

# ***Strengthening Communications***

**Between Campus Public Safety and  
Federal, State, & Local Emergency Responders**

IACLEA Domestic Preparedness Committee  
Communications Subcommittee

October 10, 2006

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## Executive Summary

The following courses of action, at a minimum, are recommended for campus organizations that are tasked to perform effective emergency management functions related to a critical incident:

1. Assess in advance local responsibilities and the resources that are available for any critical incident that can be anticipated
2. Determine the current state of local emergency communications equipment and training and make recommendations for improvements
3. Develop and maintain a written Emergency Communication Plan that is consistent with NIMS/ICS requirements
4. Develop mutual aid agreements and/or memoranda of understanding in cooperation with local law enforcement and other emergency response agencies
5. Train and conduct exercises to validate, enhance, or improve all procedures resulting from developed mutual aid agreements and/or memoranda of understanding
6. Develop and improve communications skills and networks
7. Develop and/or join counter-terrorism working groups
8. Form partnerships between law enforcement and private security organizations
9. Develop and adopt concepts of Intelligence-led information sharing
10. Conduct campus preparedness assessments of campus critical infrastructure and vulnerabilities and make recommendations for improvement

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## **Introduction**

# **Summary of Charges to the Communications Subcommittee of the International Association of Campus Law Enforcement Administrators, Inc. (IACLEA) Domestic Preparedness Committee**

### **Introduction**

This project was developed by IACLEA. It is supported by the federal University and College Domestic Preparedness Assistance Grant Award #2003-TG-TX-0001, as administered by the U.S. Department of Homeland Security, Office of Grants and Training. Any points of view or opinions expressed in this document are those of the authors and do not represent the official position or policies of the U.S. Department of Homeland Security.

This report is a result of collaboration by IACLEA staff members and members of the Communications Subcommittee to research and present information to IACLEA members and other members of campus emergency management teams to enhance their efforts to accomplish effective communications before during and after any critical campus emergency response effort.

### **Summary of Charges**

In January 2005, a Summary of Charges was developed for the Communications Subcommittee of the IACLEA Domestic Preparedness Committee, as follows:

1. Conduct a facilitated workshop or working committee consisting of approximately 15 persons drawn from campus public safety departments and from federal, state, and/or local emergency response agencies to explore the issues surrounding communication.
2. Explore the roles of mutual aid agreements and advisory committees in enhancing communication.
3. Explore the utility of participation in certain ODP-funded jurisdiction-based programs to establish relationships that facilitate communication.
4. Prepare and present a report of the working committee to the Domestic Preparedness Committee for review, final approval, and inclusion in the final grant report.
5. Circulate the report and its recommendations to IACLEA members and emergency response agencies via the IACLEA web site and through other publications.

As a result of these mandates, basic subject areas were identified, discussed, and then placed into this report as follows:

- Section I. Basic Communications Concepts
- Section II. Communications and Emergency Management
- Section III. Mutual Aid – A Key Concept for Critical Incident Planning and Response
- Section IV. Develop Communication Skills and Networks
- Section V. Use Campus Preparedness Assessment Tools

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## Developing Communications Skills

### I. Acquire Knowledge of Communication Concepts that Conform to NIMS/ICS

The National Incident Management System (NIMS) provides federal guidance concerning implementation of effective emergency response Communications and Information Management principles as evidenced in Chapters V--VI of the NIMS as provided below.

See also FEMA document #501-5, dated March 29, 2006, NIMS Basic: Communications and Information Management, for a 6-page synopsis "for establishing a common operating picture and systems interoperability for incident management."<sup>1</sup>

## CHAPTER V

### COMMUNICATIONS AND INCIDENT MANAGEMENT

Effective communications, information management, and information and intelligence sharing are critical aspects of domestic incident management. *Establishing and maintaining a common operating picture and ensuring accessibility and interoperability [are] the principal goals of communications and information management.*

A common operating picture and systems interoperability provide the framework necessary to:

- Formulate and disseminate indications and warnings
- Formulate, execute, and communicate operational decisions at an incident site, as well as between incident management entities across jurisdictions and functional agencies
- Prepare for potential requirements and requests supporting incident management activities; and
- Develop and maintain overall awareness and understanding of an incident within and across jurisdictions.

Prior to an incident, entities responsible for taking appropriate preincident actions use communications and information management processes and systems to inform and guide various critical activities. These actions include mobilization or predeployment of resources, as well as strategic planning by preparedness organizations, multiagency coordination entities, agency executives, jurisdictional authorities, and EOC personnel. During an incident, incident management personnel use communications and information processes and systems to inform the formulation, coordination, and execution of operational decisions and requests for assistance.

#### A. CONCEPTS AND PRINCIPLES.

##### 1. A Common Operating Picture Accessible Across Jurisdictions and Functional Agencies.

A common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. Integrated systems for communication, information management, and intelligence and information sharing allow data to be continuously updated during an incident, providing a common framework that covers the incident's life cycle across jurisdictions and disciplines. A common operating picture helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.

##### 2. Common Communications and Data Standards.

Common communications and data standards, and related testing and compliance mechanisms are fundamental to an effective NIMS. Communications interoperability in the context of incident management is also critical. Effective communications outside the incident structure—between other levels of government and between government and private entities—for resources and other support is also enhanced by adherence to such standards. Although much progress has been made in these areas, much more work remains to be done. Additional progress toward common communications and data standards and systems interoperability will be accomplished over time through a sustained collaborative effort facilitated by the NIMS Integration Center (NIC).

**B. MANAGING COMMUNICATIONS AND INFORMATION.**

NIMS communications and information systems enable the essential functions needed to provide a common operating picture and interoperability for incident management at all levels in two ways:

**1. Incident Management Communications.**

Preparedness organizations must ensure that effective communications processes and systems exist to support a complete spectrum of incident management activities.

**The following principles apply:**

**a. Individual Jurisdictions.**

These will be required to comply with national interoperable communications standards, once such standards are developed. Standards appropriate for NIMS users will be designated by the NIMS Integration Center in partnership with recognized standards development organizations (SDOs).

**b. Incident Communications.**

These will follow the standards called for under the ICS. The IC manages communications at an incident, using a common communications plan and an incident-based communications center established solely for use by the command, tactical, and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

**2. Information Management.**

The NIMS Integration Center is charged with facilitating the definition and maintenance of the information framework required to guide the development of NIMS-related information systems. This framework consists of documented policies and interoperability standards.

**a. Policies**

**(1) Preincident Information.**

Preincident information needs are met at the Federal, State, local, and tribal levels, in concert with private-sector and nongovernmental organizations, primarily through the preparedness organizations described in Section III.B.1.

**(2) Information Management.**

The information management system provides guidance, standards, and tools to enable Federal, State, local, tribal, and private-sector and nongovernmental entities to integrate their information needs into a common operating picture.

**(3) Networks.**

Indications and warnings, incident notifications and public communications, and the critical information that constitute a common operating picture are disseminated through a combination of networks used by EOCs. Notifications are made to the appropriate jurisdictional levels and to private-sector and nongovernmental organizations through the mechanisms defined in emergency operations and incident action plans at all levels of government.

**(4) Technology Use.**

Agencies must plan in advance for the effective and efficient use of information management technologies (e.g., computers and networks) to tie together all command, tactical, and support units involved in incident management and to enable these entities to share information critical to mission execution and the cataloging of required corrective actions.

**b. Interoperability Standards.**

Facilitating the development of data standards for the functions described below, including secure communications when required, is the responsibility of the NIMS Integration Center described in Chapter VII (*of the NIMS*).

**Standards will be developed in accordance with the following design goals:**

**(1) Incident Notification and Situation Report.**

Incident notification takes place at all levels. Although notification and situation report data must be standardized, it must not prevent information unique to a reporting organization from being collected or disseminated.

Standardized transmission of data in a common format enables the passing of appropriate notification information to a national system that can handle data queries and information and intelligence assessments and analysis.

**(2) Status Reporting.**

All levels of government initiate status reports (e.g., Situation Reports [SITREPS] and Pollution Reports [POLREPS]) and then disseminate them to other jurisdictions. A standard set of data elements will be defined to facilitate this process.

**(3) Analytical Data.**

Analytical data, such as information on public health and environmental monitoring, is collected in the field in a manner that observes standard data definitions. It is then transmitted to laboratories using standardized analysis processes. During incidents that require public health and environmental sampling, multiple organizations at different levels of government often respond and collect data. Standardization of sampling and data collection enables more reliable laboratory analysis and improves the quality of assessments provided to decision-makers.

**(4) Geospatial Information.**

Geospatial information is used to integrate assessments, situation reports, and incident notification into a coherent common operating picture. Correct utilization of geospatial data is increasingly important to decision-makers.

The use of geospatial data must be tied to consistent standards because of the potential for coordinates to be transformed incorrectly or otherwise misapplied, causing inconspicuous, yet serious, errors. Standards covering geospatial information should also be robust enough to enable systems to be used in remote field locations, where telecommunications capabilities may not have sufficient bandwidth to handle large images or are limited in terms of computing hardware.

**(5) Wireless Communications.**

To ensure that incident management organizations can communicate and share information with each other through wireless systems, the NIMS will include standards to help ensure that wireless communications and computing for Federal, State, local, and tribal public safety organizations and nongovernmental organizations are interoperable.

**(6) Identification and Authentication.**

Individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports), must be properly authenticated and certified for security purposes. This requires a national authentication and security certification standard for the NIMS that is flexible and robust enough to ensure that information can be properly authenticated and protected. While the NIMS Integration Center is responsible for facilitating the development of these standards, different levels of government and private organizations must collaborate to administer the authentication process.

**(7) National Database of Incident Reports.**

Through the NIMS Integration Center, Federal, State, local, and tribal organizations responsible for receiving initial incident reports will work collaboratively to develop and adopt a national database of incident reports that can be used to support incident management efforts.

## CHAPTER VI

### SUPPORTING TECHNOLOGIES

Technology and technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information systems (i.e., record keeping and resource tracking), and display systems. These also include specialized technologies that facilitate incident operations and incident management activities in situations that call for unique technology-based capabilities.

Ongoing development of science and technology is integral to continual improvement and refinement of the NIMS. Strategic research and development (R&D) ensures that this development takes place. The NIMS also relies on scientifically based technical standards that support the nation's ability to prepare for, prevent, respond to, and recover from domestic incidents. Maintaining an appropriate focus on science and technology solutions as they relate to incident management will necessarily involve a long-term collaborative effort among NIMS partners.

**A. CONCEPTS AND PRINCIPLES.**

The NIMS leverages science and technology to improve capabilities and lower costs. It observes five key principles:

**1. Interoperability and Compatibility.**

Systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under the NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards.

**2. Technology Support.**

Technology support permits organizations using the NIMS to enhance all aspects of incident management and emergency response. Technology support facilitates incident operations and sustains the research and development (R&D) programs that underpin the long-term investment in the nation's future incident management capabilities.

**3. Technology Standards.**

Supporting systems and technologies are based on requirements developed through preparedness organizations at various jurisdictional levels (see Section III.B.1). National standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

**4. Broad-Based Requirements.**

Needs for new technologies, procedures, protocols, and standards to facilitate incident management are identified at both the field and the national levels. Because these needs will most likely exceed available resources, the NIMS provides a mechanism for aggregating and prioritizing them from the local to the national level. These needs will be met across the incident life cycle by coordinating basic, applied, developmental, and demonstration research, testing, and evaluation activities.

**5. Strategic Planning for R&D.**

Strategic R&D planning identifies future technologies that can improve preparedness, prevention, response, and recovery capabilities or lower the cost of existing capabilities. To ensure effective R&D, the NIMS Integration Center, in coordination with the Under Secretary for Science and Technology of the Department of Homeland Security, will integrate into the national R&D agenda the incident management science and technology needs of departments, agencies, functional disciplines, private-sector entities, and nongovernmental organizations operating within the NIMS at the Federal, State, local, and tribal levels.

**B. SUPPORTING INCIDENT MANAGEMENT WITH SCIENCE AND TECHNOLOGY.**

Supporting technologies enhance incident management capabilities or lower costs through three principal activities: operational scientific support; technology standards support; and research and development support.

**1. Operational Scientific Support.**

Operational scientific support identifies and, on request, mobilizes scientific and technical assets that can be used to support incident management activities. Operational scientific support draws on the scientific and technological expertise of Federal agencies and other organizations. Planning for this category of support is done at each level of government through the NIMS preparedness organizations described in Section III.B.1. Operational scientific support is requisitioned and provided via the NIMS through various programs coordinated by the Department of Homeland Security and other organizations and agencies.

**2. Technical Standards Support.**

Technical standards support efforts enable the development and coordination of technology standards for the NIMS to ensure that personnel, organizations, communications and information systems, and other equipment perform consistently, effectively, and reliably together without disrupting one another. The NIMS Integration Center will coordinate the establishment of technical standards for NIMS users. The following principles will be used in defining these standards:

**a. *Performance Measurements as a Basis for Standards.***

Performance measurement—collecting hard data on how things work in the real world—is the most reliable basis for standards that ensure the safety and mission effectiveness of emergency responders and incident managers. Within the technology standards process, a performance measurement infrastructure develops guidelines, performance standards, testing protocols, personnel certification, reassessment, and training procedures to help incident management organizations use equipment systems effectively.

**b. *Consensus-Based Performance Standards.***

A consensus-based approach to standards builds on existing approaches to standards for interoperable equipment and systems and takes advantage of existing SDOs with long-standing interest and expertise. These SDOs include the National Institute of Justice, National Institute for Standards and Technology, National Institute for Occupational Safety and Health, American National Standards Institute, American Society for Testing and Materials, and National Fire Protection Association. The NIMS, through the NIMS Integration Center, establishes working relationships among these SDOs and incident management organizations at all levels to develop performance standards for incident management technology.

**c. *Test and Evaluation by Objective Experts.***

NIMS technology criteria will rely on private- and public-sector testing laboratories to evaluate equipment against NIMS technical standards. These organizations will be selected in accordance with guidelines that ensure that testing organizations are both technically proficient and objective (free from conflicting interests) in their testing. The NIMS Integration Center will issue appropriate guidelines as part of its standards-development and facilitation responsibilities.

**d. *Technical Guidelines for Training Emergency Responders on Equipment Use.***

Inputs from vulnerability analysts, equipment developers, users, and standards experts are employed to develop scientifically based technical guidelines for training emergency responders on how to use equipment properly. Based on incident management protocols, instruments, and instrument systems, these training guidelines reflect threat and vulnerability information, equipment and systems capabilities, and a range of expected operating conditions. In addition, performance measures and testing protocols developed from these training guidelines provide a reproducible method of measuring the effectiveness of equipment and systems.

**3. *Research and Development to Solve Operational Problems.***

R&D planning will be based on the operational needs of the entire range of NIMS users. These needs represent key inputs as the nation formulates its R&D agenda for developing new and improved incident management capabilities. Since operational needs will usually exceed the resources available for research to address them, these needs must be validated, integrated, and prioritized. The preparedness organizations described in Section III.B.1 perform these functions. The Department of Homeland Security is responsible for integrating user needs at all levels into the national R&D agenda.



## **Communications in the local campus environments <sup>2</sup>**

### **Devise a written emergency communication plan**

It is imperative that emergency planners on campuses devise a standing written emergency communication plan for use during emergency operations. This plan would be consistent with NIMS and ICS standards and procedures. Some of the guidelines for such a plan can be found in FEMA document 501-5. There are a number of communications plans within Attachment B of this document to consider for a sample format, but none of those is consistent with the requirements of NIMS/ICS, as of the date of this writing.

The following presentation on this topic was delivered by Charles Cannarella, MMST Coordinator of the Atlanta-Fulton County EMA, to the Communications subcommittee on October 18, 2005 in a workshop conducted in Atlanta, Georgia, as follows:

Before discussing strengthening communications in a campus environment, it will be helpful to outline local responsibilities on-campus from an emergency management perspective. Local emergency management responsibilities include:

- Effect a law enforcement response
- Provide emergency rescue and victim recovery
- Provide Fire services
- Provide emergency medical treatment
- Provide crime scene security
- Conduct initial investigation services
- Provide on-scene communications
- Initiate and maintain a command center
- Conduct required notifications
- Initiate restoration of services

To acquire and distribute local resources, adequate communications must exist among the following entities and/or functions:

- Law enforcement
- Fire services
- Emergency medical services
- Emergency Preparedness Office/EMA
- Medical Examiner or Coroner
- Public Affairs Office/PIO
- College or University President/Administration
- Public Works Department/Physical Plant
- County/State/Federal Response Agencies
- Residential Life staff

Emergency Management Interaction with Law Enforcement consists of:

- Resource support
- Mutual aid agreements
- Liaison between local, state, and federal authorities during a major disaster

The Four Phases of a WMD Incident are:

- Prevention and deterrence
- Notification
- Response/Recovery
- Restoration of Services and Critical Infrastructures

Notification/Dispatch begins when either:

- A threat is received, or
- An incident actually occurs

And ends with the arrival of the first campus public safety official

Essential Information:

- The dispatcher may provide limited information to first responders
- Campus public safety needs information to plan a viable response route, i.e., moving from an upwind location to the incident scene

The primary critical initial action is to establish Command and Control

- Who is in command
- Let the person in command -- command

Communications

- Is interagency communications the answer?
- Is it possible?
- Don't use "signals" or "10-codes" – plain-text transmissions are best

Resources

- Know what your resources are
- Know who has the resources
- Know how to access resources
- Think of resources available at all levels of government.

## II. Merge Communications with Emergency Management Practices

### Develop and implement an Emergency Communications Plan

Public safety officials generally recognize that interoperable communications means the ability to talk with whom they want, when they want, when authorized, but not the ability to talk with everyone all of the time. The effective interoperability of wireless communication systems permits a rapid and coordinated response to an emergency incident, whether that incident is a routine spill from an overturned tanker truck or railcar, a natural disaster, or a terrorist attack.

There are a number of publications and articles on the subject of communications plans and communications interoperability between agencies, almost all of them are available on the Internet. One sample of a plan is the Mason County Emergency Communications Plan, located on the Internet at [http://www.wwa-district3-ares.org/mason\\_county/complan.htm](http://www.wwa-district3-ares.org/mason_county/complan.htm). Another sample of a campus plan can be found at the University of Alaska—Fairbanks at: [http://www.uaf.edu/univrel/crisisplan/Crisis\\_Plan.pdf](http://www.uaf.edu/univrel/crisisplan/Crisis_Plan.pdf). Active links to most of these publications can be found in the IACLEA Terrorism Research document, part of which is available as Appendix B of this report and is also accessible on the IACLEA web site.

Communications begins with the establishment of relationships between parties for whom there is a need to communicate. There is a requirement to install mechanisms and systems which permit communications to occur, such as the planning, funding, and installation of hardware and software components. Finally there is the requirement to practice and exercise communications to the extent that, during any emergency, the system works as intended.

Public Safety is the act of deploying emergency personnel and equipment to the right place, at the right time, with the ability to understand what has happened and how to effectively and efficiently respond to it. Two vital keys to success in first responder operations are communications and training.

First Responders generally have a very high level of training that allows them to observe and assess an emergency situation, react properly to their assessments, and to be prepared for the unexpected. Communications enables the decisions of first responders to be implemented effectively, efficiently, and safely.<sup>3</sup>

One of the first tasks related to enhancing communications is to survey which agencies are likely to be communicated with during an emergency. Arrange meetings, conference calls, or conduct surveys about the communications systems that are in place now and identify what changes to them are contemplated for the future.

Many people believe that communications systems should be pyramidal in structure whenever used by governments. Planning would generally tend to mandate that any designed system architecture would “run downhill” from highest to lowest levels. That is, the federal government would design a system that would work for states and territories, and that state and territorial systems would be emulated at the county and municipal levels, and finally down to entities operating within the private sector. Practically speaking, this type of top-down planning is only in its beginning stages.<sup>4,5</sup>

An early effort by the federal government has established the Homeland Security Information Network-CI (HSIN-CI) to include critical infrastructure owners and operators and the private sector in the cities of Dallas, Seattle, Indianapolis, and Atlanta. This provides two-way information access between DHS and these clients on a 24/7 basis.<sup>6</sup>

There are several considerations that cause a lack of communications interoperability:

Institutions at all levels tend to work with what they presently have. Catastrophic disruptions of communications and other infrastructures have only rarely occurred in recent history. As long as one can pick up a telephone and speak with whomever one wishes, that has worked for more than a half century. It is only when service disruption occurs on a large scale as in a major earthquake or a massive explosion that it becomes a major concern.

Another consideration is the high cost of modern technology, including state-of-the-art communications systems and equipment. Budget and funding limitations often result in a lack of planning for capital expenditures related to new communications equipment. Most agencies continue to use equipment that was developed and put into place years ago. Replacements are incremental rather than systematic. In many cases, only what is broken is replaced.

Although police agencies are usually adept at sharing data through various means, voice interoperability issues arise because existing radio systems often do not work with the radio equipment used by neighboring jurisdictions. Public safety agencies report that incompatible radio frequency bands and limited funding for updating equipment are two of their biggest problems. In a video, "Why Can't We Talk: When Lives are at Stake?" the Deputy Chief of Public Safety for the FCC, John Clark, reports the issues in larger terms as, "The problem with public safety interoperability is a problem of management, leadership, institutional control, and institutional culture."<sup>7</sup>

The trend toward wireless communications and the convergence of different telecommunication processes are causing more and more "traffic congestion" over the airwaves. Today, public safety agencies are assigned frequencies across ten different bands of radio spectrum from low to high band. Unfortunately, affordable technology does not exist to allow one radio to communicate across all of those frequencies.

Most radio components are old (20 year old radios are not uncommon) and work well only with equipment made by the same manufacturer. One jurisdiction installed seven different types of radios in an ambulance so that EMT personnel could communicate with other first responders. "We had so many radios we had to color code the microphones so we could tell which was which." The cost of the equipment was said to rival the cost of the ambulance.

Here is a quote attributed to Tom Cowper, formerly of the New York State Police, on the subject of interoperable communications:

"Our ability to communicate ubiquitously -- that's geographically as well as jurisdictionally -- is really the biggest problem we have.

Interoperability is almost nonexistent in some places. Radio systems do not talk to one another. Most public safety radio systems today are outdated and in bad need of replacement and upgrade. And when [officials] upgrade those things, they need to be able to communicate with systems that overlap each other or they need to communicate with systems adjacent to them.

SAFECOM [a federal program to coordinate interoperability efforts nationally] is certainly helping that process. It is a component, and central government can certainly facilitate interoperability. We need more money from the federal government. This is a huge problem from a technical perspective. As I said, it needs to have some significant money applied to it. The issue with SAFECOM or the federal government is the quick fix is to just connect all these old radio systems together in a sort of patchwork. It is a way to allow a few people to communicate across the agencies, but it is a Band-Aid. So they are buying expensive gateways called ACU-1000s and other types of devices to link old radio systems together. They are not spectrally efficient at all and they only allow a few people to talk in a crisis.

[The idea of] what we're doing in New York with our project and other states as well, like Pennsylvania, Florida, Michigan, [is that] the more users that you can put on a shared network -- we'll have 65,000 on our network -- the more you can push communications down to the lowest level. What I like to talk about is creating a net-centric system. It is big in the military world these days to talk about net-centric warfare. But that net-centric concept is pushing information and the ability to share information down to the lowest possible level in real time. If a trooper needs to talk to a deputy right now, he can dial him up and talk to him. He doesn't have to go through his dispatch center, then his commander and then somebody else to communicate with a deputy."<sup>8</sup>

One of the biggest challenges to solving interoperability problems is the organizational and political obstacles of making decisions that cross both geographic and political boundaries. Coordination is extremely difficult because of political preferences, competing priorities in resources, and the complexity of varying and sometimes incompatible laws across jurisdictions.

Although there is no “silver bullet,” there are several approaches that could be used:

**One is the use of digital radio systems**, but such systems only help if they are trunked, so that users are automatically routed to an open channel and do not have to wait for one. Another approach is to use commercial products originally developed for consumers, such as satellite paging systems, cellular telephones, and personal communication systems (PCS) that transmit both voice and data.

**Sharing radio towers** is another method to consider. A private radio station was permitted to erect a transmission tower on public land that they would not normally have had access to in return for use of the tower from which to transmit police radio signals.<sup>9</sup>

Most governments rely on tax structures and procurement policies that were planned years ago, and many are required by law to go with the lowest bid. Large-scale improvements are rarely seen. Unfortunately, it would appear that most innovation occurs because of some catastrophic event, like the World Trade Center collapse, causing large-scale death and destruction, before systems design and capabilities become a high priority. Technology development occurs more rapidly during times when there is a perceived critical demand for solutions.

Some system adaptations do not require an extensive and expensive outlay of equipment. A planned exercise conducted in Colorado, involved a simulated nuclear event that tested the response capabilities of more than fifty agencies at the federal, state and local level. A private vendor developed a software program that tied together all participants through the use of a “virtual office.” Drill participants were able to operate effectively because of it. A virtual office would also have been useful if deployed during 9/11 as the EOC located within the WTC was destroyed and unusable. During the London bombings in 2005, it was reported that cell phones were unusable.<sup>10</sup>

A “Virtual Emergency Operations Center” (**VEOC**) approach to communications needs was developed by a private vendor and is in use by the Georgia Institute of Technology, Office of Homeland Security.

VEOC advantages include:

- Key staff are dispersed geographically
- EOC becomes operational instantly upon notification
- There is no need for personnel to commute to a central location before the EOC is activated.
- There are message sorting and distribution capabilities so managers can track and log multiple and varied notifications
- Costs are lower than at physical EOC sites
- Little or no additional infrastructure or equipment is required
- Any PC/laptop with a browser can become a VEOC workstation
- Easy setup and implementation<sup>11</sup>

**VoIP (Voice over IP)** is the transmission of voice calls over data networks that bypass regular toll telephone networks. This approach was used in the Texas Communications Interoperability Pilot Project. The State of Texas asked three vendors, Motorola, M/A – COM, and Northrop – Grumman to install demonstration interoperability solutions in Texas for the Department of Public Safety at their own expense.<sup>12</sup>

The systems being tested are Motorola’s MOTOBRIDGE, Northrop—Grumman’s WAVE (Wide Area Voice Environment), and, M/A—COM’s VIDA (Voice, Interoperability, Data, Access). Although testing was completed on May 31, 2005, the data analysis and reporting is still to come. It will be available on the Texas DPS website as soon as it becomes available to them and posted to their website at [www.txdps.state.tx.us](http://www.txdps.state.tx.us).

A further discussion of VoIP issues can be found in an article in Police Chief Magazine, Communications: VoIP, the Implications for Public Safety by Harlin R. McEwen.<sup>13</sup>

**Smart Link** in Manchester, Connecticut, uses software to create interoperability. Manchester Fire used to carry two radios to link to the Hartford County volunteer fire and EMS agencies as well as area schools and hospitals. Rather than using a bridge device to make this connection, SmartLink network link uses Ethernet cards as wireless connection components.<sup>14</sup>

Developing Multi-Agency Interoperability Communications Systems: User's Handbook can be found at: [http://www.ojp.usdoj.gov/odp/docs/acu\\_trp1000.pdf](http://www.ojp.usdoj.gov/odp/docs/acu_trp1000.pdf).<sup>15</sup> The system is applicable to the ACU-1000 Modular Interface/Interconnect System and the TRP-1000 Transportable Radio Interconnect System. This system was developed in FY 2000/2001.

Two publications that are of interest that address the status of Crisis Information Management Software (CIMS) compatibility are:

- Crisis Information Management Software (CIMS) Feature Comparison Report, (2002) located at: <http://www.ncjrs.gov/pdffiles1/nij/197065.pdf#search=%22Crisis%20Information%20Management%20Software%2BCIMS%2B2002%22> and
- Crisis Information Management Software (CIMS) Interoperability A Status Report, (2004), located at: <http://www.ists.dartmouth.edu/TAG/cims1004.pdf> This report from the Dartmouth College Institute for Security Technology Studies, builds on the previous report and has a large number of included publication references and links.

The FY2006 Authorized Equipment List (AEL) is published by the DHS Office of Grants and Training. It lists equipment that is approved for purchase through a number of grant programs. Section Six of the list deals with Interoperable Communications Equipment. The AEL can be accessed at [www.rkb.mipt.org](http://www.rkb.mipt.org).<sup>15</sup> The reader has to first obtain an approved name and a password on this website.

### **III. Devise Mutual Aid Relationships—A Key Concept for Critical Incident Planning & Response**

At the workshop held in October of 2005, Chief Adam Garcia, Director of Police Services at the University of Nevada--Reno, identified some considerations to be addressed in the development of mutual aid agreements, as follows: <sup>17</sup>

#### **What are the types of Mutual Aid Agreements?**

- Automatic Mutual Aid
- Requested Mutual Aid
- Regional Mutual Aid
- Statewide Mutual Aid
- Interstate Agreements

#### **Identify Mutual Aid Terms and Conditions**

- Clearly Identify Authorized Officials
- Clearly Identify Circumstances
- Specify Method of Request
- Specify Forms of Assistance
- Specify Extent and Duration of Assistance
- When Withdrawal is Appropriate
- Specify Command and Control
- Address Financial Responsibility
- Reimbursements
- Withdrawal Methods of Participating Agencies
- Subsequent Agency Executive
- Inability to Respond

#### **Predeployment Considerations**

- Adherence to Department Policies
- Authority of Responding Agencies
- Civil Liability
- Equipment Management
- Personnel Management
- Training and Exercises

#### **Other Terms and Conditions**

- Summoning State or Federal Aid
- Responsibilities of Chief
- Inclusion of Others

The U.S. Bureau of Justice Assistance (BJA) published a document entitled **Mutual Aid: Multijurisdictional Partnerships for Meeting Regional Threats**, in September 2005. Within this document is described the ship explosions that occurred in April 1947 in Texas City, Texas, resulting in approximately 600 deaths and extensive property damage. Many lessons were learned from the Texas City Disaster, including provisions for the safe storage of combustibles and the monitoring of their proximate locations. Beyond those lessons, the issues of mobilization and command and control of emergency aid, including fire and ambulance services, emergency first aid providers, and law enforcement was found to be nearly nonexistent during the Texas City incident. <sup>18</sup>

It is obvious that incidents like this one must be addressed in advance. Mitigation and Preparedness efforts should be done before an incident occurs, not just after it occurs. This is similar to zoning laws that prevent populations from erecting housing within flood zones, obviating the need for an emergency response to save lives during the severe flooding of those areas.

Mutual aid agreements are a channel for enhanced communications that may permit law enforcement agencies to enhance their knowledge about terrorism without the need for extensive training and intelligence efforts by an agency. Where individual agencies lack the budget for establishing their own intelligence functions, one can be acquired on a regional basis by agencies participating in regional agreements.

Law enforcement can help prevent critical incidents by meeting with representatives from other disciplines to identify and resolve problems before they turn into critical incidents. Mutual aid agreements are not just processes and procedures for responding to disasters or emergencies once they have happened. They can be an essential component of deterrence and prevention. To mitigate and prepare for disaster, law enforcement agencies should enter into mutual aid agreements with nearby public safety agencies and should review such agreements frequently.

This 38-page BJA publication provides a comprehensive overview of the mutual aid process and also provides a Sample Mutual Aid Agreement for Interagency Assistance for law enforcement administrators.

IACLEA has researched a number of MOUs and MOAs that can be used by client organizations:

University System of Georgia: **PS Subcommittee Guidelines**, **Sample MOU for city/county**  
[http://www.usg.edu/homelandsecurity/resources/ps\\_guidelines.phtml](http://www.usg.edu/homelandsecurity/resources/ps_guidelines.phtml)

Website: NIMS Online Download Center, **Mutual Aid Agreement Samples**  
[http://www.nimsonline.com/download\\_center/index.htm#mutual](http://www.nimsonline.com/download_center/index.htm#mutual)

California Operational Area Search and Rescue, **Model Memorandum of Understanding**,  
[http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Search%20and%20Rescue%20-%20Model%20Memorandum%20of%20Understanding%20/\\$file/SARMOUmodel.doc](http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Search%20and%20Rescue%20-%20Model%20Memorandum%20of%20Understanding%20/$file/SARMOUmodel.doc)

See **Attachment A** to this document for sample IACLEA Model MOUs. Other model MOUs and MOAs can be found on the IACLEA web site.



#### **IV. Develop Communication Skills and Networks**

Beside the physical methods of communicating in an electronic environment, there are the basic communication skills related to whom you talk to, when, and what about. Between agencies, communication is also about talking to others, obtaining and sharing intelligence, skills, and other information.

The following list is from a publication entitled, Ten Simple Steps to Help Your Agency Become Part of the National Criminal Intelligence Sharing Plan.<sup>19</sup> It was published by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, in collaboration with the U.S. Department of Justice, Global Justice Information Sharing Initiative in June of 2005:

- Recognize your responsibilities and lead by example
- Establish a mission statement and a policy to address developing and sharing information and intelligence data within your agency
- Connect to your state criminal justice network and regional intelligence databases, and participate in information sharing initiatives
- Ensure privacy issues are protected in written policy and in-practice
- Access law enforcement Web sites, subscribe to law enforcement listservs, and use the Internet as an information resource \*
- Provide your agency members with appropriate training on the criminal intelligence process
- Become a member of your in-region Regional Information Sharing Systems (RISS) Center
- Become a member of the FBI Law Enforcement Online (LEO) system
- Partner with public and private infrastructure sectors
- Participate in local, state, and national intelligence organizations

Become active or interactive with professional intelligence and cooperative groups that deal with areas that you need to become familiar or current with, such as:

##### **Counter Terrorism Working Groups**

Campus law enforcement should be a participating partner with regional authorities. A Counterterrorism Working Group should supplement the Joint Terrorism Task Forces (JTTF).

Establish or collaborate with a Regional Counter-terrorism Working Group (CWG), consisting of:

- Local law enforcement
- County law enforcement
- State law enforcement
- Federal law enforcement
- University Police Department
- Military Criminal Investigation Division
- Emergency response community agencies (police, fire/HAZMAT, EMS, emergency management)
- Private sector businesses
- Police investigative associations
- The International Association of Chiefs of Police
- State and regional associations of local law enforcement executives
- Counter terrorism working groups
- And others

\* See Appendix B of this document for sample Internet documents related to Communications Development.

## **Enter into Partnerships with other agencies and organizations** <sup>20</sup>

An area that is often overlooked is the formation of public and private partnerships between public law enforcement and private security organizations. Both sides can bring certain abilities to the table.

Law enforcement can:

- Prepare private security to assist in emergencies
- Coordinate efforts to safeguard the nation's critical infrastructure
- Obtain free training and services
- Gain additional personnel and expertise
- Use the private sector's specialized knowledge and advanced technology
- Obtain evidence in criminal investigations
- Gather better information about incidents (through reporting by security staff)
- Reduce the number of calls for services

Private security can:

- Coordinate plans with the public sector regarding evacuation, transportation, and food services during emergencies
- Gain information from law enforcement regarding threats and criminal trends
- Develop relationships so that private practitioners know whom to contact when they need help or want to report information
- Build law enforcement understanding of corporate needs (e.g., confidentiality)
- Boost law enforcement respect for the security field

Working together, private security and law enforcement can realize impressive benefits:

- Creative problem solving
- Increased training opportunities
- Information, data, and intelligence sharing
- "Force multiplier" opportunities
- Access to the community through private sector communications technology
- Reduce recovery time following disasters

Successful public—private partnerships have 12 essential components:

- Common goals
- Common tasks
- Knowledge of participating agencies' capabilities and missions
- Well-defined projected outcomes
- A timetable
- Education for all involved
- A tangible purpose
- Clearly identified leaders
- Operational planning
- Agreement by all partners as to how the partnership will proceed
- Mutual commitment to provide necessary resources
- Assessment and reporting

### **Develop and adopt the techniques of Intelligence Led Policing (ILP)**

In Chapter 4 of the U.S. DOJ—COPS publication, Law Enforcement Intelligence, A Guide for State, Local, and Tribal Law Enforcement Agencies, (<http://www.cops.usdoj.gov/mime/open.pdf?Item=1395>),<sup>21</sup> Dr. David Carter argues for the proposal that new dimensions of law enforcement intelligence and counterterrorism depend on strong community relationships. There will be a need for a close interactive dialogue between police and the community. Intelligence Led Policing (ILP) is described as a new dimension of Community Policing that builds on the tactics and methodologies developed during years of community policing experimentation. Some comparisons illustrate this point. Both community policing and ILP rely on:

#### **Information Management**

- Community policing  
Information gained from citizens helps define the parameters of community problems.
- ILP  
Information input is the essential ingredient required for intelligence analysis.

#### **Two-Way Communications with the Public**

- Community policing  
Information is sought from the public about offenders. Communicating critical information to the public aids in crime prevention and fear reduction.
- ILP  
Communications from the public can provide valuable information for the intelligence cycle. When threats are defined with specific information, communicating critical information to citizens may help prevent a terrorist attack and, like community policing, will reduce fear.

#### **Scientific Data Analysis**

- Community policing  
Crime analysis is a critical ingredient in the CompStat57 process.
- ILP  
Intelligence analysis is the critical ingredient for threat management.

#### **Problem Solving**

- Community policing  
Problem solving is used to reconcile community conditions that are precursors to crime and disorder.
- ILP  
The same process is used for intelligence to reconcile factors related to vulnerable targets and trafficking of illegal commodities.

#### **Civil rights and civil liberties v. the concepts of ILP**

Although it is important that campus law enforcement does connect with proactive informational resources, it is also essential that campus law-enforcement executives consider the political and cultural ramifications that are likely to arise within their campus communities. It is unlikely that there would be sufficient general support on campus for the use of campus law enforcement or security personnel for alleged “spying” or similar activities. Major issues such as these are likely to be raised by campus activists, civil libertarians, and others. It is suggested that participation in any intelligence related activities be sharply and accurately defined with specific limitations written into the procedures or protocols related to campus intelligence gathering and information dissemination. The proper emphasis in this area of operations should be placed on the conduct of lawful and cooperative communication activities between outside law enforcement and campus public safety agencies.

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## V. Acquire and Use Campus Preparedness Assessment Tools

A Campus Preparedness Assessment is a process by which an institution identifies threats and risks, conducts surveys, and plans for and mitigates any damage to its critical infrastructure.

Campus Preparedness needs to be an “all hazards” approach. Campuses should assess the security plans for each location. Utilize combined Counter-Terrorism efforts to create a proactive jurisdictional Threat Assessment.

IACLEA has developed a threat and risk assessment instrument specifically for campus use in cooperation with the National Emergency Response and Rescue Training Center (NERRTC), and the Texas Engineering Extension Service (TEEX) at Texas A&M University. This instrument was funded by the Department of Homeland Security. The document is titled as the Campus Preparedness Assessment Manual. It is designed to be self-administered and is intended for use on all types of campuses.<sup>22</sup>

The purpose of conducting the DHS Office of State and Local Government Coordination and Preparedness (SLGCP) Campus Preparedness Assessment Process is fourfold:

- To promote sharing of information about individuals or groups that may pose a threat to the safety and security of campus personnel and operations
- To compile a list of campus assets including those containing sensitive and/or potentially hazardous chemical, biological, radiological or explosive material
- To determine which campus assets may be at greatest risk to be targeted by terrorists
- To develop strategies to both reduce risks to campus assets and to enhance capability to respond to and recover from an act of terrorism on campus

The SLGCP Campus Preparedness Assessment Process has two major components:

### *The Risk Assessment*

The Risk Assessment is a combination of the threat posed to an asset and the vulnerability of that asset to attack.

### *The Needs Assessment*

The Needs Assessment identifies the shortfall or “gap” between the level of capability required to adequately respond to a likely terrorist attack (Desired Capability) and the current capability of emergency responders.

Campus Risk Assessment Program objectives:

- Promote information sharing between local law enforcement and campus law enforcement regarding:
  - Individuals of interest who might pose a threat.
  - Groups of interest that might pose a threat.
  - Organizations of interest that might pose a threat.
- Identify campus assets of potential terrorist targeting interest: sensitive and/or potentially hazardous materials, biological threat agents, radiological materials, nuclear research facilities, explosive materials.
- Determine which campus assets may be of greatest targeting risk.
- Develop strategies to reduce risk potential to campus assets.
- Develop strategies to respond and recover from a potential terrorist attack.

NERRTC Campus Risk Assessment Program goals:

- Improve awareness
- Improve lines of communication—within campus setting and with local community partners

NERRTC Campus Risk Assessment Program—four-part assessment:

- Threat/Risk Assessment.
- Vulnerability Assessment.
- Site Surveys.
- Needs Assessment.

Protocols and Compatibilities in Crisis Management (CM)

- TEEX (municipalities)
- NERRTC (college/universities)
- Both CM protocols are compatible concepts.
- Focus on teamwork and cooperation.
- Private sector capabilities

The Campus Preparedness Assessment Manual is available on the IACLEA web site or can be obtained by contacting IACLEA at (860) 586-7517.

## Sources of Information

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- <sup>2</sup> Personal presentation to the Communication Subcommittee members by Chuck Cannarella, MMST Coordinator, Atlanta-Fulton County EMA, at Washington, DC, October 18 2005, no links available
- <sup>3</sup> Frontier Systems Integrators, LLC., Interoperability White Paper – First Responder Communications, p.1, at <http://www.racom.net/Downloads/Interoperability.pdf>
- <sup>4</sup> U.S. Government Accountability Office, Testimony Before the Subcommittee on Technology Information Policy, Intergovernmental Relations and the Census, House of Representatives, Homeland Security, Federal Leadership Needed to Facilitate Interoperable Communications Between First Responders, Document GAO-04-1057T, September 8, 2004, p.1-3, at <http://www.mipt.org/pdf/gao041057t.pdf>
- <sup>5</sup> SAFECOM: Statement of Requirements for Public Safety Wireless Communications & Interoperability, V. 1.1, 01/26/06, at: <http://www.safecomprogram.gov/NR/rdonlyres/B4AFDF71-1428-43B9-B9D2-EB6353EB763D/0/FinalandApprovedSoR11sentbyRL.pdf>
- <sup>6</sup> DHS Press Release, June 23, 2004, DHS Launches Critical Infrastructure Pilot Program to Bolster Private Sector Security—Dallas First of Four Pilot Communities Sharing Targeted Threat Information, at <http://www.dhs.gov/dhspublic/display?content=3748>, See also Southwest Emergency Response Network at: <https://www.swern.gov/>.
- <sup>7</sup> Video transcript, "Why Can't We Talk?," 1998, panelist John Clark, transcript at <http://www.nlectc.org/videos/transcripts/whycantwetalk.html> and video at: <http://www.nlectc.org/videos/justnet.html#why>.
- <sup>8</sup> Federal Computer Week, Homeland Security: 2005 Priorities, by Dibya Sarkar, December 6, 2004, p.1-2, located at: <http://www.fcw.com/article86382-12-05-04-Print>
- <sup>9</sup> National Institute of Justice Journal, Can We Talk? Public Safety and the Interoperability Challenge, by Brenna Smith and Tom Tolman, April 2000, p. 4, at: [http://www.safecomprogram.gov/NR/rdonlyres/547652B4-C5A6-4A93-BA5D-4842A4FDCAF8/0/Can\\_we\\_Talk.pdf](http://www.safecomprogram.gov/NR/rdonlyres/547652B4-C5A6-4A93-BA5D-4842A4FDCAF8/0/Can_we_Talk.pdf)
- <sup>10</sup> London Assembly, Report of the 7 July Review Committee, June 2006, pp. 44-48, at: <http://www.london.gov.uk/assembly/reports/general.jsp#7july>
- <sup>11</sup> GATECH Homeland Security, personal presentation in Washington, DC, by Bob Lang, Director of Homeland Security, Georgia Institute of Technology, Virtual Emergency Operations Center: Why a Hardened Command Center May Not be the Answer, October 18, 2005
- <sup>12</sup> Law and Order Magazine, Open Channels by James Careless, Texas Interoperability Pilot Project, September 2005
- <sup>13</sup> Police Chief Magazine, Communications: VoIP, The Implications for Public Safety by Harlin R. McEwen, April 2005, at [http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display\\_arch&article\\_id=574&issue\\_id=42005](http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&article_id=574&issue_id=42005)
- <sup>14</sup> SmartLink Radio Networks, Inc., About Smartlink, News and Events @: [http://www.smrlink.com/smartlink\\_radio/pr20050228.asp](http://www.smrlink.com/smartlink_radio/pr20050228.asp)
- <sup>15</sup> DHS, ODP, Developing Multi-Agency Interoperability Communications Systems: User's Handbook, 2001, at: [http://www.ojp.usdoj.gov/odp/docs/acu\\_trp1000.pdf](http://www.ojp.usdoj.gov/odp/docs/acu_trp1000.pdf)
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- <sup>17</sup> Personal presentation to the Communications Subcommittee members by Chief Adam Garcia, Director of Police Services, University of Nevada – Reno, at Washington, DC, October 18, 2005
- <sup>18</sup> USDOJ, Bureau of Justice Assistance, Mutual Aid: Multijurisdictional Partnerships for Meeting Regional Threats, Sept. 2005, at: <http://www.ncjrs.gov/pdffiles1/bja/210679.pdf>
- <sup>19</sup> US Department of Justice, Office of Justice Programs, 10 Simple Steps to help your agency become a part of the National Criminal Intelligence Sharing Plan, Rev. August 2005, at: [http://it.ojp.gov/documents/Ten\\_Steps.pdf](http://it.ojp.gov/documents/Ten_Steps.pdf)
- <sup>20</sup> USDOJ, OJP, Engaging the Private Sector to Promote Homeland Security: Law Enforcement—Private Security Partnerships, September 2005, at:
- <sup>21</sup> USDOJ, COPS, Law Enforcement Intelligence: A Guide for State, Local, and Tribal Law Enforcement Agencies, November 2004, Chapter 4, at p. 5, (<http://www.cops.usdoj.gov/mime/open.pdf?Item=1395>)
- <sup>22</sup> IACLEA, Inc., Campus Preparedness Assessment Manual: Threat and Risk Assessment Tools, at: <http://www.iaclea.org> (requires member name and password or request guest password)

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**Attachment A: Sample IACLEA Model Mutual Aid Agreements**

**MUTUAL AID AGREEMENT**

**COMBINED OPERATIONAL ASSISTANCE AND VOLUNTARY COOPERATION  
AGREEMENT**

**BETWEEN THE CITY POLICE DEPARTMENT AND THE  
ABC COLLEGE POLICE DEPARTMENT OF THE STATE OF FLORIDA**

**WITNESSETH**

**WHEREAS**, the jurisdictions of the City Police Department and the ABC College Police Department are so located in relation to each other that it is to the advantage of each to receive and extend mutual aid in the form of law enforcement services and resources to adequately respond to: (1) intensive situations including but not limited to emergencies as defined under Section 252.34(3), F.S., and (2) continuing, multi-jurisdictional law enforcement problems, so as to protect the public peace and safety, and preserve the lives and property of the people; and

**WHEREAS**, the City Police Department and the ABC College Police Department have the authority under Part I of Chapter 23, F.S., the Florida Mutual Aid Act, to: (1) enter into a requested operational assistance agreement for the purpose of requesting and rendering of assistance in law enforcement intensive situations and emergencies, and (2) enter into a voluntary cooperation agreement of a routine law enforcement nature that crosses jurisdictional lines;

**NOW, THEREFORE**, the parties agree as follows:

**I. PROVISIONS FOR OPERATIONAL ASSISTANCE**

The aforesaid law enforcement agencies hereby approve and enter into this agreement whereby each of the agencies may request and render law enforcement assistance to the other to include but not necessarily be limited to dealing with civil disturbances, large protest demonstrations, aircraft disasters, fires, natural or manmade disasters, sporting events, concerts, parades, escapes from detention facilities, and incidents requiring utilization of specialized units.

**II. PROVISIONS FOR VOLUNTARY COOPERATION**

- A. In addition, each of the aforesaid law enforcement agencies hereby approves and enters into this agreement whereby each may: request and render law enforcement assistance to the other in dealing with any violation of Florida Statutes to include, but not limited to, investigating homicides, sex offenses, robberies, assaults, burglaries, larcenies, gambling, motor vehicle thefts, drug violations pursuant to Chapter 893, F.S., accidents involving motor vehicles, and violations of the Florida Uniform Traffic Control Law, providing backup services during patrol activities, and participating in inter-agency task forces and/or joint investigations.
- B. Additionally, the City Police Department will assist ABC College Police Department with access to the FCIC/NCIC system. If any hardware or software purchases for the benefit of ABC College Police Department are necessary, it will be at the expense of the ABC College Police Department.
- C. The City Police Department will assist the ABC College Police Department in the acquisition of the City's surplus vehicles and equipment.

### **III. POLICY AND PROCEDURE**

- A. If a party to this agreement needs assistance as set forth above, it shall notify the agency head or designee of the agency from which such assistance is required. The agency head or designee shall evaluate the situation and the agency's available resources, consult with his or her supervisors if necessary and respond in a manner deemed appropriate. The agency head's or designee's decision in this regard shall be final.
- B. The resources or facilities that are assigned by the assisting agency shall be under the immediate command of a supervising officer designated by the assisting agency head or designee. Such supervising officer shall be under the direct supervision and command of the agency head or designee of the agency requesting assistance.

### **IV. AUTHORITY, PRIVILEGES, IMMUNITIES, AND COSTS**

- A. Authority of law enforcement officers operating pursuant to this agreement:
  - 1. Members of the City Police Department actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this agreement, shall, pursuant to the provisions of Section 23.127, F.S. have the same powers, duties, rights, responsibilities, privileges and immunities as if they were performing their duties in the jurisdiction in which they are normally employed.
  - 2. Members of the ABC College Police Department actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this agreement, shall, pursuant to the provisions of Section 23.127, F.S. have the same powers, duties, rights, responsibilities, privileges and immunities as if they were performing their duties in the jurisdiction in which they are normally employed.
  - 3. If a violation of Florida Statutes occurs in the presence of said officers representing their respective agencies in furtherance of this agreement, they shall be empowered to take appropriate enforcement action including, but not limited to, arrest or citation of the suspect(s).
  - 4. If a felony, misdemeanor, or criminal traffic violation occurs in the presence of an officer of the City Police Department, and within the concurrent jurisdiction of the ABC College Police Department, said officer shall be empowered to take appropriate enforcement action including, but not limited to, arrest or citation of the suspect(s).
  - 5. If a felony, misdemeanor, or criminal traffic violation occurs in the presence of an officer of the ABC College Police Department, while outside his or her jurisdiction but within the City, said officer shall be empowered to take appropriate action including, but not limited to, arrest or citation of a suspect, if the officer is engaged in a close and continuous pursuit or has been contemporaneously requested to render aid or assistance by an officer of the City Police Department.
  - 6. If an officer of the ABC College Police Department is investigating a felony which has occurred within his or her jurisdiction and has probable cause to arrest a suspect for a felony and the suspect is now located outside the officer's jurisdiction, but within the City, the officer shall request a City Police Department officer for assistance.

7. Nothing shall prevent an officer of the College Police Department from stopping and detaining a person who commits an observed motor vehicle violation or misdemeanor on college property for the purpose of issuing a citation or summons if the suspect is stopped immediately upon exiting the campus. If a custodial arrest off campus grounds is required, the City Police Department shall be contacted as soon as possible for assistance.
- B. Each party agrees to furnish necessary equipment, resources and facilities, and to render services to the other as set forth above; however, no party shall be required to deplete unreasonably its own equipment, resources, facilities, and services in furnishing mutual aid.
  - C. The agency furnishing any equipment pursuant to this agreement shall bear the loss or damage to such equipment and shall pay any expenses incurred in the operation and maintenance thereof.
  - D. The agency furnishing aid pursuant to this section shall compensate its employees during the time such aid is rendered and shall defray the actual travel maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation due to personal injury or death while such employees are engaged in rendering such aid. The requesting agency may compensate the assisting agency during the time of the rendering of such aid and may defray the actual travel and maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation as a result of personal injury or death while such employees are rendering such aid as pertains to Section I of this agreement.
  - E. All provision and immunities from liability, exemption from laws, ordinances and rules, and all pension, insurance, relief, disability, workers' compensation, salary, death, and other benefits which apply to the activity of such officers, agents, or employees or any such agency when performing their respective functions within the territorial limits of their respective public agency shall apply to them to the same degree, manner, and extent while engaged in the performance of any of their functions and duties extra-territorially under the provisions of this mutual aid agreement. The provisions of this section shall apply with equal effect to paid, volunteer, and reserve employees.
  - F. Nothing herein shall prevent the requesting agency from requesting supplemental appropriations from the governing authority having budgeting jurisdiction to reimburse the assisting agency for any actual costs or expenses incurred by the assisting agency performing hereunder when assistance is requested under this agreement.

**V. INDEMNIFICATION**

Each party engaging in any mutual cooperation and assistance, pursuant to this agreement, agrees with respect to any suit or claim for damages resulting from any and all acts, omissions, or conduct of such party's own employees occurring while engaging in rendering such aid pursuant to this agreement, to hold harmless, defend and indemnify the other participating party and its appointees or employees, subject to the provisions of Section 768.28, F.S., where applicable, and provided such party shall have control of the defense of any suit or claim to which said duty to indemnify applies.

**VI. INSURANCE**

Each party shall provide satisfactory proof of liability insurance by one or more of the means specified in Section 768.28(15)(a), F.S., in an amount which is, in the judgment of the governing body of that party, at least adequate to cover the risk to which that party may be exposed; provided however, should the insurance coverage of any party be cancelled or undergo material change, that party shall notify all parties to this agreement of such change within ten (10) days of receipt of notice or actual knowledge of such change.

**VII. EFFECTIVE DATE**

This agreement shall take effect upon execution and approval by the hereinafter named officials and shall continue in full force and effect until (enter date) unless terminated prior thereto by any or all of the parties herein.

**VIII. CANCELLATION**

This agreement may be canceled by either party upon delivery of written notice to the other party and such agreement shall be terminated 60 days after receipt of this notice.

**WHEREFORE**, the parties hereto cause these presents to be signed in the \_\_\_ day of \_\_\_\_\_, 2004.

City of

Recommended

\_\_\_\_\_  
City Manager/Mayor

\_\_\_\_\_  
Signature of City Chief of Police

The District Board of Trustees of ABC College, Florida

\_\_\_\_\_  
Signature of Chair person

\_\_\_\_\_  
Signature of President

\_\_\_\_\_  
Signature of ABC College Chief of Police

**ABC College**

\_\_\_\_\_  
Approved by Vice President

\_\_\_\_\_  
Approved as to Funds

\_\_\_\_\_  
Approved as to Form

\_\_\_\_\_  
Insurance/Certificate Required

## **MUTUAL AID AGREEMENT**

### **COMBINED OPERATIONAL ASSISTANCE AND VOLUNTARY COOPERATION AGREEMENT BETWEEN**

**THE STATE UNIVERSITY POLICE DEPARTMENT**

**AND THE**

**ABC COLLEGE DEPARTMENT OF PUBLIC SAFETY**

### **WITNESSETH**

**WHEREAS**, the jurisdictions of the State University Police Department and the ABC College Department of Public Safety are so located in relation to each other that it is to the advantage of each to receive and extend mutual aid in the form of law enforcement services and resources to adequately respond to: (1) intensive situations including but not limited to emergencies as defined under Section 252.34(3), F.S., and (2) continuing, multi-jurisdictional law enforcement problems, so as to protect the public peace and safety, and preserve the lives and property of the people; and

**WHEREAS**, the State University Police Department and the ABC College Department of Public Safety have the authority under Part I of Chapter 23, F.S., the Florida Mutual Aid Act, to: (1) enter into a requested operational assistance agreement for the purpose of requesting and rendering of assistance in law enforcement intensive situations and emergencies, and (2) enter into a voluntary cooperation agreement of a routine law enforcement nature that crosses jurisdictional lines;

**NOW, THEREFORE**, the parties agree as follows:

#### **I. PROVISIONS FOR OPERATIONAL ASSISTANCE**

The aforesaid law enforcement agencies hereby approve and enter into this agreement whereby each of the agencies may request and render law enforcement assistance to the other to include but not necessarily limited to dealing with civil disturbances, large protest demonstrations, aircraft disasters, fires, natural or manmade disasters, sporting events, concerts, parades, escapes from detention facilities, and incidents requiring utilization of specialized units.

#### **II. PROVISIONS FOR VOLUNTARY COOPERATION**

In addition, each of the aforesaid law enforcement agencies hereby approves and enters into this agreement whereby each may: request and render law enforcement assistance to the other in dealing with any violation of Florida Statutes to include, but not limited to, investigating homicides, sex offenses, robberies, assaults, burglaries, larcenies, gambling, motor vehicle thefts, drug violations pursuant to Chapter 893, F.S., accidents involving motor vehicles, and violations of the Florida Uniform Traffic Control Law, providing backup services during patrol activities, and participating in inter-agency task forces and/or joint investigations.

#### **III. POLICY AND PROCEDURE**

If a party to this agreement needs assistance as set forth above, it shall notify the agency head or designee of the agency from which such assistance is required. The agency head or designee shall evaluate the situation and the agency's available resources, consult with his or her supervisor if necessary and shall respond in an appropriate manner. The agency head's or designee's decision in this regard shall be final.

The resources or facilities that are assigned by the assisting agency shall be under the immediate command of a supervising officer designated by the assisting agency head or designee. Such supervising officer shall be under the direct supervision and command of the agency head or designee of the agency requesting assistance.

#### **IV. AUTHORITY, PRIVILEGES, IMMUNITIES, AND COSTS**

- A. Authority of law enforcement officers operating pursuant to this agreement:
1. Members of the State University Police Department actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this agreement, shall, pursuant to the provisions of Section 23.127, F.S., have the same powers, duties, rights, responsibilities, privileges, and immunities as if they were performing their duties in the jurisdiction in which they are normally employed.
  2. Members of the ABC College Department of Public Safety actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this agreement, shall, pursuant to the provisions of Section 23.127, F.S., have the same powers, duties, rights, responsibilities, privileges, and immunities as if they were performing their duties in the jurisdiction in which they are normally employed.
  3. If a violation of Florida Statutes occurs in the presence of said officers representing their respective agencies in furtherance of this agreement, they shall be empowered to take appropriate enforcement action including, but not limited to, arrest or citation of the suspect(s).
  4. If a felony, misdemeanor, or criminal traffic violation occurs in the presence of an officer of the State University Police Department while outside his or her jurisdiction but within the jurisdiction of the ABC College Department of Public Safety, said officer shall be empowered to take appropriate enforcement action including, but not limited to, arrest or citation of the suspect(s).
  5. If a felony, misdemeanor, or criminal traffic violation occurs in the presence of an officer of the ABC College Department of Public Safety while outside his or her jurisdiction but within the jurisdiction of the State University Police Department, said officer shall be empowered to take appropriate action including, but not limited to, arrest or citation of the suspect(s).
  6. If an officer of the ABC College Department of Public Safety is investigating a felony which occurred within his or her jurisdiction and develops probable cause to arrest a suspect for that felony and the suspect is located outside the officer's jurisdiction, but within the jurisdiction of the State University Police Department, the officer shall be empowered with the same authority to arrest said suspect as the officer would have within the political subdivision in which he or she is employed.
- B. Each party agrees to furnish necessary equipment, resources, and facilities and to render services to the other as set forth above; however, no party shall be required to deplete unreasonably its own equipment, resources, facilities, and services in furnishing mutual aid.
- C. The agency furnishing any equipment pursuant to this agreement shall bear the loss or damage to such equipment and shall pay any expenses incurred in the operation and maintenance thereof.

- D. The agency furnishing aid pursuant to this section shall compensate its employees during the time such aid is rendered and shall defray the actual travel maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation due to personal injury or death while such employees are engaged in rendering such aid. The requesting agency may compensate the assisting agency during the time of the rendering of such aid and may defray the actual travel and maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation as a result of personal injury or death while such employees are rendering such aid as pertains to Section I of this agreement.
- E. All provision and immunities from liability, exemption from laws, ordinances and rules, and all pension, insurance, relief, disability, workers' compensation, salary, death, and other benefits which apply to the activity of such officers, agents, or employees or any such agency when performing their respective functions within the territorial limits of their respective public agency shall apply to them to the same degree, manner, and extent while engaged in the performance of any of their functions and duties extra-territorially under the provisions of this mutual aid agreement. The provisions of this section shall apply with equal effect to paid, volunteer, and reserve employees.
- F. Nothing herein shall prevent the requesting agency from requesting supplemental appropriations from the governing authority having budgeting jurisdiction to reimburse the assisting agency for any actual costs or expenses incurred by the assisting agency performing hereunder when assistance is requested under this agreement.

**V. INDEMNIFICATION**

Each party engaging in any mutual cooperation and assistance, pursuant to this agreement, agrees with respect to any suit or claim for damages resulting from any and all acts, omissions, or conduct of such party's own employees occurring while engaging in rendering such aid pursuant to this agreement, to hold harmless, defend, and indemnify the other participating party and its appointees or employees, subject to the provisions of Section 768.28, F.S., where applicable, and provided such party shall have control of the defense of any suit or claim to which said duty to indemnify applies.

**VI. INSURANCE**

Each party shall provide satisfactory proof of liability insurance by one or more of the means specified in Section 768.28(15)(a), F.S., in an amount which is, in the judgment of the governing body of that party, at least adequate to cover the risk to which that party may be exposed. Should the insurance coverage of any party be cancelled or undergo material change, that party shall notify all parties to this agreement of such change within ten (10) days of receipt of notice or actual knowledge of such change.

**VII. EFFECTIVE DATE**

This agreement shall take effect upon execution and approval by the hereinafter named officials and shall continue in full force and effect until June 30, 2008, unless terminated prior thereto by any or all of the parties herein.

**VIII. CANCELLATION**

This agreement may be canceled by either party upon delivery of written notice to the other party. Upon receipt of such notice, this agreement shall be terminated.

**WHEREFORE**, the parties hereto cause these presents to be signed in this \_\_\_\_ day of \_\_\_\_\_, 2005.

Recommended

\_\_\_\_\_  
State University Police Department

\_\_\_\_\_  
State University Chief of Police

The District Board of Trustees of ABC College, Florida

\_\_\_\_\_  
Chairperson Signature  
Chair

\_\_\_\_\_  
State University Official Signature  
State University President

\_\_\_\_\_  
Signature, Chief of Police  
ABC College Department of Public Safety

\_\_\_\_\_  
Signature, Chief of Police  
State University Police Department

**ABC College Department of Public Safety**

Approved by Vice President

\_\_\_\_\_  
Approved as to Funds

\_\_\_\_\_  
Approved as to Form

\_\_\_\_\_  
Insurance/Certificate Required



## MEMORANDUM OF UNDERSTANDING

### ABC College Public Safety Department

and the

### City Police Department

#### **Purpose**

This Memorandum of Understanding, which commences upon execution for a period of one year, is entered into between the City Police Department and ABC College for the purpose of coordinating law enforcement efforts between personnel of the City Police Department and personnel of the ABC College Public Safety Department when the demand for law enforcement services may exceed that department's ability to respond in a timely manner to protect the health and safety of all citizens.

**WHEREAS**, the jurisdictions of the City Police Department and the ABC College Public Safety Department are so located in relation to each other that it is to the advantage of each to receive and to extend to the other mutual aid in the form of law enforcement services and resources to adequately respond to: (1) including but not limited to emergencies as defined under Section \_\_\_\_\_, of the Statutes of the State of \_\_\_\_\_, and (2) continuing multi-jurisdictional law enforcement problems, so as to protect the public peace and safety, and preserve the lives and property of all persons; and

**WHEREAS**, the City Police Department and the ABC College Public Safety Department (1) enter into a requested operational assistance agreement for the purpose of requesting and rendering assistance in law enforcement intensive situations and emergencies, and (2) enter into a voluntary cooperation agreement concerning any law enforcement matter that crosses jurisdictional lines;

**NOW, THEREFORE, the parties agree as follows:**

#### **Definitions**

For the purposes of this agreement, the following definitions shall apply:

"City Police Department" means that agency of the City of \_\_\_\_\_ that employs police officers for the enforcement of violations of the laws of the State of \_\_\_\_\_,

"Missing student" means any student of an institution subject to the provisions of this subdivision, who resides in a facility owned or operated by such institution and who is reported to such institution as missing from his or her residence.

"Violent felony offense" means a violent felony offense as defined in subdivision one of section 70.02 of the penal law.

"Public Safety Department" means the public safety component of ABC College, whose members are charged to provide for the safety of all persons and property on campus or on the any property owned by, or operated under the authority of, ABC College.

#### **I. PROVISION FOR OPERATIONAL ASSISTANCE**

The aforesaid agencies hereby approve and enter into this agreement whereby each agency may request and render suitable law enforcement assistance to the other to include but not be limited to dealing with civil disturbances, large-scale protest demonstrations, aircraft disasters, fire, man-made or natural disasters, sporting events, concerts, parades, escapes from custody or detention, and incidents requiring the use of specialized units, as is permitted by law.

## **II. PROVISIONS FOR VOLUNTARY COOPERATION**

In addition, the aforesaid agencies hereby approve and enter into this agreement where each may request and render assistance to the other in dealing with any violation of state statutes to include but not be limited to: investigating homicides, sex offenses, robberies, assaults, burglaries, larcenies, gambling, motor vehicle thefts, drug violations, accidents involving motor vehicles, and violation of traffic laws, providing backup services during patrol activities, and participating in inter-agency task forces and joint investigations, as is permitted by law.

## **III. POLICY AND PROCEDURE**

### **Notifications**

The Director of Security of ABC College shall notify the City Police Department Chief of Police or his/her designee, immediately, of any incident or situation on Campus that requires a police response, including the commission of a violent felony or the reporting of a missing student, as defined above. The agency head's or designee's decision in this regard shall be final.

Upon receipt of such notification, a City Police Department officer or officers shall respond and commence an appropriate investigation and shall coordinate with the Public Safety Department in the conduct of such investigation. In addition, the City Police Department will notify the Public Safety Department Supervisor immediately of any incident or situation that may affect the safety of any and all persons located on campus property.

### **Authority, Privileges, Immunities, and Costs**

Authority of law enforcement officers operating pursuant to this agreement:

Members of the City Police Department actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this Agreement, shall, pursuant to the provisions of Section \_\_\_\_\_, of the Statutes of the State of \_\_\_\_\_ have the same powers, duties, rights, responsibilities, privileges and immunities as if they were performing their duties in the jurisdiction in which they are normally employed.

Members of the ABC College Public Safety Department actually engaging in mutual cooperation and assistance outside of the jurisdictional limits of their agency under the terms of this Agreement, shall have the same duties, rights, responsibilities, privileges and immunities as if they were performing their duties in the jurisdiction in which they are normally employed, except that such duties do not normally include the exercise of police powers, unless otherwise permitted pursuant to state statutes.

### **Searches and Arrests**

Prior to the execution of any arrest or search warrant or prior to performing a criminal arrest on Campus, where City Police Department has prior knowledge they will be execute a warrant or perform an arrest, the City Police Department shall contact the Public Safety Department and shall request that a representative of the Public Safety Department accompany the City Police Department officer while on-campus. If the City Police Department officer has reason to believe that such notification would compromise the integrity of the anticipated action, or may result in the representative of the Campus Public Safety Department becoming unduly exposed to potential harm or otherwise be endangered, no such prior notification is required.

Whenever a City Police Department officer executes a search warrant or conducts an arrest without giving prior notice, the City Police Department duty supervisor shall so notify the Public Safety Department Supervisor of the event as soon as possible. City Police Department officers shall make every effort to avoid interrupting a class that is in session to conduct an arrest or execute a search warrant.

### **Pursuits on Campus**

Whenever a continuous and close pursuit begins outside of the Campus and continues onto Campus property, the City Police Department dispatcher will notify the on-duty Public Safety Department Supervisor of such pursuit as soon as possible. Whenever a continuous and close pursuit begins within the Campus and continues onto City property, the pursuing campus agent will notify the Public Safety Department Supervisor and the City Police Department dispatch of such event as soon as possible.

**Equipment**

Each party agrees to furnish necessary equipment, resources, and facilities, and to render services to the other as set forth in this agreement; however no party shall be required to deplete unreasonably its own equipment, resources, facilities, and services in furnishing mutual aid.

The agency furnishing any equipment pursuant to this agreement shall bear the loss or damage to such equipment and shall pay any expenses incurred in the operation and maintenance thereof.

**Costs**

The agency furnishing aid pursuant to this agreement shall compensate its employees during such time aid is rendered and shall defray the actual travel maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation due to personal injury or death while such employees are engaged in rendering such aid. The requesting agency may compensate the assisting agency during the time of rendering such aid and may defray the actual travel and maintenance expenses of such employees while they are rendering such aid, including any amounts paid or due for compensation as a result of personal injury or death while such employees are rendering such aid as pertains to Section I of this Agreement.

**Prior Planning**

For any major non-emergency event that will occur on Campus, designees from the City Police Department and the Public Safety Department will meet in a timely manner to review various operational issues, including traffic planning and the scheduling of required personnel.

The Director of the Public Safety Department and the Chief of the City Police Department may develop more specific and detailed operational procedures and guidelines, provided they are not inconsistent with the above provisions.

**Indemnification**

Each party engaging in any mutual cooperation and assistance, pursuant to this agreement, agrees with respect to any suit or claim for damages resulting from any and all acts, omissions, or conduct of such party's own employees occurring while engaging in rendering such aid pursuant to this agreement, to hold harmless, defend and indemnify the other participating party and its appointees or employees, subject to the provisions of Section \_\_\_\_ of the Statutes of the State of \_\_\_\_\_, where applicable, and provided such party shall have control of the defense of any suit or claim to which said duty to indemnify applies.

**Insurance**

Each party shall provide satisfactory proof of liability insurance by one or more of the means specified in Section \_\_\_\_\_, of the Statutes of the State of \_\_\_\_\_. in an amount which is, in the judgment of the governing body of that party, at least adequate to cover the risk to which that party may be exposed; provided however, should the insurance coverage of any party be cancelled or undergo material change, that party shall notify all parties to this agreement of such change within ten (10) days of receipt of notice or actual knowledge of such change.

**IV. Duration of Agreement**

This Agreement shall take effect on \_\_\_\_\_ and shall continue in full force and effect for a period of one year following such date of effect, unless terminated prior thereto by any or all parties upon the delivery of written notice of such intent to the other party. This agreement shall also terminate 60 days following receipt of a written Notice of Cancellation, unless such termination is with the mutual consent of all parties to the agreement or upon the normal date of expiration for this agreement.

**ABC COLLEGE**

By \_\_\_\_\_  
College Administrative Official

Date: \_\_\_\_\_

By \_\_\_\_\_  
Public Safety Department Director

Date: \_\_\_\_\_

**CITY POLICE DEPARTMENT**

By \_\_\_\_\_  
City Administrator/Legal

Date: \_\_\_\_\_

By \_\_\_\_\_  
City Police Chief

Date: \_\_\_\_\_

## Interagency Assistance

### Sample Mutual Aid Agreement

**This Mutual Aid Agreement made and entered into by and between (Parties to Agreement) Witnesseth Whereas,** the law of the State of \_\_\_\_\_ provides that each public entity within the State of \_\_\_\_\_ is empowered to make and enter into Mutual Aid Agreements with other contiguous public entities within the State to more effectively allocate law enforcement and other public safety services during emergency situations;

**Whereas,** the undersigned public entities that are parties to this Mutual Aid Agreement must confront numerous threats to public health and safety, including but not limited to natural or manmade disasters;

**Whereas,** none of the law enforcement agencies party to this Agreement possess all of the necessary resources to cope with every possible law enforcement emergency or disaster by themselves, and an efficient, effective response can best be achieved by the application and leveraging of the collective resources of these law enforcement agencies;

**Whereas,** the parties to this Agreement have determined that it is in their collective best interest to develop and implement comprehensive preparedness plans and conduct joint exercises in advance of a sudden and immediate need to enhance the efficiency and effectiveness of their response to any emergency or disaster;

**Whereas,** it is desirable that each of the parties hereto should voluntarily aid and assist each other in the event that an emergency situation should occur by the interchange of law enforcement services; and

**Whereas,** it is necessary and desirable that a Mutual Aid Agreement be executed for the interchange of such mutual assistance on a local, county, and/or regional basis;

**Now, therefore,** it is hereby agreed by and between each and all of the parties hereto as follows:

#### Article I: Definitions

**Assisting Agency:** A law enforcement agency providing law enforcement manpower, equipment, and resources to a law enforcement agency from another jurisdiction that has requested assistance to confront an emergency.

**Requesting Agency:** A law enforcement agency under an emergency condition that has requested assistance from a law enforcement agency participating in the regional Mutual Aid Agreement.

**Emergency:** Any occurrence, or threat thereof, whether natural or caused by man, in war or in peace, which results or may result in substantial injury or harm to the population, substantial damage to or loss of property, or substantial harm to the environment and is beyond the capacity of an individual agency to effectively control.

**Mutual Aid:** A prearranged written agreement and plan whereby assistance is requested and provided between two or more jurisdictions during a designated emergency under terms of the Agreement.

**Staging Area:** A location identified outside the immediate emergency area where law enforcement equipment and personnel assemble for briefing, assignment, and related matters.

**Authorized Representative:** The chief executive officer of a participating law enforcement agency, or his or her designee, who has authorization to request, offer, or provide assistance under the terms of this Agreement.

**Period of Assistance:** The period of time beginning with the departure of any personnel and/or equipment of the assisting party from any point for the purpose of traveling to provide assistance exclusively to the requesting agency, and ending on the return of all of the assisting party's personnel and equipment to their regular place of work or assignment, or otherwise terminated through written or verbal notice of the designated agency official by the designated official of the assisting party.

## **Article II: Terms of the Agreement**

1. Each party agrees that in the event of an emergency situation, each other party to this Mutual Aid Agreement will furnish such personnel, equipment, facilities, or services as are available, provided that such actions would not unreasonably diminish its capacity to provide basic law enforcement services to its own jurisdiction.
2. Each party shall designate the appropriate official within its jurisdiction who has the legal authority to bind its jurisdiction to this Agreement and who shall sign this Agreement.
3. To invoke assistance under the provisions of this Agreement, the designated official from the requesting party shall be required to contact the designated official of the responding party by telephone, in writing, or email. The responding party may request such information from the requesting party as is necessary to confirm the emergency situation and to assess the types and amounts of assistance that shall be provided.
4. During an emergency situation, all personnel from responding agencies shall report to and work under the direction of the designated incident commander. Personnel from either the requesting or the assisting agency may receive supervision from any command personnel from the combined participating localities if authorized by the incident commander or his or her designee in the incident command structure, depending on identified needs and available resources deemed most qualified to meet mission goals and objectives. Tactical teams (e.g., bomb disposal, canine teams, and special weapons and tactics units) shall operate under the direction of their tactical commander once they are authorized to undertake assignments.
5. Personnel responding to a call for assistance outside their appointed jurisdiction shall have those law enforcement powers provided for by state law.
6. In any emergency situation where the Mutual Aid Agreement has been invoked, radio communications should be established between all of the parties, where possible, through the use of the local public mutual aid radio system or other shared communication system.
7. The agencies agree to reimburse assisting agencies for the costs of personnel, equipment, facilities, and related resources used during the period of assistance based on mutually accepted costs associated with these resources.
8. Workers' Compensation, Liability, Property Damage
  - a. Workers' Compensation Coverage: Each public entity will be responsible for its own actions and those of its employees and is responsible for complying with the State of \_\_\_\_\_ Workers' Compensation Act. Coverage under this Act may be obtained (1) by a policy with an insurance company licensed to do business in the State of \_\_\_\_\_, (2) by being a qualified self-insured, or (3) by being a member of a group self-insurance association. Each public entity should understand that workers' compensation coverage does not automatically extend to volunteers. Each public entity may obtain accident insurance for any volunteer at the locality's discretion. Workers' compensation coverage for certain volunteers (e.g., volunteer firefighters, volunteer lifesaving or volunteer rescue squad members, volunteer law enforcement chaplains, auxiliary or reserve law enforcement officers, auxiliary or reserve deputy sheriffs, volunteer emergency medical technicians, and members of volunteer search and rescue organizations) may be obtained by adding this exposure to the locality's workers' compensation coverage. As an alternative, the individual volunteer company may obtain workers' compensation insurance coverage for this exposure.

- b. Automobile Liability Coverage: Each public entity is responsible for its own actions and is responsible for complying with the State of \_\_\_\_\_ motor vehicle financial responsibility laws. Coverage under these laws may be obtained (1) by a policy with an insurance company licensed to do business in the State of \_\_\_\_\_, (2) by being a qualified self-insured, or (3) by being a member of a group self-insurance association. Each public entity agrees to obtain automobile liability coverage with at least a \$\_\_\_\_\_ combined single limit and coverage extended to owned, non-owned, and hired vehicles. It is understood that the public entity may include in the emergency response volunteer companies that have motor vehicles titled in the name of the volunteer company. It is the responsibility of the public entity to determine if the volunteer company has automobile liability coverage as outlined in this section. This provision is met by being a qualified self-insured or by being a member of a group self-insurance association.
- c. General Liability, Public Officials Liability, and Law Enforcement Liability: To the extent permitted by law and without waiving sovereign immunity, each party to this Agreement will be responsible for any and all claims, demands, suits, actions, damages, and causes for action related to or arising out of or in any way connected with its own actions and the actions of its personnel in providing mutual aid assistance rendered or performed pursuant to the terms and conditions of this Agreement. Each public entity agrees to obtain general liability with at least a \$\_\_\_\_\_ combined single limit. Each public entity agrees to obtain public official liability coverage and law enforcement liability coverage with at least a \$\_\_\_\_\_ combined single limit. These coverages may be obtained (1) by a policy with an insurance company licensed to do business in the State of \_\_\_\_\_, (2) by being a qualified self-insured, (3) by being a member of a group self-insurance association, or (4) by any insurance plan administered through the Department of General Services Division of Risk Management.
- d. Should there be a dispute as to the nature and extent of any provision, these issues shall be submitted to binding arbitration with the American Arbitration Association or any other arbitration association unanimously agreed to by the parties.
9. Each party shall develop and update on a regular basis a plan providing for the effective mobilization of its resources and facilities.
10. Interagency assistance plans shall be developed and updated on a regular basis by the parties hereto and are operative between the parties in accordance with the provisions of such plans.
11. The parties agree to meet on a regular basis to review all interagency assistance plans and the provisions of this Agreement.
12. This Agreement shall become effective as to each party's public entity when approved and executed by that public entity. The Agreement shall remain in effect as between each party until participation in this Agreement is terminated by the party in writing. Termination of participation in this Agreement by a party shall not affect the continued operation of this Agreement as between the remaining parties. Any party to this Agreement may terminate participation in this Agreement upon 30 days' written notice addressed to the designated public official of each of the other signatory public entities that are parties to this Agreement.
13. The execution of this Agreement shall not give rise to any liability or responsibility for failure to respond to any request for assistance made pursuant to this Agreement. This Agreement shall not be construed as or deemed to be an Agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action whatsoever hereunder for any cause whatsoever.

In witness whereof, this Agreement has been executed and approved and is effective and operative as to each of the parties as herein provided.

Signature & Title \_\_\_\_\_ Date \_\_\_\_\_

Signature & Title \_\_\_\_\_ Date \_\_\_\_\_



## Attachment B: Communications Related Research Materials

Document: UNH, The ATLAS Project Article, **Learning to Talk, The Lessons of Non-Interoperability in Public Safety Communication Systems**, 04/02  
[www.justiceworks.unh.edu/justiceworkspub.pdf](http://www.justiceworks.unh.edu/justiceworkspub.pdf)

*This 28-page document has examples of communication failures with recommendations by a NH based survey*

Document: IACP, **Improving Partnerships Between Law Enforcement Leaders and University Based Researchers**, August 2004  
[www.theiacp.org/research/LawEnforcement-UniversityPartnership.pdf](http://www.theiacp.org/research/LawEnforcement-UniversityPartnership.pdf)

*This 36-page booklet resulted from the IACP Roundtable conference of 2003*

Document: State of Conn., OEM, **Communications Interoperability Plan**, 2/27/04  
[www.ct.gov/oem/lib/oem/docsuploaded/interop\\_minutes/comm\\_interop\\_plan\\_-\\_final.pdf](http://www.ct.gov/oem/lib/oem/docsuploaded/interop_minutes/comm_interop_plan_-_final.pdf)

*This document is a seven-page discussion of the problem and the current state of interoperability in the State.*

Document: State of Conn., OEM, **Annex B Communications Plan Template**  
[www.ct.gov/oem/lib/oem/Annex\\_B-Communications.doc](http://www.ct.gov/oem/lib/oem/Annex_B-Communications.doc)

*This is a nine-page sample document from CT-OEM*

Document: COPS, Innovations, **Local Law Enforcement Responds to Terrorism**, 2002  
<http://www.cops.usdoj.gov/mime/open.pdf?Item=296>

*This 24-page document features various programs some police agencies have initiated, such as use of 311, Info. mgt., etc.*

Document: DOJ, **National Criminal Intelligence Sharing Plan**, 04/04  
[http://it.ojp.gov/documents/National\\_Criminal\\_Intelligence\\_Sharing\\_Plan.pdf](http://it.ojp.gov/documents/National_Criminal_Intelligence_Sharing_Plan.pdf)

*This 56-page document has 28 recommendations to develop and perform effective intelligence sharing operations.*

Document: UW, Mah, D. Scott, Asst. VP, IT Infra. Power Point Presentation, **Building Your Emergency Communications Technology Plan**, 2005  
<http://www.washington.edu/admin/business/oem/symposium/pdfs/Building.Your.Emer.Comm.Tech.Plan.Mah.pdf>

*This 12-page document is primarily oriented toward office infrastructure setup.*

Document: Saf-T-Net ALERTNOW, **Emergency Communication Strategies for Risk Reduction and Improved Safety**, by Howard Udell, 01/28/05  
<http://www.washington.edu/admin/business/oem/symposium/pdfs/Emergency.Comm.Strategies.for.Risk.Reduction.Udell.pdf>

*This 10-page Power Point presentation provides a look at some considerations, primary orientation is for commercial solution.*

Website: LLIS, **Crisis Communication Planning, An Overview**  
[https://www.llis.dhs.gov/member/secure/htmldetail.cfm?content\\_id=12182](https://www.llis.dhs.gov/member/secure/htmldetail.cfm?content_id=12182)

*How to plan for crisis communications during an incident as a PIO or PAO (requires free LLIS membership)*

Document: Best Practices, Harvard University, **Homeland Security Communications, Getting the Message Out**, October 2003  
<http://www.epa.gov/ne/assistance/univ/pdfs/bmps/HarvardCommunications110703.pdf>

*This five-page document describes the Harvard University ENS program.*

<p>Document: LLIS, <b>Crisis Communication Planning, Creating a Crisis Communications Plan</b>  <a href="https://www.llis.dhs.gov/member/secure/html/detail.cfm?content_id=12183">https://www.llis.dhs.gov/member/secure/html/detail.cfm?content_id=12183</a>  <i>The LLIS website requires using a free membership enrollment.</i></p>
<p>Document: IACP, COPS, <b>National Policy Summit: Private Security/Public Policing, 2004</b>  <a href="http://www.cops.usdoj.gov/mime/open.pdf?Item=1355">http://www.cops.usdoj.gov/mime/open.pdf?Item=1355</a>  <i>This 45–page document promotes interaction between public policing and private security organizations</i></p>
<p>Document: Portland, OR, <b>Flexible, Secure Platform for Inter–Organizational Information Sharing (RAINS), 2004</b>  <a href="http://www.rainsnet.org/downloads/Intel_RAINS–Net_Solution_Blueprint.pdf">http://www.rainsnet.org/downloads/Intel_RAINS–Net_Solution_Blueprint.pdf</a>  <a href="http://www.rainsnet.org/index_files/connect_and_protect.html">http://www.rainsnet.org/index_files/connect_and_protect.html</a>, (additional info)  <i>This 23–page document promotes a networking system to increase physical communications interoperability.</i></p>
<p>Document: DHS, SAFECOM, <b>Statement of Requirements for Public Safety Wireless Communications &amp; Interoperability, 3/10/04</b>  <a href="http://www.safecomprogram.gov/NR/rdonlyres/A1118073–1B21–42DC–941F–C9DB26F4DBEF/0/PSCI_Statement_of_Requirements_v1_0.pdf">http://www.safecomprogram.gov/NR/rdonlyres/A1118073–1B21–42DC–941F–C9DB26F4DBEF/0/PSCI_Statement_of_Requirements_v1_0.pdf</a>  <i>This 192–page document assembled requirements for system of interoperable PS communications across all levels of “1<sup>st</sup> Responder” systems</i></p>
<p>Document: GAO, <b>Federal Leadership Need to Facilitate Interoperable Comm. Between 1<sup>st</sup> Responders, 2004</b>  <a href="http://www.mipt.org/pdf/gao041057t.pdf">http://www.mipt.org/pdf/gao041057t.pdf</a>  <i>This 24–page document reveals Congressional testimony by William O. Jenkins, Director, Homeland Security and Justice Issues.</i></p>
<p>Document: HR Select Committee, Statement of Robert F. Dacey, <b>Information Sharing Responsibilities...9/17/03</b>  <a href="http://www.gao.gov/new.items/d031165t.pdf">http://www.gao.gov/new.items/d031165t.pdf</a>  <i>This 59–page document is about info sharing responsibilities discussed including challenges and key management issues</i></p>
<p>Document: ODP, DOJ, Guidelines for Homeland Security, <b>Prevention and Deterrence, June 2003</b>  <a href="http://www.ojp.usdoj.gov/odp/docs/ODPPrev1.pdf">http://www.ojp.usdoj.gov/odp/docs/ODPPrev1.pdf</a>  <i>“A base of key actions or activities representing a ‘framework for prevention’ that each jurisdiction should consider...” 31–pages</i></p>
<p>Document: Global Intelligence Working Group, <b>Intelligence Sharing System Survey, 2003</b>  <a href="http://it.ojp.gov/documents/intell_sharing_system_survey.pdf">http://it.ojp.gov/documents/intell_sharing_system_survey.pdf</a>  <i>This three–page document reveals the results of a systems survey of several multi–state or interstate information sharing systems</i></p>
<p>Website: DHS, <b>Homeland Security Information Network (HSIN), Critical Infrastructure</b>  <a href="http://www.dhs.gov/dhspublic/display?theme=43&amp;content=3747&amp;print=true">http://www.dhs.gov/dhspublic/display?theme=43&amp;content=3747&amp;print=true</a>  <i>Website connects Dallas, Seattle, Indianapolis, and Atlanta CI owners, operators and private sector with DHS Opns. Center 24/7</i></p>
<p>Document: NEMA, <b>Proposed Model Intrastate Mutual Aid Legislation, February 2004</b>  <a href="http://www.emacweb.org/docs/NEMA%20Proposed%20Intrastate%20Model–Final.pdf">http://www.emacweb.org/docs/NEMA%20Proposed%20Intrastate%20Model–Final.pdf</a>  <i>This 34–page document discusses proposed legislation by NEMA in re: subject matter.</i></p>

<p>Document: University of Georgia, <b>PS Subcommittee Guidelines, Sample MOU for city/county, Response to Threat Levels</b>  <a href="http://www.usg.edu/homelandsecurity/resources/ps_guidelines.phtml">http://www.usg.edu/homelandsecurity/resources/ps_guidelines.phtml</a>  <i>This six-page document addresses subcommittee formation threat level responses, sample MOUs</i></p>
<p>Document: The National Response Team, <b>Joint Information Center Model: Collaborative Communications During Emergency Response, 01/21/00</b>  <a href="http://www.nrt.org/Production/NRT/NRTWeb.nsf/AllAttachmentsByTitle/A-55JIC/\$File/JIC.pdf?OpenElement">http://www.nrt.org/Production/NRT/NRTWeb.nsf/AllAttachmentsByTitle/A-55JIC/\$File/JIC.pdf?OpenElement</a>  <i>This 146-page document describes the organization and workings of the JIC during emergency operations.</i></p>
<p>Website: Heritage Foundation: <b>The Patriot Act and Related Provisions</b>  <a href="http://www.heritage.org/Research/HomelandDefense/wm612.cfm">http://www.heritage.org/Research/HomelandDefense/wm612.cfm</a>  <i>This website features a number of articles that both praise and criticize the "Patriot Act."</i></p>
<p>Document: Law Enforcement Technical Journal, <b>How LE Agencies are Implementing GJXDM</b>, by Christa Miller, May 2005  <a href="http://crossflo.com/downloads/Law%20Enforcement%20Technology%205-05.pdf">http://crossflo.com/downloads/Law%20Enforcement%20Technology%205-05.pdf</a>  <i>This four-page article addresses the Global Justice XML data model used to share data between law enforcement agencies.</i></p>
<p>Document: ZDNet, <b>The Legal Framework in US Law for Sharing Law Enforcement and Intelligence Information</b>  <a href="http://whitepapers.zdnet.com/whitepaper.aspx?scname=Data+Sharing+and+Integration&amp;scname=Data+Sharing+and+Integration&amp;x=40&amp;docid=114452">http://whitepapers.zdnet.com/whitepaper.aspx?scname=Data+Sharing+and+Integration&amp;scname=Data+Sharing+and+Integration&amp;x=40&amp;docid=114452</a>  <i>This 10-page site has a number of listed articles related to this topic.</i></p>
<p>Website: NIMS Online Download Center, <b>Mutual Aid Agreement Samples</b>  <a href="http://www.nimsonline.com/download_center/index.htm#mutual">http://www.nimsonline.com/download_center/index.htm#mutual</a>  <i>This download site provides a number of examples of MOUs to use for reference purposes.</i></p>
<p>Website: <b>Regional Alliance for Infrastructure and Network Security</b> (Connect and Protect program)  <a href="http://www.rainsnet.org/">http://www.rainsnet.org/</a>  <i>RAINS is a public and private partnership formed to accelerate development of innovative technology for homeland security.</i></p>
<p>Document: IACP, <b>Intelligence Sharing: Law Enforcement Support Center</b>, July 2005  <a href="http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&amp;article_id=515&amp;issue_id=22005">http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display&amp;article_id=515&amp;issue_id=22005</a>  <i>This short article from Police Chief magazine describes the LESC, point of contact for DHS and ICE with local and state law enforcement.</i></p>
<p>Document: COPS, <b>Law Enforcement Intelligence Classifications, Products, and Dissemination</b>,  <a href="http://www.cops.usdoj.gov/mime/open.pdf?Item=1397">http://www.cops.usdoj.gov/mime/open.pdf?Item=1397</a>  <i>This 14-page article addresses some terms used to describe different types of LE intelligence.</i></p>
<p>Document: Bina/Nicolai, Syracuse University: <b>Legal Framework in US Law for Sharing Law Enforcement and Intelligence Information</b>  <a href="http://www.maxwell.syr.edu/campbell/Library%20Papers/Event%20papers/ISHS/BinaNicolai.pdf">http://www.maxwell.syr.edu/campbell/Library%20Papers/Event%20papers/ISHS/BinaNicolai.pdf</a>  <i>This 10-page research paper highlights the legal basis for intelligence sharing between LE agencies.</i></p>
<p>Document: CA Operational Area Search and Rescue, <b>Model Memorandum of Understanding</b>,  <a href="http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Search%20and%20Rescue%20-%20Model%20Memorandum%20of%20Understanding%20/\$file/SARMOUmodel.doc">http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Search%20and%20Rescue%20-%20Model%20Memorandum%20of%20Understanding%20/\$file/SARMOUmodel.doc</a>  <i>This four-page document was promulgated as a model MOU between Fire and LE agencies.</i></p>

<p>Document: Northwest Regional Educational Laboratory, <b>Guide 5, Fostering School – LE Partnerships</b>, September 2002  <a href="http://www.ncjrs.org/pdffiles1/ojjdp/book5.pdf">http://www.ncjrs.org/pdffiles1/ojjdp/book5.pdf</a>  <i>This 56–page document proposes that partnerships are a process, rather than an event.</i></p>
<p>Document: Frontier Systems Integrators LLC, <b>First Responder Communications, Interoperability White Paper</b>  <a href="http://www.racom.net/Downloads/Interoperability.pdf">http://www.racom.net/Downloads/Interoperability.pdf</a>  <i>This 17–page document discusses communications systems interoperability.</i></p>
<p>Document: BJA, <b>The National Criminal Intelligence Sharing Plan</b>, June 2005  <a href="http://it.ojp.gov/documents/National_Criminal_Intelligence_Sharing_Plan.pdf">http://it.ojp.gov/documents/National_Criminal_Intelligence_Sharing_Plan.pdf</a>  <i>This is a 56–page version of this plan. (See same title in List #1).</i></p>
<p>Document: IACP, <b>Chiefs Primer on Information Sharing</b>,  <a href="http://www.theiacp.org/research/ChiefsPrimerOnInformationSharing.pdf">http://www.theiacp.org/research/ChiefsPrimerOnInformationSharing.pdf</a>  <a href="http://www.policevolunteers.org/pdf/ChiefsPrimerVol2.pdf">http://www.policevolunteers.org/pdf/ChiefsPrimerVol2.pdf</a>  <i>These two documents are concise two–page booklets that discuss this subject..</i></p>
<p>Website: University of Georgia, Office of the Chief Information Officer, <b>Enterprise Information Technology Services</b>  <a href="http://www.eits.uga.edu/page.php?l=2&amp;c=IS">http://www.eits.uga.edu/page.php?l=2&amp;c=IS</a>  <i>This website provides informational resources and contact information related to the university's IT programs.</i></p>
<p>Document: NIST, <b>Contingency Planning Guide for Information Technology Systems</b>, June 2002  <a href="http://csrc.nist.gov/publications/nistpubs/800–34/sp800–34.pdf">http://csrc.nist.gov/publications/nistpubs/800–34/sp800–34.pdf</a>  <i>This 104–page document from the National Institute of Standards provides instructions, recommendations, and considerations for government IT contingency planning. Contingency planning refers to interim measures to recover IT services following an emergency or system disruption</i></p>
<p>Document: Bureau of Justice Assistance, <b>Mutual Aid: Multijurisdictional Partnerships for Meeting Regional Threats</b>, September 2005  <a href="http://www.ncjrs.gov/pdffiles1/bja/210679.pdf">http://www.ncjrs.gov/pdffiles1/bja/210679.pdf</a>  <i>This 40–page document provides a comprehensive overview of mutual aid agreements and how they are drafted and used.</i></p>
<p>Document: DHS, SAFECOM, <b>Interoperability Standards, Summit on Implementing Wireless Communications</b>, May 2, 2005  <a href="http://www.cops.usdoj.gov/mime/open.pdf?Item=1512">http://www.cops.usdoj.gov/mime/open.pdf?Item=1512</a>  <i>This 14–page document provides an overview of the work in progress in regard to developing standards for communications interoperability.</i></p>
<p>Document: Public Safety Wireless Network Program, <b>Software – Enabled Wireless Interoperability Assessment Report – VOIP</b>, Final, 12/01  <a href="http://www.safecomprogram.gov/NR/rdonlyres/65398E2E–C4EE–4779–BB91–600847499056/0/voip_technology_assessment.pdf">http://www.safecomprogram.gov/NR/rdonlyres/65398E2E–C4EE–4779–BB91–600847499056/0/voip_technology_assessment.pdf</a>  <i>This 39–page technical document describes the state of VoIP Standard and technology as of December 2001.</i></p>
<p>Document: Vermont Communications Study Group, <b>National Standards and Initiatives and Viable Technology Assessment</b>, 09/05  <a href="http://www.dps.state.vt.us/need/standards_technology.pdf">http://www.dps.state.vt.us/need/standards_technology.pdf</a>  <i>This 85–page document is Stage 2 of 6 for a New Mobile Data Radio Network and Two–way Voice Radio Replacement Project.</i></p>

<p>Document: SAFECOM, <b>Recommended Federal Grants Guidance Public Safety Communications &amp; Interoperability Grants</b>, September 2003  <a href="http://www.safecomprogram.gov/NR/rdonlyres/55066F6A-A2FD-4285-AEDD-39F62EE04AAD/0/Recommended_Federal_Grants_Guidance_Public_Safety_Communications_Interoperability_Grants.pdf">http://www.safecomprogram.gov/NR/rdonlyres/55066F6A-A2FD-4285-AEDD-39F62EE04AAD/0/Recommended_Federal_Grants_Guidance_Public_Safety_Communications_Interoperability_Grants.pdf</a>  <i>This 11-page document provides guidance for submitting applications for federal grants.</i></p>
<p>Website: <b>SAFECOM</b>  <a href="http://www.safecomprogram.gov/SAFECOM/">http://www.safecomprogram.gov/SAFECOM/</a>  <i>This website provides access to SAFECOM's newsletters and library services.</i></p>
<p>Document: SAFECOM, Library, <b>Statement of Requirements (SoR)</b>, Version 1.1, January 26, 2006  <a href="http://www.safecomprogram.gov/NR/rdonlyres/B4AFDF71-1428-43B9-B9D2-EB6353EB763D/0/FinalandApprovedSoR11sentbyRL.pdf">http://www.safecomprogram.gov/NR/rdonlyres/B4AFDF71-1428-43B9-B9D2-EB6353EB763D/0/FinalandApprovedSoR11sentbyRL.pdf</a>  <i>This 192-page document defines future requirements for voice and data communications.</i></p>
<p>Website: SAFECOM Library, <b>Interoperability Case Studies</b>  <a href="http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/">http://www.safecomprogram.gov/SAFECOM/library/interoperabilitycasestudies/</a>  <i>This website provides a number of documents describing various plans and experiences dealing with interoperability issues.</i></p>
<p>Document: SAFECOM, <b>Statewide Communication Interoperability Planning (SCIP) Methodology</b>, November 1, 2004  <a href="http://www.safecomprogram.gov/NR/rdonlyres/9628BE4B-E7A5-4F1B-9179-2CFCF2653CA9/0/SCIPMethodology.pdf">http://www.safecomprogram.gov/NR/rdonlyres/9628BE4B-E7A5-4F1B-9179-2CFCF2653CA9/0/SCIPMethodology.pdf</a>  <i>This 154-page document describes the State of Virginia project to develop a plan to implement communications interoperability for public safety.</i></p>
<p>Website: NIST Wireless Communication Technologies Group, <b>Public Safety Communications Bibliography</b>  <a href="http://www.antd.nist.gov/wctg/manet/safetybib.html">http://www.antd.nist.gov/wctg/manet/safetybib.html</a>  <i>This site provides a collection of communications related articles and publications for review.</i></p>
<p>Document: Texas Dept. of State Health Services, <b>Writing a Public Health Crisis and Emergency Risk Communication Plan</b>  <a href="http://www.dshs.state.tx.us/riskcomm/documents/Risk_Communication_Plan.pdf">http://www.dshs.state.tx.us/riskcomm/documents/Risk_Communication_Plan.pdf</a>  <i>This nine-page document describes how to address planning for communication related to a crisis. IACLEA has expanded plan in Word.</i></p>
<p>Document: IT Management:, <b>Business Continuity Emergency Communications Plan</b>, July 27, 2005  <a href="http://www.informit.com/guides/printerfriendly.asp?q=it_management&amp;seqNum=33">http://www.informit.com/guides/printerfriendly.asp?q=it_management&amp;seqNum=33</a>  <i>This two-page article speaks of the six critical success factors essential to developing an emergency communication plan.</i></p>
<p>Document: University of Alaska, <b>Crisis Communication Plan</b>, 09/03  <a href="http://www.uaf.edu/univrel/crisisplan/Crisis_Plan.pdf">http://www.uaf.edu/univrel/crisisplan/Crisis_Plan.pdf</a>  <i>This six-page document addresses campus communications during emergencies.</i></p>
<p>Website: Texas Dept. of State Health Services, <b>Crisis and Emergency Risk Communication Tools</b>  <a href="http://www.dshs.state.tx.us/riskcomm/tools/default.shtm">http://www.dshs.state.tx.us/riskcomm/tools/default.shtm</a>  <i>This webpage includes several articles and links to a number of CERC checklists.</i></p>

<p>Document: State of Texas, <b>Crisis and Emergency Risk Communications Guidelines</b>, January 1, 2005  <a href="http://www.dshs.state.tx.us/riskcomm/documents/Communications%20Plan%20050101.pdf">http://www.dshs.state.tx.us/riskcomm/documents/Communications%20Plan%20050101.pdf</a>  <i>This 23-page document is the state plan.</i></p>
<p>Website: Mason County, WA, <b>Mason County Emergency Communications Plan</b>  <a href="http://www.wwa-district3-ares.org/mason_county/complan.htm">http://www.wwa-district3-ares.org/mason_county/complan.htm</a>  <i>This website posts a draft of their plan.</i></p>
<p>Website: City of New Orleans, <b>Tourism Crisis Emergency Plan</b>, December 5, 2005  <a href="http://www.neworleanscvb.com/static/index.cfm/contentID/448/sectionID/3/subsectionID/448">http://www.neworleanscvb.com/static/index.cfm/contentID/448/sectionID/3/subsectionID/448</a>  <a href="http://www.neworleanscvb.com/docs/EmergencyPlan.pdf">http://www.neworleanscvb.com/docs/EmergencyPlan.pdf</a>  <i>This is a newly created 18-page plan for the city, post Katrina.</i></p>
<p>Document: Geo-Intelligence Magazine, <b>Operation Global Mirror: Rehearsing for a WMD Event</b>, by Scottie Barnes, Sept. 1, 2004  <a href="http://www.geointelmag.com/geointelligence/article/articleDetail.jsp?id=122455&amp;sk=&amp;date=&amp;pageID=2">http://www.geointelmag.com/geointelligence/article/articleDetail.jsp?id=122455&amp;sk=&amp;date=&amp;pageID=2</a>  <i>This four-page article features a WMD exercise in Colorado that incorporates a virtual EOC using Groove Virtual Office and other technologies.</i></p>
<p>Document: PA State University, <b>“Geocollaborafrankenstein:” A Novice’s Walkthrough of Geocollaboration</b>, by Eva Y. Shon, 2004  <a href="http://www.cra.org/Activities/craw/dmp/awards/2004/Shon/PennImages/Geofrank.pdf">http://www.cra.org/Activities/craw/dmp/awards/2004/Shon/PennImages/Geofrank.pdf</a>  <i>This 20-page article provides a preliminary overview of designing collaborative GIS applications, including discussion of Toucan Navigate.</i></p>
<p>Document: DHS, SAFECOM, <b>Interoperability Today</b>, Winter 2005, Vol. I  <a href="http://www.safecomprogram.gov/NR/rdonlyres/A4C75555-B960-4EB9-BCD5-0DBD5822780E/0/InteropToday1.pdf">http://www.safecomprogram.gov/NR/rdonlyres/A4C75555-B960-4EB9-BCD5-0DBD5822780E/0/InteropToday1.pdf</a>  <a href="http://www.safecomprogram.gov/SAFECOM/library/newsletters/">http://www.safecomprogram.gov/SAFECOM/library/newsletters/</a>  <i>This six-page newsletter was issued by the DHS SAFECOM program dealing with communications interoperability (For others use the 2<sup>ND</sup> link).</i></p>
<p>Document: IACP, Police Chief Magazine, <b>An Information Integration Planning Model</b>, by Albert Arena, November, 2003  <a href="http://www.iacptechnology.org/Library/InfoIntegrationModel.pdf">http://www.iacptechnology.org/Library/InfoIntegrationModel.pdf</a>  <i>This three-page article focuses on the integration process, not hardware and software of major systems development.</i></p>
<p>Document: NCJRS, <b>Can We Talk?, Public Safety and the Interoperability Challenge</b>, by Brenna Smith and Tom Tolman, April 2000  <a href="http://www.safecomprogram.gov/NR/rdonlyres/547652B4-C5A6-4A93-BA5D-4842A4FDCAF8/0/Can_we_Talk.pdf">http://www.safecomprogram.gov/NR/rdonlyres/547652B4-C5A6-4A93-BA5D-4842A4FDCAF8/0/Can_we_Talk.pdf</a>  <i>This six-page article addresses interoperability of communications and suggests some solutions.</i></p>
<p>Website: Racom.com, <b>Racom Critical Communications</b>  <a href="http://www.racom.com/">http://www.racom.com/</a>  <i>This vendor advertises voice, data, video communications consulting, design, systems integration, and turn-key solutions.</i></p>
<p>Website: University of California-Berkeley, Communication &amp; Network Services, <b>Emergency Communications Planning</b>  <a href="http://ecp.cns.berkeley.edu/">http://ecp.cns.berkeley.edu/</a>  <i>This website includes section dealing with planning history and infrastructure policy.</i></p>

<p>Document: NC State University, <b>Crisis Communication Plan</b>, REG 04.00.1, Rev. April 5, 2005  <a href="http://www.ncsu.edu/policies/campus_environ/pdf/REG04.00.1.doc">http://www.ncsu.edu/policies/campus_environ/pdf/REG04.00.1.doc</a>  <i>This eight-page plan is a revision of the original plan that was first issued in 2001.</i></p>
<p>Website: San Diego State University, <b>Appendix 3: Emergency Communications and Notification</b>, 01/06/05  <a href="http://bfa.sdsu.edu/emergencyplan/communications.htm">http://bfa.sdsu.edu/emergencyplan/communications.htm</a>  <i>This website provides a concise plan with specific notification procedures that includes formation of a “telephone tree.”</i></p>
<p>Document: Gotham Gazette, <b>Emergency Communications Systems and Equipment</b>, by Laura Forlano, May 2004  <a href="http://www.gothamgazette.com/article/20040524/19/990">http://www.gothamgazette.com/article/20040524/19/990</a>  <i>This four-page article provides information about NYC communications concerns and has links to other articles and publications.</i></p>
<p>Website: NCEF, <b>State and Local School Emergency Planning Guides</b>  <a href="http://www.edfacilities.org/rl/statelocal_emergency.cfm">http://www.edfacilities.org/rl/statelocal_emergency.cfm</a>  <i>This website links to a number of emergency planning guides from various schools.</i></p>
<p>Document: State of Vermont, <b>Annex N: Public Information</b>, April 30, 2005  <a href="http://www.dps.state.vt.us/vem/eop/tab3_annex_n.doc">http://www.dps.state.vt.us/vem/eop/tab3_annex_n.doc</a>  <i>This document is a 76-page supplement to the VT EOP.</i></p>
<p>Document: Washington DC, <b>ESF-14, Media Relations and Community Outreach</b>  <a href="http://dcema.dc.gov/dcema/cwp/view,a.1226,q.537141.asp">http://dcema.dc.gov/dcema/cwp/view,a.1226,q.537141.asp</a>  <i>This 10-page annex is part of the Washington DC EOP.</i></p>
<p>Document: DHS, <b>Terrorism and Other Public Health Emergencies, A Reference Guide for Media</b>, September 2005  <a href="http://www.dhhs.gov/emergency/mediaguide/PDF/HHSMedisReferenceGuideFinal.pdf">http://www.dhhs.gov/emergency/mediaguide/PDF/HHSMedisReferenceGuideFinal.pdf</a>  <i>This 269-page document covers a wide range of public health information intended for media personnel.</i></p>
<p>Document: USDOJ, <b>Fusion Center Guidelines: Developing and Sharing Information and Intelligence in a New World</b>, 07/05  <a href="http://it.ojp.gov/documents/fusion_center_guidelines_law_enforcement.pdf">http://it.ojp.gov/documents/fusion_center_guidelines_law_enforcement.pdf</a>  <i>This 125-page document provides guidelines for establishing and operating Fusion Centers at local, state, tribal, and federal levels.</i></p>
<p>Document: BJA, <b>New Realities: Law Enforcement in the Post-9/11 Era, Intelligence-Led Policing: The New Intelligence Architecture</b>, 09/05  <a href="http://www.ncjrs.gov/pdffiles1/bja/210681.pdf">http://www.ncjrs.gov/pdffiles1/bja/210681.pdf</a>  <i>This 52-page document addresses that intelligence sharing must become a policy, not an informal practice, among some other concepts.</i></p>
<p>Document: IACP, Publications, <b>Post-9/11 Policing Project Documents</b>  <a href="http://www.iacp.org/documents/pdfs/Publications/Post911Documents%2Epdf">http://www.iacp.org/documents/pdfs/Publications/Post911Documents%2Epdf</a>  <i>This website provides the previous document within a 223-page file that also includes four other documents related to communications policies.</i></p>
<p>Document: Federal Computer Week Magazine, <b>Homeland Security: 2005 Priorities</b>, by Dibya Sarkar, 12/06/04  <a href="http://www.fcw.com/article86382-12-05-04-Print">http://www.fcw.com/article86382-12-05-04-Print</a>  <i>This 14-page article provides a discussion by government officials and industry experts about technology priorities for 2005 in security.</i></p>

<p>Document: DHS, Office of Grants and Training, <b>FY2006 Authorized Equipment List</b>, 04/11/06  <a href="http://www.rkb.mipt.org/acl.cfm">http://www.rkb.mipt.org/acl.cfm</a>  <i>This 117-page document can be accessed at the above link, but requires an approved sign in name and password to view.</i></p>
<p>Website: IACP, Technology Clearinghouse, <b>Communications</b>  <a href="http://www.iacptechnology.org/Library/Articles.htm#Communications">http://www.iacptechnology.org/Library/Articles.htm#Communications</a>  This website is a collection point for published articles related to mobile computing, communications, mapping/GIS, interoperability, info sharing.</p>
<p>Document: Police Chief Magazine, <b>Communications: VoIP, The Implications for Public Safety</b> by Harlin R. McEwen, April 2005  <a href="http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&amp;article_id=574&amp;issue_id=42005">http://policechiefmagazine.org/magazine/index.cfm?fuseaction=display_arch&amp;article_id=574&amp;issue_id=42005</a>  <i>This four-page article recommends caution at this time in adopting current VoIP solutions for communications interoperability.</i></p>
<p>Document: DHS, <b>Developing Multi-Agency Interoperability Communications Systems: User's Handbook</b>, 2001  <a href="http://www.ojp.usdoj.gov/odp/docs/acu_trp1000.pdf">http://www.ojp.usdoj.gov/odp/docs/acu_trp1000.pdf</a>  <i>This 31-page document addresses interoperability using the ACU-1000 Interface/Interconnect and the TRP-1000 Interconnect System.</i></p>
<p>Document: Transcript of Video, <b>"Why Can't We Talk?", 1998</b>  <a href="http://www.nlectc.org/videos/transcripts/whycantwetalk.html">http://www.nlectc.org/videos/transcripts/whycantwetalk.html</a>  <a href="http://www.nlectc.org/videos/justnet.html">http://www.nlectc.org/videos/justnet.html</a>  This six-page document is a transcript from a video entitled "Why Can't We Talk: When Lives are at Stake?" (2<sup>nd</sup> link)</p>
<p>Document: US DHS, SLGCP, <b>FY 2005 Commercial Equipment Direct Assistance Program (CEDAP) Guidelines</b>, March 2005  <a href="http://www.ojp.usdoj.gov/odp/docs/CEDAPprogram_guidelines.pdf">http://www.ojp.usdoj.gov/odp/docs/CEDAPprogram_guidelines.pdf</a>  <i>This 23-page document discusses CEDAP which is designed to transfer equipment, such as communications hardware and software that was previously out-of-reach to smaller jurisdictions, including university and college police departments.</i></p>
<p>Document: Iowa State U, <b>IT Security Incident Reporting</b>, Rev. 02/02/06  <a href="http://policy.iastate.edu/policy/it/incident/">http://policy.iastate.edu/policy/it/incident/</a>  <i>This three-page document is an action plan discussing reporting of IT breaches such as viruses and security incidents.</i></p>
<p>Document: FCW Magazine, <b>Dial VOIP in case of emergency</b>, by Alan Joch, June 5, 2006  <a href="http://www.fcw.com/article94707-06-05-06-Print">http://www.fcw.com/article94707-06-05-06-Print</a>  <i>This five-page article talks about the success of VOIP in Orange County, Florida during the 2004 hurricane season.</i></p>
<p>Website: FCW Magazine, <b>Homeland Security</b>  <a href="http://www.fcw.com/homeland_security.asp?topic=homeland">http://www.fcw.com/homeland_security.asp?topic=homeland</a>  <i>This website provides technical topics articles in a number of categories including HS, Security, State and Local, Technology, and others.</i></p>
<p>Document: FedSources, <b>US Government Continuity of Operations Planning (COOP): Legislative Overview and Selected Case Studies</b>, 12/13/05  <a href="http://enterprisesecurity.symantec.com/pdf/FedSources_COOP_White_Paper_121305.pdf">http://enterprisesecurity.symantec.com/pdf/FedSources_COOP_White_Paper_121305.pdf</a>  <i>This 35-page document is a copyrighted white paper whose purpose is to provide a framework for understanding the legislative and policy environment surrounding COOP.</i></p>



<p>Website: FEMA, Emergency Managers, <b>National Situation Updates</b>  <a href="http://www.fema.gov/emergency/reports/index.shtm">http://www.fema.gov/emergency/reports/index.shtm</a>  <i>This website provides day-to-day updates on various conditions that exist throughout the country that may have an impact on the activities of emergency managers.</i></p>
<p>Document: FEMA, <b>NRP Quick Reference Guide</b>, 05/22/06  <a href="http://www.fema.gov/pdf/emergency/nims/ref_guide_nrp.pdf">http://www.fema.gov/pdf/emergency/nims/ref_guide_nrp.pdf</a>  <i>This is a 26-page quick reference guide that will answer many questions without getting into the full NRP document.</i></p>
<p>Website: National Communications System, <b>Wireless Priority Services</b>  <a href="http://wps.ncs.gov/">http://wps.ncs.gov/</a>  <i>This site lists the commercial telephone wireless services that currently offer WPS services.</i></p>
<p>Document: NIJRS, <b>Crisis Information Management Software (CIMS), Feature Comparison Report</b>, 2002  <a href="http://www.ncjrs.gov/pdffiles1/nij/197065.pdf#search=%22Crisis%20Information%20Management%20Software%2BCIMS%2B2002%22">http://www.ncjrs.gov/pdffiles1/nij/197065.pdf#search=%22Crisis%20Information%20Management%20Software%2BCIMS%2B2002%22</a>  <i>This 58-page document compare ten software products that can be used for CIMS purposes. A little dated since it was issued in 2002.</i></p>
<p>Document: Vanu, Inc., <b>Vanu and BitWave Semiconductor Announce Collaboration to Develop Next Generation Software Radio Infrastructure and Devices</b>, 04/04/06  <a href="http://vanu.com/resources/publications/shahA_SDR04.pdf#search=%22Communications%20Interoperability%20Software%22">http://vanu.com/resources/publications/shahA_SDR04.pdf#search=%22Communications%20Interoperability%20Software%22</a>  <a href="http://www.vanu.com/news/prs/20060404%20Vanu_Bitwave%20Press%20Release%20Final.pdf">http://www.vanu.com/news/prs/20060404%20Vanu_Bitwave%20Press%20Release%20Final.pdf</a>  <i>This 3-page press release describes a project collaboration from two Boston based tech firms to develop related software and hardware.</i></p>
<p>Website: Object Management Group, Inc., <b>Software-Based Communication DTF (Domain Task Force)</b>  <a href="http://sbc.omg.org/">http://sbc.omg.org/</a>  This taskforce website has a number of links to various aspects of this research development area.</p>
<p>Document: WITC, <b>Wireless Communications Interoperability Status Phase I Report to the Western Governor's Association</b>, 09/03/03  <a href="http://www.westgov.org/wga/publicat/wireless03.pdf#search=%22Communications%20Interoperability%20Software%22">http://www.westgov.org/wga/publicat/wireless03.pdf#search=%22Communications%20Interoperability%20Software%22</a>  <i>This 33-page document discusses the state of communications interoperability across the western States, includes a list of grant sources.</i></p>
<p>Document: Continuity E-Guide, Meet the Experts, <b>Facing the Challenge of Data Interoperability</b>, by Bill Lent, 06/21/06  <a href="http://www.disaster-resource.com/newsletter/subpages/v140/meet_the_experts.htm">http://www.disaster-resource.com/newsletter/subpages/v140/meet_the_experts.htm</a>  <i>This 4-page article discusses the issue of data interoperability in addition to voice communications.</i></p>
<p>Document: WA, State Interoperability Executive Committee, <b>High-Level Final Statewide Public Safety Communications Interoperability Plan</b>, 12/04  <a href="http://isb.wa.gov/committees/siec/publications/Communications.pdf">http://isb.wa.gov/committees/siec/publications/Communications.pdf</a>  <i>This 175-page document is an example of a statewide communication interoperability plan.</i></p>
<p>Document: WA, SIEC, <b>Technical Implementation Plan</b>, November 2005  <a href="http://isb.wa.gov/committees/siec/publications/TIP_v8.0_FINAL_11302005.pdf">http://isb.wa.gov/committees/siec/publications/TIP_v8.0_FINAL_11302005.pdf</a>  This 144-page document is the next step in the Communications Interoperability Plan listed above.</p>

<p>Website: Communications Applied Technology, <b>Incident Commander's Radio Interface (ICRI)</b>  <a href="http://www.c-at.com/icripages/icriconfigurations.html?gclid=CMWRtuGH-YYCFQcbHgodYT7aWw">http://www.c-at.com/icripages/icriconfigurations.html?gclid=CMWRtuGH-YYCFQcbHgodYT7aWw</a>  <i>This vendor website shows equipment that is likely to be suitable for small to medium sized college or university police or security in 2006.</i></p>
<p>Document: CBACI, Terrorism Studies Series Special Report 3, <b>Critical Information Flows in the Alfred P. Murrah Building Bombing.</b>  <a href="http://www.mipt.org/pdf/murrahcasestudy.pdf">http://www.mipt.org/pdf/murrahcasestudy.pdf</a>  <i>This 111-page document discusses the impact and consequences of communications problems during this incident.</i></p>
<p>Document: FEMA, <b>NIMS BASIC, Communications and Information Management</b>  <a href="http://www.fema.gov/pdf/nims/NIMS_basic_communications_and_information_management.pdf">http://www.fema.gov/pdf/nims/NIMS_basic_communications_and_information_management.pdf</a>  <i>This 6-page document describes a framework for establishing a common operating picture and systems interoperability for incident management.</i></p>
<p>Document: BJA, <b>Engaging the Private Sector to Promote Homeland Security: Law Enforcement—Private Security Partnerships</b>, 09/05  <a href="http://www.ncjrs.gov/pdffiles1/bja/210678.pdf">http://www.ncjrs.gov/pdffiles1/bja/210678.pdf</a>  <i>This 21-page document describes and makes recommendation about cooperative partnerships between public and private law enforcement.</i></p>
<p>Document: COPS—PERF, <b>Protecting Your Community From Terrorism, Vol. 5, Partnerships to Promote Homeland Security</b>, November 2005  <a href="http://www.cops.usdoj.gov/mime/open.pdf?Item=1642">http://www.cops.usdoj.gov/mime/open.pdf?Item=1642</a>  <i>This 108-page document is the 5<sup>th</sup> in a series subtitled <i>Strategies for Law Enforcement</i> and deals with forming partnerships.</i></p>
<p>Document: PERF, <b>Crisis Communication in Terror Attacks: A Guide for Chief Executive Law Enforcement Officers</b>, November 2003  <a href="http://ohlhausen.com/Crisis_Communication_9.doc">http://ohlhausen.com/Crisis_Communication_9.doc</a>  <i>This 34-page document discusses media relations, 9-Steps of crisis communication, information collection/dissemination, and post-event.</i></p>
<p>Website: Storming Media, Pentagon Reports: Fast. Definitive. Complete, <b>Interoperability</b>  <a href="http://www.stormingmedia.us/keywords/INTEROPERABILITY-1.html">http://www.stormingmedia.us/keywords/INTEROPERABILITY-1.html</a>  <i>This is a commercial website that provides an extensive listing of DoD reports derived from Pentagon sources, all for sale.</i></p>
<p>Document: Trustees of Dartmouth College, <b>Crisis Information Management Software (CIMS Interoperability)</b>, October 2004  <a href="http://www.ists.dartmouth.edu/TAG/cims1004.pdf">http://www.ists.dartmouth.edu/TAG/cims1004.pdf</a>  <i>This 28-page report is a another look at CIMS Interoperability that builds on the 2002 NIJ report cited on the previous page.</i></p>
<p>Website: Askcalea, <b>Communications Assistance for Law Enforcement Act (CALEA)</b>, 1994  <a href="http://www.askcalea.net/calea/">http://www.askcalea.net/calea/</a>  <i>This Federal legislation requires telecommunications carriers to cooperate in the interception of communications for law enforcement purposes.</i></p>

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