an incident becomes more complex, a Multiagency Coordination, or MAC, System is used to coordinate and support the response efforts. A MAC System is a combination of integrated facilities, equipment, personnel, procedures, and communications with responsibility for coordinating and supporting incident management activities. The MAC System is much larger than a single facility and includes a network of elements all designed to support the Incident Command.

CHIP PATTERSON: The overall purpose of the MAC System is good situational awareness of having a coordination system and the command and control systems in place to have good situational awareness of what the effects that disaster has had on our community.

NARRATOR: A MAC System includes both command and coordination components. In a MAC System, direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command or Area Command.

The coordination components of the MAC System support the on-scene commanders by:

- Establishing incident management policies and priorities;
- Facilitating logistical support and resource tracking;
- Making informed resource allocation decisions;
- Maintaining a common operating picture by coordinating incident-related information; and
- Coordinating interagency and intergovernmental issues regarding policies, priorities, and strategies.

CHIP PATTERSON: The difference between the Incident Manager in the EOC and the Incident Commander in the field can be summed up really with the terms of the Incident Commander is engaged in command and control of that specific incident scene, and the Incident Manager in the EOC is engaged in coordination of that whole Multiagency Coordination System.

The Incident Commander has certain statutory duties or authorities to be able to protect public safety, to carry out particular actions.

The Incident Manager in the Emergency Operations Center is discharging the duties of the chief executive of that jurisdiction to coordinate and make the entire community move towards effective response and recovery in supporting those Incident Commanders.

CRAIG FUGATE: We start merging our operations very quickly and we work to support local governments, and in any type of disaster—but particularly those we know are coming—we'll actually assign staff into those impacted or potentially impacted county Emergency Operations Centers before the storm ever makes landfall.

NARRATOR: A MAC System may include a coordination entity with agency policy representatives who have decisionmaking authority. Common examples of these groups include Policy Committees, MAC Groups, Joint Field Office Coordination Groups, and Executive Groups. Although these groups have differing titles, their purpose is to provide strategic policy direction for the incident.

CHIP PATTERSON: On disaster day in the Emergency Operations Center, they're involved in strategy and policy as well, and our system must account for that and have them involved because there is numerous policy-level decisions that need to be made during disasters.

Transcript: Video Part 2 (Continued)

CRAIG FUGATE: We are a representative form of government; our elected leaders are who the public expects to be providing that policy direction.

CHIP PATTERSON: It goes all the way back being grounded in our local ordinance and city ordinance in describing who's in charge, who has the authority to declare local states of emergency and what that means and what it establishes; it establishes this Executive Group for the purposes of strategy and policymaking. An example of policy is hurricane evacuation, that's a policy decision, the establishment of curfews or exclusion zones, or restricting the sale of gasoline or firearms, all those are policy issues that the Executive Group gets involved in and makes the decisions about those.

NARRATOR: Effective resource management is a key function of those making policy decisions within the MAC System.

CHIP PATTERSON: One of the very important tools in the toolbox for resource management is the use of mutual aid agreements . . . really what are contracts in essence that describe the financial relationships, the legal relationships, and some of the operational relationships for a disaster environment. That statewide mutual aid agreement is an important part of our disaster service delivery.

NARRATOR: The Executive or Policy Group is supported by operational personnel. These staff members may work in the Emergency Operations Centers, Joint Operations Centers, Joint Field Offices, or Regional Response Coordination Centers. Although the names of facilities may differ, operational support staff facilitates logistics support and resource tracking, gathers and provides information, and implements multiagency coordination entity decisions.

There are many different ways to organize operational support staff. Often, operational support personnel are organized using Incident Command System, or ICS, principles. Although ICS principles may be used, these staff are in a support role, not a command role.

CHIP PATTERSON: We further organize the operations group using the Incident Command System and we have, essentially what we call an Incident Manager within the EOC who has a leadership role similar to what in the field would be called an Incident Commander—but an Incident Manager within the EOC—and then the common staff positions and general positions for within the Incident Command System: an Information Officer, Liaisons, Safety Officer, and then Section Chiefs: an Operations Section Chief, Plan Section Chief, Logistics Section Chief, and then Finance Section Chief.

And then that organizational structure is really dealing with, to a certain extent, command and control, but primarily coordination issues to support Incident Commanders out across that devastated area or that disaster area.

NARRATOR: One critical function of a Multiagency Coordination System is to develop a common operating picture accessible across jurisdictions and functional agencies. A common operating picture allows Incident Managers at all levels to make effective, consistent decisions in a timely manner. And it helps ensure consistency at all levels of incident management across jurisdictions, as well as between various engaged governmental jurisdictions, and private-sector and nongovernmental entities.

Transcript: Video Part 2 (Continued)

DAWN WOOD: We were talking about organizational discipline and it goes back to the objectives and what are the objectives that we need to meet in this period of time as well as in the overall picture of the incident and making sure that everybody that's part of the organization is moving in the same direction, that people are not off on their own doing their own thing, that we're all coming together to meet those needs as well as meet those objectives so it's tying the big picture together. You know, sometimes Operations is so busy out in the field doing what they need to do but it's essential that we get all the information—what they need, what they're doing—back up so that the rest of the organization is familiar with what they're doing and the bigger decisions can be made by the Executive Group and the mayor for going forward.

Another part of our MAC System is—a very important part—is the financial control system. I think in the past that's been an afterthought, and we realized that the Finance Section is very huge in being able to account for time, account for all the resources, payment, budgeting, everything has to be tracked through Finance and we want to get them involved at the beginning and not at the end, whereas we need to make sure that everything is documented correctly, that we're gathering the information that they need.

NARRATOR: Communications within a MAC System must be reliable. Systems and protocols must be in place to support integrated systems for communication, information management, and intelligence and information sharing to continuously update data during an incident.

CRAIG FUGATE: One of the things about NIMS is, irregardless of the technology challenges, it provides a method of ensuring you have interoperability of communications because you define who needs to talk to who, when, and what they need to say, and from there you take your systems and you build it to support the mission, the goals, and the objectives. NIMS provides the framework that identifies not only who needs to talk to who but what information must be passed between the different levels, both vertically and horizontally, to make sure we're all working towards the same mission, goals, and objectives even though we may have different pieces of that, come from different disciplines, and on a day-to-day basis we don't share common communications.

CHIP PATTERSON: One other component that, on somewhat more on the mission side of it, is the whole mechanism to communicate external to the public, to get out public information, and the need that we have in command centers to be able to partner with media, with television and radio and print media, to get that message out, to get protective action measures out, to get public safety messages and other information about that disaster.

It's very important to have that in close proximity to the overall Emergency Operations Center or command structure. But moreover it's not—the mission of getting that message out can impede the command and control and coordination, getting that whole piece of it done as well and so it's important to think of having the public information, Joint Information Center close and collocated, but not necessarily in the middle of the Emergency Operations Center.

In the facility that we're in now, the Joint Information Center is within this facility but is separated by several floors from the operational area of the EOC, so it's in close proximity but not in the midst of the operations.

Transcript: Video Part 2 (Continued)

NARRATOR: Throughout this course you will learn that effective Multiagency Coordination Systems incorporate all phases of emergency management—prevention, preparedness, response, recovery, and mitigation.

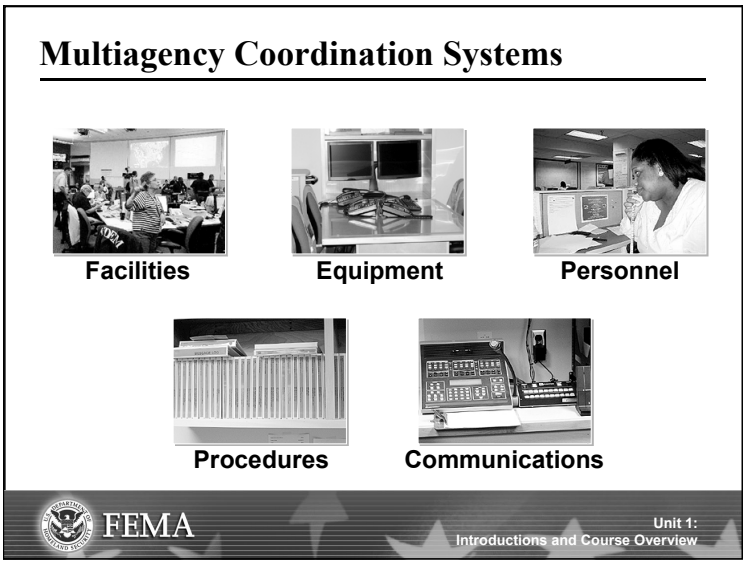
DAWN WOOD: What makes an effective Multiagency Coordinating System is the communication, and I think it's not just the communication when an incident happens but that we've had that communication all along and that in plans and writing plans, in exercises, in activations, that we're—have always been part of the same team.

DALE MARGADONNA: I think it helps coordinate whatever the incident is by having all the key players there that can make the decisions that can communicate their concerns. It certainly establishes a much more coordinated effort. It reinforces the command structure and I think it supports the entire effort much more than agencies being out on their own or being even in another location.

CHIP PATTERSON: The key to an effective Multiagency Coordination System is coming all the way back, is being disaster-victim focused and having a well thought out command and control communication and coordination system to be able to meet the extraordinary resource management issues and requirements as well as the situational awareness and coordination requirements that disaster brings. And so that means addressing it from a management organizational structure basis, from a facility basis, from a plans and procedure and training basis.

Topic	Multiagency Coordination Systems

Visual 1.10



Visual Description: Multiagency Coordination Systems

Instructor Notes

Begin the next section by explaining that a Multiagency Coordination System is a combination of:

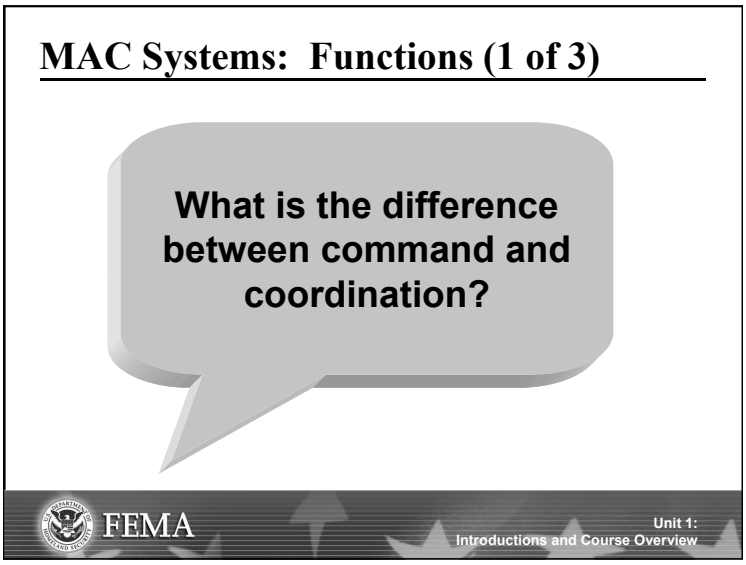
- Facilities.
- Equipment.
- Personnel.
- Procedures.
- Communications.

These components are integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

Point out that these are not new concepts. All States have these components currently in place. NIMS does not impose a new system or organizational structure; it simply emphasizes the interrelated nature of the components in the creation of an integrated coordination and support system.

Topic	Multiagency Coordination Systems (Continued)

Visual 1.11



Visual Description: MAC Systems: Functions (1 of 3) - What is the difference between command and coordination?

Instructor Notes

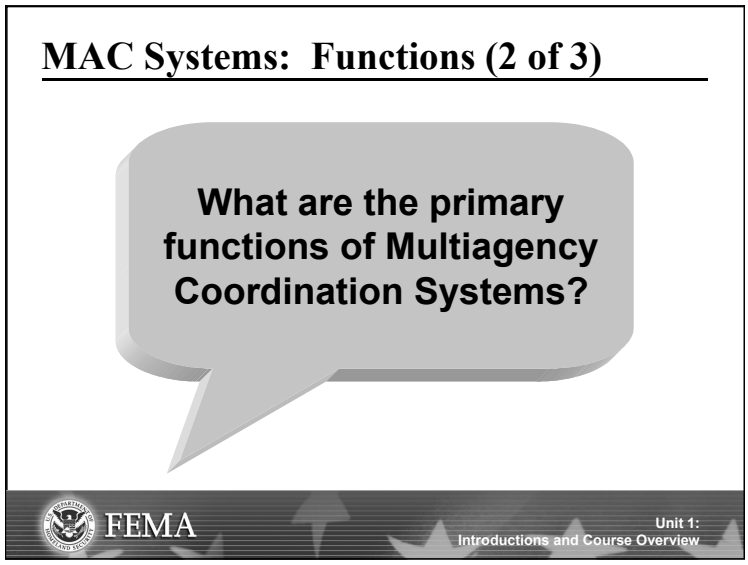
Ask the following question:

What is the difference between command and coordination?

If the class does not mention it, point out that **command** is the authority to direct agency resources to take specific action. The ICS command structure allows that authority to be delegated 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.

Emphasize that direct tactical and operational responsibility for conducting incident management activities rests with the Incident Command/Area Command.

Visual 1.12



Visual Description: MAC Systems: Functions (2 of 3) - What are the primary functions of Multiagency Coordination Systems?

Instructor Notes

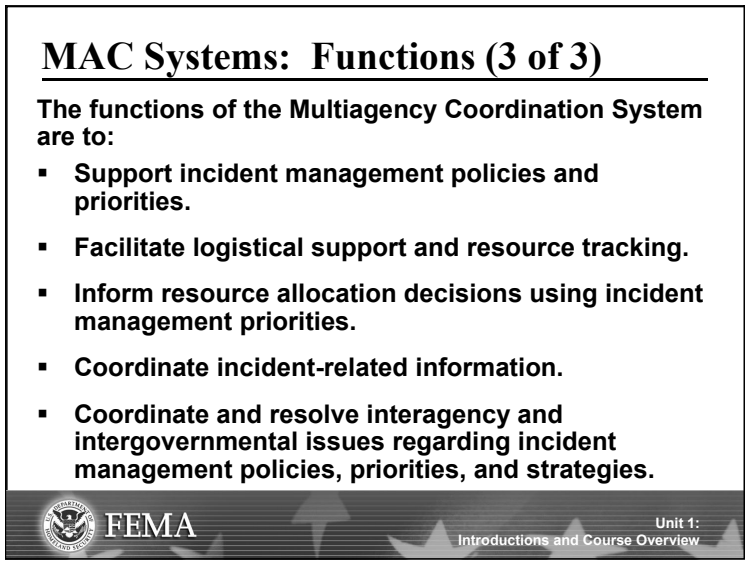
Ask the following question:

What are the primary functions of Multiagency Coordination Systems?

Allow the group time to respond.

After the group has discussed the question, display the next visual.

Visual 1.13



Visual Description: MAC Systems: Functions (3 of 3)

Instructor Notes

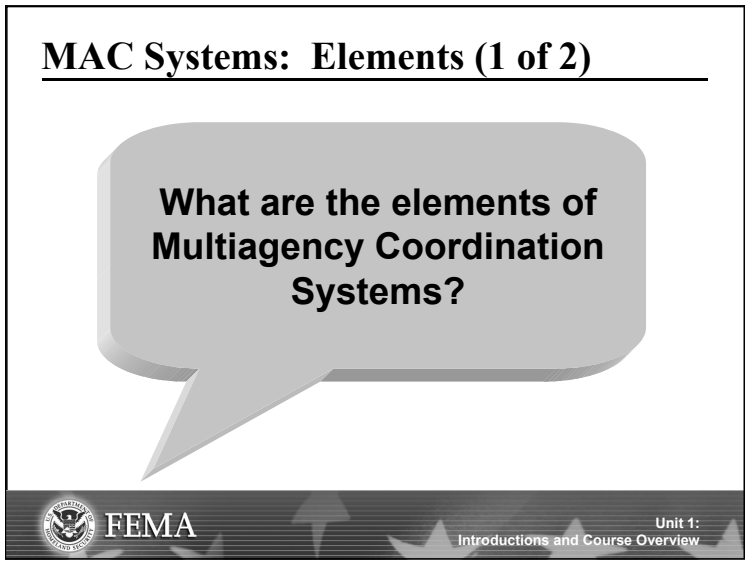
Summarize the group's responses by explaining that the functions of Multiagency Coordination Systems are to:

- Support incident management policies and priorities.
- Facilitate logistical support and resource tracking.
- Inform resource allocation decisions using incident management priorities.
- Coordinate incident-related information.
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Stress that **direct tactical and operational responsibility for conducting incident management activities rests with the Incident Commander.**

Topic	Multiagency Coordination Systems (Continued)

Visual 1.14



Visual Description: MAC Systems: Elements (1 of 2) - What are the elements of Multiagency Coordination Systems?

Instructor Notes

Ask the following question:

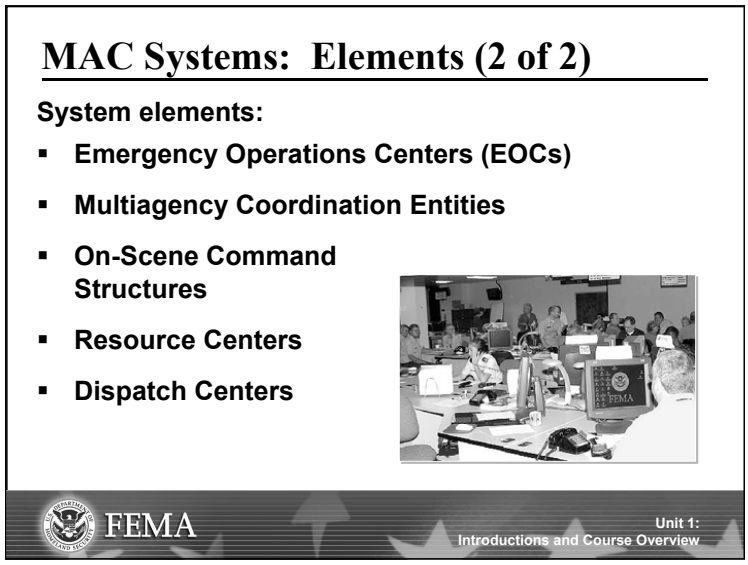
What are the elements of Multiagency Coordination Systems?

Allow the group time to respond.

After the group has discussed the question, display the next visual.

Topic	Multiagency Coordination Systems (Continued)

Visual 1.15



Visual Description: MAC Systems: Elements (2 of 2)

Instructor Notes

Explain that Multiagency Coordination System elements include:

- Emergency Operations Centers—EOCs are the physical locations at which the coordination of information and resources to support incident management activities normally takes place.

- Multiagency Coordination Entities—Agencies, such as emergency management agencies, are used to facilitate incident management and policy coordination. MAC Entities are typically used when incidents cross disciplinary or jurisdictional boundaries or involve complex incident management scenarios.

Point out that Multiagency Coordination Systems also include:

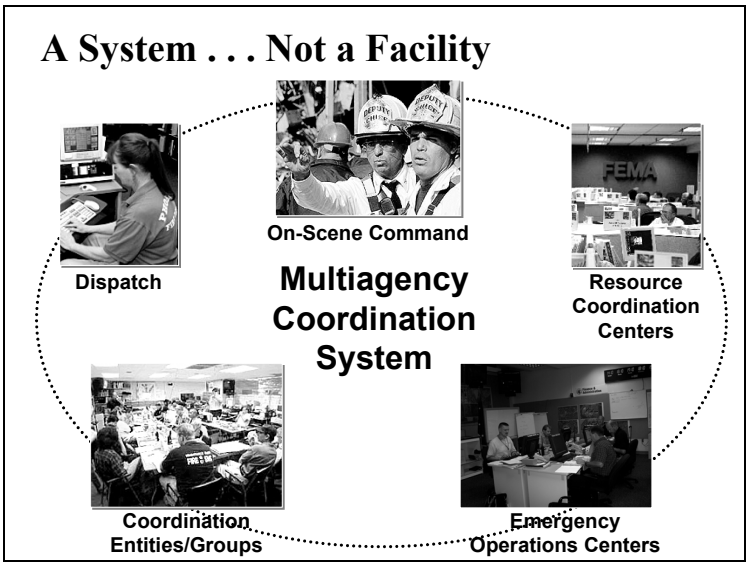
- On-scene Command Structures (e.g., Single and Unified Command, Area Command, and Unified Area Command)—Multiagency coordination takes place at the incident scene through the organizational options of Unified Command and Unified Area Command and the Liaison Officer positions.

- Resource Centers—Resource Centers at the State and Federal levels reach out to multiple agencies for resources to support incidents.

- Dispatch Centers—Dispatch centers have the authority to request resources from immediate mutual aid agencies to support the concepts of dispatching the closest forces and total mobility.

Topic	Multiagency Coordination Systems (Continued)

Visual 1.16



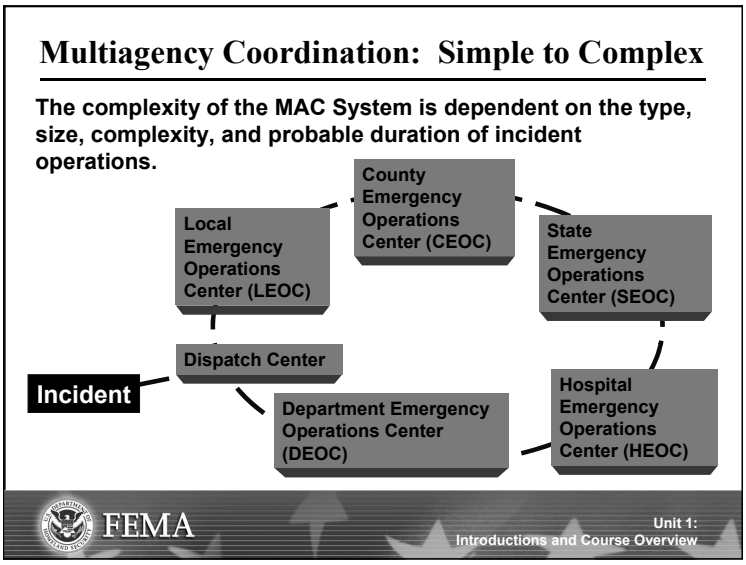
Visual Description: A System . . . Not a Facility

Instructor Notes

Stress that, **together, these elements form a system.**

Topic	Multiagency Coordination Systems (Continued)

Visual 1.17



Visual Description: Multiagency Coordination: Simple to Complex

Instructor Notes

Point out that Multiagency Coordination Systems:

- May be as simple as a teleconference.
- May require an assembled group and associated support systems.

Explain that the type, size, complexity, and probable duration of incident operations determine the level of complexity for Multiagency Coordination Systems.

Topic	Multiagency Coordination Systems (Continued)

Visual 1.18

Visual Description: How do Multiagency Coordination Systems help meet the National Preparedness Goal?

Instructor Notes

Ask the following question:

How do Multiagency Coordination Systems help meet the National Preparedness Goal?

Allow the group time to respond.

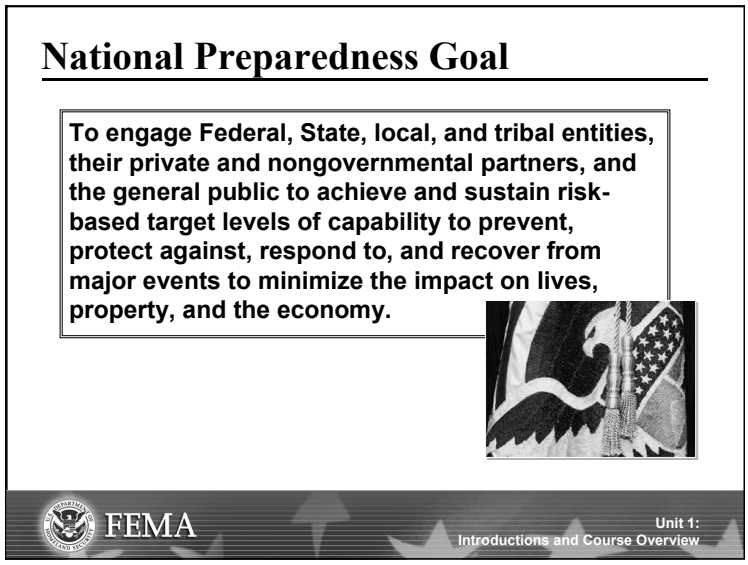
Explain that the background for the National Preparedness Goal is included in Homeland Security Presidential Directive 8 (HSPD-8), which defines preparedness as:

> . . . the existence of plans, procedures, policies, training, and equipment necessary . . . to maximize the ability to prevent, respond to, and recover from major events.

After the group has discussed the question, display the next visual.

Topic	National Preparedness Goal

Visual 1.19



Visual Description: National Preparedness Goal

Instructor Notes

Present the interim National Preparedness Goal.

> To engage Federal, State, local, and tribal entities, their private and nongovernmental partners, and the general public to achieve and sustain risk-based target levels of capability to prevent, protect against, respond to, and recover from major events to minimize the impact on lives, property, and the economy.

Facilitate a brief discussion of how Multiagency Coordination Systems help to achieve the National Preparedness Goal by providing a common approach to national incident management. Be sure to make the following points.

Multiagency Coordination Systems:

- Ensure that response systems are interconnected and complementary, rather than duplicative.
- Reinforce interoperability among the various system components.
- Make response more efficient and effective by coordinating available resources and making decisions based on agreed-upon policies and procedures.

Explain that Multiagency Coordination Systems are grounded in risk-based planning that balances the potential threat and magnitude of potential incidents with the resources required to prevent, respond to, and recover from them.

Topic	Operational Priorities

Visual 1.20

Visual Description: Operational Priorities

Instructor Notes

Direct the students' attention again to Visual 1.20. Emphasize the operational priorities mentioned in the National Preparedness Goal. These operational priorities involve minimizing the impact of an incident on:

- Lives.
- Property.
- The economy.

Explain that Multiagency Coordination Systems help government at all levels:

- Identify their capabilities and shortfalls.
- Identify the tasks and activities that they must accomplish to prevent, protect against, prepare for, respond to, and recover from high-threat incidents.
- Work together to achieve the operational priorities.
- Mobilize, manage, and demobilize resources to support incidents.
- Manage activities necessary to protect the community during major incidents.

Topic: Operational Priorities (Continued)

Tell the group that the course will cover multiagency coordination activities in phases:

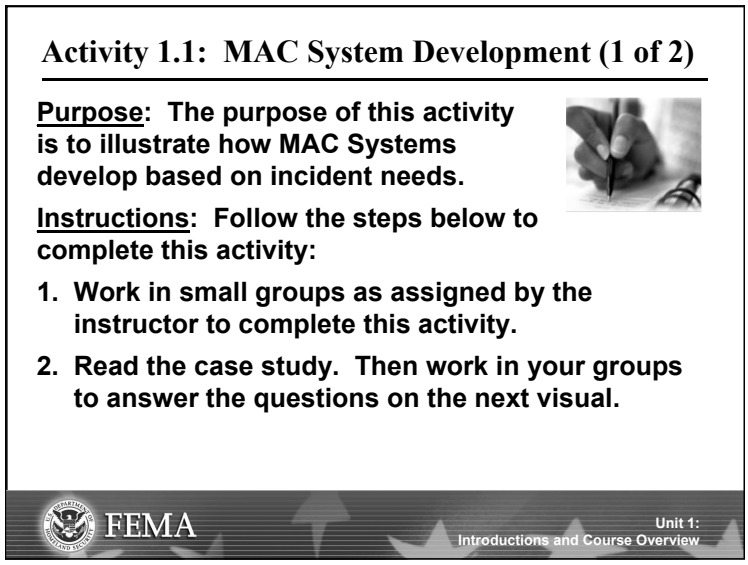
- Pre-incident activities
- Activities that take place during an incident
- Post-incident activities

Point out that the course will also provide examples of how jurisdictions have implemented Multiagency Coordination Systems, and tools that they can use as they review their Multiagency Coordination Systems.

Ask if anyone has any questions before continuing.

Topic ACTIVITY 1.1: MULTIAGENCY COORDINATION SYSTEM DEVELOPMENT

Visual 1.21



Visual Description: Activity 1.1: MAC System Development (1 of 2)

Instructor Notes

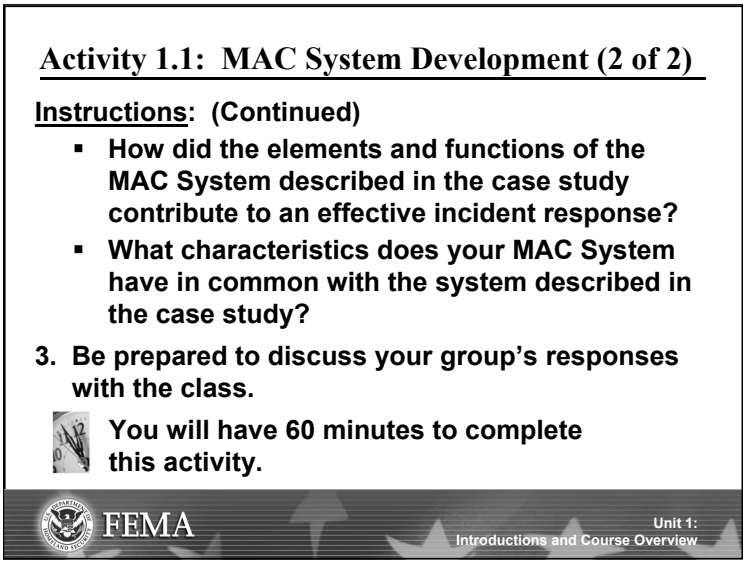
Purpose: The purpose of this activity is to illustrate how Multiagency Coordination Systems develop based on incident needs.

Instructions: Follow the steps below to conduct this activity:

1. Assign the students to groups of five or six.
2. Direct the students to the activity that begins on page 1-29 in the Student Manual.
3. Explain that the case study describes an incident and illustrates how the multiagency coordination system develops as the incident grows or becomes more complex.
4. Tell the students to review the case study, then discuss it in their groups. Point out that they will be asked to answer the questions on the next visual.

Topic **ACTIVITY 1.1: MULTIAGENCY COORDINATION SYSTEM DEVELOPMENT (CONTINUED)**

Visual 1.22



Visual Description: Activity 1.1: MAC System Development (2 of 2)

Instructor Notes

Instructions: (Continued)

- How did the elements and functions of the system contribute to an effective incident response?
- What characteristics does your Multiagency Coordination System have in common with the system described in the case study?

5. Tell the class that they will have 60 minutes to complete this activity.

6. Monitor the time. This activity should take approximately 20 minutes to read, 20 minutes for group discussion, and 20 minutes for reporting out.

Topic ACTIVITY 1.1: MULTIAGENCY COORDINATION SYSTEM DEVELOPMENT (CONTINUED)

Case Study: Hurricane Charley

When all groups have finished, facilitate a brief discussion of the characteristics of the Multiagency Coordination System described in the case study:

- Agreed-upon policies and procedures.
- A logistics system that facilitates resource ordering and tracking.
- A system for coordinating incident-related information.
- A mechanism for coordinating interagency and intergovernmental issues regarding incident management policies, procedures, and strategies.

Allow 20 minutes for the group discussion.

	Activity 1.1: Multiagency Coordination System Development	Student Manual Page 1-29

Purpose: The purpose of this activity is to illustrate how Multiagency Coordination Systems develop based on incident needs.

Instructions: Follow the steps below to complete this activity:

1. Work in small groups as assigned by the instructor to complete this activity.
2. Read the case study presented below. Then work in your groups to identify:

   - How the elements and functions of the Multiagency Coordination System described in the case study contributed to an effective incident response.
   - The characteristics that your Multiagency Coordination System has in common with those described in the case study.

3. Be prepared to discuss your group's responses with the class.

You will have 60 minutes to complete this activity.

Case Study

Polk County lies on the Interstate 4 corridor, 25 miles east of Tampa and 35 miles southwest of Orlando. As the geographic center of Florida, it is estimated that more than 7.5 million people reside within a 100-mile radius of Polk County. This is one of the largest population centers in the Southeast.[1] Polk County has a population of 483,294, with 187,233 households.[2]

The Emergency Management Operations section is the emergency planning branch for Polk County. This section is responsible for the County's All-Hazard Comprehensive Emergency Plan and Local Mitigation Strategy. It also coordinates the activation of the County's Emergency Operations Center (EOC).[3]

[1] Board of County Commissioners, Polk County, Florida. www.polk-county.net/about.aspx.
[2] FEMA Florida Assistance County Data. www.fema.gov/news/newsrelease_print.fema?id=16503.
[3] Board of County Commissioners, Polk County, Florida. www.polk-county.net_offices/emergency_mgmt/index.aspx.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-30

Case Study (Continued)

Chronology

The following chronology describes the response to Hurricane Charley, including how Florida jurisdictions coordinated to achieve an effective response.

- **August 11, 2004:** Charley was, at this point, a tropical storm with a trajectory aimed at central Florida.
  - Governor Jeb Bush declared a state of emergency.
  - Ten counties in Florida's central panhandle had shelters on standby.
  - Three shelters were open in Bay and Washington Counties.
  - The State Operations Support Branch, Emergency Support Service Branch monitored the storm's track.
  - The Administration and Finance Section monitored and tracked costs and assisted with any purchasing and travel arrangements.
  - The Information and Planning Section published fact sheets to the online Emergency Management Tracker, with situation and flash reports issued as needed.

  Because of the threat posed by Charley, the State Emergency Operations Center (EOC), which was activated at Level 2, reminded county emergency management offices to e-mail their situation reports to the State Warning Point. Seven counties other than Polk County activated their EOCs at various status levels.[4]

  The State Emergency Operations Director, speaking to the press, urged Florida residents to be vigilant and prepared to take action, if needed.[5]

- **August 12, 2004:** Charley was upgraded to a Category 2 hurricane, and forecast to increase in strength:
  - A Federal disaster declaration was requested.
  - 32 county EOCs were activated at various levels.
  - The State Operations Support Branch placed the Emergency Mutual Aid Compact (EMAC) "A" Team on standby.
  - The Florida Emergency Information 24-hour hotline (FEIL) was activated so that residents could obtain accurate public information.
  - The State EOC was activated at Level 1; scheduled briefings and conference calls began.
  - The State Operations Branch began coordinating with FEMA Logistics on two Federal "push packages."
  - Because it had been included in the Hurricane Warning, the Crystal River Nuclear Power Plant declared an Unusual Event. The plant would issue updates as conditions warranted.

[4] Florida State Emergency Response Team (SERT) Situation Report (Sitrep) No. 1, Tropical Storm Charley and No. 2, Hurricane Charley.
[5] *The Ledger*, Lakeland, Florida, "Two Storms Threaten Florida's Coast." August 11, 2004. www.theledger.com.

Activity 1.1: Multiagency Coordination System Development (Continued)

Student Manual Page 1-31

Case Study (Continued)

- State EOC's Logistics Section Mutual Aid Branch requested the EMAC "A" Team, and anticipated that it would arrive on Friday, August 13.
- The Mutual Aid Branch also developed standby EMAC mission assignments for Florida National Guard (FLNG) helicopters and swift-water rescue teams. Three FLNG Logistics staff were onsite at the State Deployment and Planning Branch to support these operations.

The Polk County EOC was fully activated, and a local state of emergency was declared. Local county offices and schools closed, and one special-needs shelter was opened.[6]

The Polk County Sheriff's Office, partnered with the Polk County Board of County Commissioners Emergency Management Division, used state-of-the-art automated emergency notification technology to deliver automatic voice messages to key groups, including local residents.[7]

- **August 13, 2004:** Charley came ashore as a Category 3 hurricane at approximately 8:00 p.m.[8] 1,133,680 customers were reported without power in 21 counties and 3,500 persons were in shelters. Six hospitals and a shelter with 1,200 evacuees were reported damaged. A large sinkhole had engulfed a number of vehicles. Municipalities reporting damage included Bartow (water tower down) and Frostproof (damage to the downtown area).[9] Press reports described trees uprooted and structural damage in and near a "badly damaged" mobile home park in Fort Meade, the county's first community to fall victim to Charley.[10]
  - President Bush issued a major disaster declaration. At this point, FEMA's role began, with Federal assistance becoming available to help restore public property and facilities in all counties within the designated disaster area. Additionally, Florida requested catastrophic housing assistance for 10,000 households. Polk County remained under a local state of emergency, with voluntary evacuations.
  - Seven conference calls were scheduled at the State EOC, including as participants Advance Recovery Liaisons (ARLs), four of which were deployed in South Florida and six team members being on standby in Monroe County, along with a RECON Team including Florida's Department of Transportation (DOT), Civil Air Patrol (CAP), and the FLNG.
  - The Operations Support Branch submitted an EMAC request for Search and Rescue Teams.
  - The Logistics Section Mutual Aid Branch reported that the EMAC "A" Team had arrived and warning orders had been issued to contract vendors.

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[6] SERT Sitrep Nos. 3 and 4.
[7] Press release, Dialogic Communications Corporation. "Polk County Uses DCC's Technology to Prepare for Potential Emergency with Hurricane Charley—County Creates Communications Network with Public Safety Organizations and Community." Tampa, August 31, 2004.
[8] *The Ledger*, Lakeland, Florida. "Category 3 Storm Expected in Polk." August 13, 2004. www.theledger.com.
[9] SERT Sitrep No. 7.
[10] *The Ledger*, Lakeland, Florida. "Scenes from South Polk." August 13, 2004. www.theledger.com.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-32

Case Study (Continued)

- The Emergency Support Service Branch continued to monitor storm-related activities in the counties and stand by for requests from local authorities.
- Florida ESF-14, Public Information: Media interest was heavy, with the Governor having completed two press conferences, and ongoing briefings were provided by Florida ESF-14 staff. A satellite feed operated on a 24-hour basis with updates from the Department of Health, Highway Patrol, and Department of Law Enforcement. In a highly successful public information effort, multiple agency heads were available to the media.
- Florida ESF-15, Volunteers and Donations, reported that offers from large volunteer groups were being received and recorded, and that daily Voluntary Organizations Active in Disaster (VOAD) conference calls were planned, coordinating with FEMA.
- Florida ESF-17, Animal Protection, reported that animal shelters and housing were being identified and posted.

The State EOC's Recovery Section reported that FEMA had been contacted about forming a joint Federal/State Building Performance Assessment Team in regard to impacts on the new Florida Building Code.[11]

- **August 14, 2004:** Statewide, 12 deaths had been confirmed by medical examiners. An estimated 1.4 million customers were without power, with an estimated 5 to 10 days needed for restoration. A total of 33 public shelters were operating, with 5,388 evacuees, 1,000 of those evacuees in Polk County. Fourteen special-needs shelters operated with 539 people, 70 of those in Polk County. There were reports of trees, power lines, and debris on the county's roads, and there was an accident involving multiple tractor-trailers. In Frostproof, power lines were down and traffic signals were not functioning. The Winter Haven Hospital sustained minor damage.
  - Polk County was among 16 counties added to the designation of eligibility for Federal disaster aid, bringing the total number of declared counties to 20.
  - Polk County issued a mandatory evacuation order.
  - The county's 911 center closed because of flooding.
  - Florida ESF-4, Firefighting, and Florida ESF-9, Search and Rescue, reported that 300 total personnel, along with Florida ESF-4 and Florida ESF-9 liaisons, were dispatched to Polk, Charlotte, and Hardee Counties for search and rescue and general firefighting missions. Updates continue on personnel requirements, including relief for currently assigned units.
  - Florida ESF-11, Food, Water, and Ice, reported that trucks of water and ice were arriving at Logistics Staging Area (LSA) #1 at Lakeland Airport, Polk County.
  - Florida ESF-17, Animal Protection, requested the staging of emergency animal equipment and food at LSA #1; four animal assessment teams were currently in action in the impacted area. Three animal response teams and two Humane Society of the United States teams were en route to Bartow (Polk County).[12]

[11] SERT Sitrep No. 7.
[12] SERT Sitrep No. 9.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-33

Case Study (Continued)

- Federal response included the following activities:
  - Six Urban Search and Rescue teams were deployed, including two teams from Florida, and teams from Maryland, Colorado, Tennessee, and California.
  - Eight Disaster Medical Assistance Teams (DMATs), including doctors, nurses, and medical technicians trained to handle trauma, pediatrics, surgery, and mental health issues, deployed to support medical facilities and hospitals not fully operational. Two teams were deployed to Port Charlotte and one to Punta Gorda. DMATS brought truckloads of medical equipment and supplies with them. Six additional DMATs were placed on alert.
  - FEMA's Mobile Emergency Response Services (MERS) communications responded to provide telephone, radio, and video links in support of response and recovery efforts.
  - At FEMA's request, the U.S. Army Corps of Engineers (USACE) coordinated the deployment of 10 truckloads of water and 7 truckloads of ice to the Tampa area, as well as deployment of sandbag teams and portable flood control levees to central and northern Florida.
  - Twenty semi-trailers containing cots and blankets, emergency meals, portable toilets, personal wash kits, sleeping bags, 6-to-8-person tents, plastic sheeting and roofing, bottled water, and mid-range generators were staged at a central hub in Lakeland, Florida (within Polk County).
  - Large sea containers with building materials for immediate home repairs were deployed.
  - FEMA worked with the Florida Division of Emergency Management to identify utility companies outside of the affected area to provide mutual aid to Florida power companies in their efforts to restore power.
  - Aircraft from DHS's Immigration and Customs Enforcement flew over the storm's path to collect images for damage assessment. The remotely sensed data allowed FEMA to target areas needing immediate disaster assistance.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-34

Case Study (Continued)

- **August 15, 2004:** Damage assessment continued. The Peace River Electric Co-op, serving 10 Florida counties, including Polk County, estimated it would require weeks to rebuild from storm damage. Polk County schools were expected to remain closed until August 23, and a dusk-to-dawn curfew had been issued. An EPA overflight showed minimal impact to hazmat facilities from Polk to Charlotte Counties.
  - The State's Infrastructure Support Branch provided fuel support to county operations, and fuel support for State public safety and response mission vehicles was provided at FDOT maintenance yards, including Bartow, Polk County.
  - The Human Services Branch opened a comfort station in Polk County.
  - Ag/Animal Control conducted field assessments in Bartow; animal feed and equipment were going to Logistics Staging Area #1.
  - ESF-8, Health and Medical Services, provided personnel to Charlotte and Polk Counties.[13]
  - An additional 21 counties were added to the disaster declaration, bringing the total to 41.
  - FEMA collaborated with the State of Florida and the USACE Planning Resource Team to survey the existing stock of available housing in response to the State's earlier request for 10,000 units.
  - Pre-placement interviews of those needing housing were underway.
  - Two hundred FEMA contract housing inspectors arrived to assess damage, and that number was expected to increase to 450 in the next several days.

[13] SERT Sitrep Nos. 10 and 11.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-35

Case Study (Continued)

- **August 16, 2004:** The State EOC Operations Support Branch announced the beginning of recovery operations, to include Polk County. Polk County Schools reported extensive roof damage to school portables. In addition to the damage reported earlier at the Winter Haven Hospital, damage was now reported to the hospital in Lake Wales.
  - The Emergency Support Service Branch established a Base Camp near the Lakeland Logistics Staging Area, where 7 trucks of food awaited deployment and 120,000 meals had been delivered to various sites. Resources were staged at this Logistics Staging Area and at LSA #2 in Punta Gorda.[14]
  - In addition to the Incident Management team deployed to the Lakeland Logistics Staging Area, more than 321 soldiers provided military support in Polk County, which also was served by 5 RECON teams in Frostproof.[15]
  - The Public Information Section coordinated TV and radio interviews and special projects regarding public relations to affected areas, and collaborated with GIS for FloridaDisaster.org updates.
  - The U.S. Department of Agriculture approved mass replacement of August food stamp benefits for recipients in Polk and six other counties, adding benefits electronically to food stamp accounts.
  - FEMA opened the first three Disaster Recovery Centers (DRCs), one at a fixed site in Port Charlotte and two mobile units. The Disaster Field Office (DFO) (now titled Joint Field Office (JFO)) opened near Orlando to provide a base of operations for Federal and State agencies. A satellite DFO (now JFO) was established in Punta Gorda to facilitate operations where the damage had been the heaviest.
  - Fifteen Preliminary Damage Assessment Teams were in the field to assess the need for Federal aid programs authorized by the declaration. Debris specialists met with State and local officials to define the resources required to clear the impacted area of debris.
  - A Veterinary Medical Assistance Team (VMAT) was deployed for a veterinary mission.
  - FEMA Urban Search and Rescue teams completed their initial sweep in Punta Gorda and secondary searches of all 36 affected trailer parks.

[14] SERT Sitrep No. 12.
[15] SERT Sitrep No. 14.

	Activity 1.1: Multiagency Coordination System Development (Continued)	Student Manual Page 1-36

Case Study (Continued)

- **August 17, 2004:** Initial analysis indicated that 88,375 housing units were damaged and 141,647 persons had been displaced in Polk and 5 other counties.
  - The first FEMA travel trailers were put into operation.
  - FEMA delivered 10,000 tarps to cover damaged roofs.
  - FEMA enlisted AmeriCorps volunteers to assist the USACE and help elderly and special-needs residents place tarps on their damaged homes.
  - FEMA processed a record number (43,321) of disaster assistance applications from victims of Hurricane Charley. Checks for more than $6.5 million were issued for temporary housing, housing repairs, and other disaster-related needs. The U.S. Small Business Administration reported that it had issued 20,384 disaster loan applications (17,169 for homes and 3,215 for businesses).

- **August 18, 2004:** FEMA opened another Disaster Recovery Center, bringing the total to five. Three more were planned for Polk and two other counties for the following day. 1,000 community relations workers deployed to provide information to storm victims.

- **August 20, 2004:** Polk County's damage assessment was expected to be completed in 2 to 3 days.[16]

- **August 21, 2004:** 101,329 customers remained without electric service; 23 shelters remained open with 2,100 evacuees; 55 canteens, 11 kitchens, 90 delivery vehicles, and 30 comfort stations were still staffed.
  - The Polk County EOC announced that it would stand down at 10:00 p.m. and would move back to the once-flooded EOC facility the following Monday.
  - The State EOC continued recovery efforts, working with FEMA and the American Red Cross to locate facilities for people with special needs; and monitoring recovery assets and deployed teams and personnel.
  - The Preliminary Damage Assessment team continued damage assessment for impacted counties.[17]

Recovery activities continued for weeks following Hurricane Charley.

[16] SERT Sitrep No. 26.
[17] SERT Sitrep No. 29.

	**Activity 1.1: Multiagency Coordination System Development (Continued)**	**Student Manual Page 1-37**

Case Study (Continued)

FEMA acknowledged the partners who worked at the Disaster Recovery Centers that served those affected by the hurricane, including:

- FEMA applicant assistants
- Housing and mitigation advisors
- SBA loan officers
- Department of Agriculture
- Internal Revenue Service
- Social Security Administration
- Veterans Administration

SERT partners included:

- Department of Children and Families
- Department of Elder Affairs
- Florida Crisis Research Team
- Department of Financial Services
- Florida Rural Legal Services
- Florida Agency for Workforce Innovation

Volunteer agency partners included:

- American Red Cross
- Christian Reformed World Relief Committee
- Church World Services
- Presbyterian Disaster Assistance
- Salvation Army
- United Methodist Committee on Relief
- Volunteer Organizations Active in Disaster
- Volunteer Florida Foundation

FEMA and the State of Florida announced that they were working in partnership with four Florida construction industry associations to speed public access to licensed contractors for Hurricane Charley repairs. The partnership formed the Disaster Contractors Network (DCN), which operates an Internet website intended to match victim home-repair needs with appropriate contractors.

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Subsequent 2004 Hurricane Activity in Florida

Hurricane Charley was followed quickly by three more hurricanes:

- Hurricane Frances, which resulted in a Federal disaster declaration on September 4.
- Hurricane Ivan, which resulted in a Federal disaster declaration on September 16.
- Hurricane Jeanne, which resulted in a Federal disaster declaration on September 26.

At the time, FEMA considered these four hurricanes to be the largest disaster in FEMA history. Florida became the first State since Texas in 1886 to be struck by four hurricanes in a single year. At the peak of its disaster recovery operation, more than 2,600 FEMA personnel were deployed to Florida in support of State and local response and recovery efforts. The multiagency coordination structure that was initially put in place for Hurricane Charley would be called upon to continue facing the tests imposed by this historic disaster.

Questions

1. What characteristics of the Multiagency Coordination System contributed to an effective incident response?

   Class Solution:

   If participants don't mention them, point out the following:

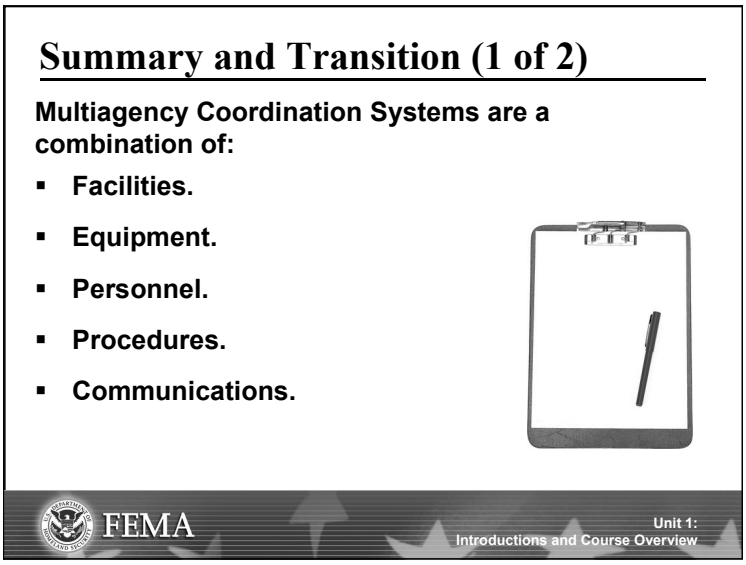
   - All elements of the MAC System from the local to Federal level were activated.
   - MAC Entities were activated well in advance of Charley's estimated landfall.
   - Personnel worked hard to coordinate with other levels of government and to come up with innovative ways to solve problems.
   - VOAD organizations were an integrated part of the response and recovery effort.
   - The MAC System included an effective public information component.
   - Elected officials participated effectively.

2. Which of these characteristics does your jurisdiction's Multiagency Coordination System have in common with the system described in the case study?

   Class Solution: Responses will vary with audience.

Topic	SUMMARY AND TRANSITION

Visual 1.23



Visual Description: Summary and Transition (1 of 2)

Instructor Notes

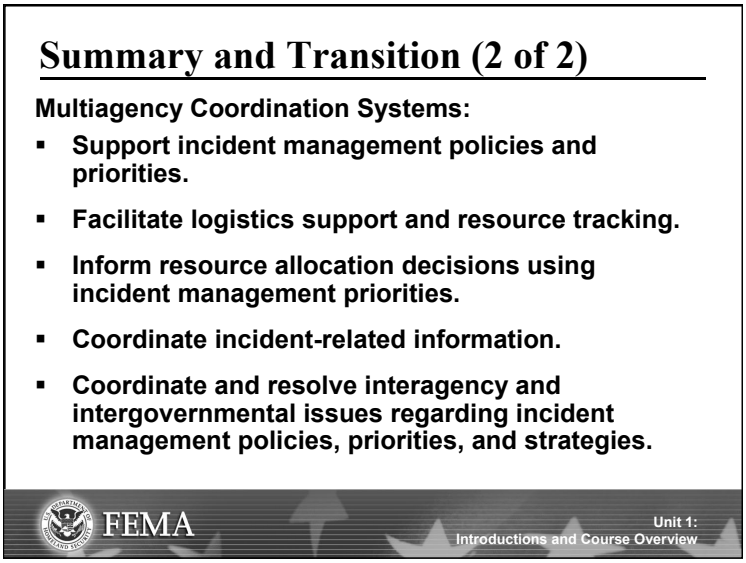
Multiagency Coordination Systems are a combination of:

- Facilities.
- Equipment.
- Personnel.
- Procedures.
- Communications.

These components are integrated into a common system with responsibility for coordinating and supporting domestic incident management activities.

Topic SUMMARY AND TRANSITION (CONTINUED)

Visual 1.24



Visual Description: Summary and Transition (2 of 2)

Instructor Notes

Multiagency Coordination Systems:

- Support incident management policies and priorities.
- Facilitate logistics support and resource tracking.
- Inform resource allocation decisions using incident management priorities.
- Coordinate incident-related information.
- Coordinate and resolve interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Multiagency Coordination Systems help achieve the National Preparedness Goal because they are grounded in risk-based planning that balances the potential threat and magnitude of potential incidents with the resources required to prevent, respond to, and recover from them.

Ask if anyone has any questions about anything covered in this unit or what will be covered in the course.

Transition to the next unit by explaining that Unit 2 will cover pre-incident activities required to develop Multiagency Coordination Systems.