

# Regional Multi-Agency Coordination Group and Support Organization Handbook



*In support of the*

**Regional Multi-Agency Coordination System Concept of Operations Plan for the Portland Metropolitan Region**

**April, 2018**



**RDPO**

**Regional Disaster Preparedness Organization**

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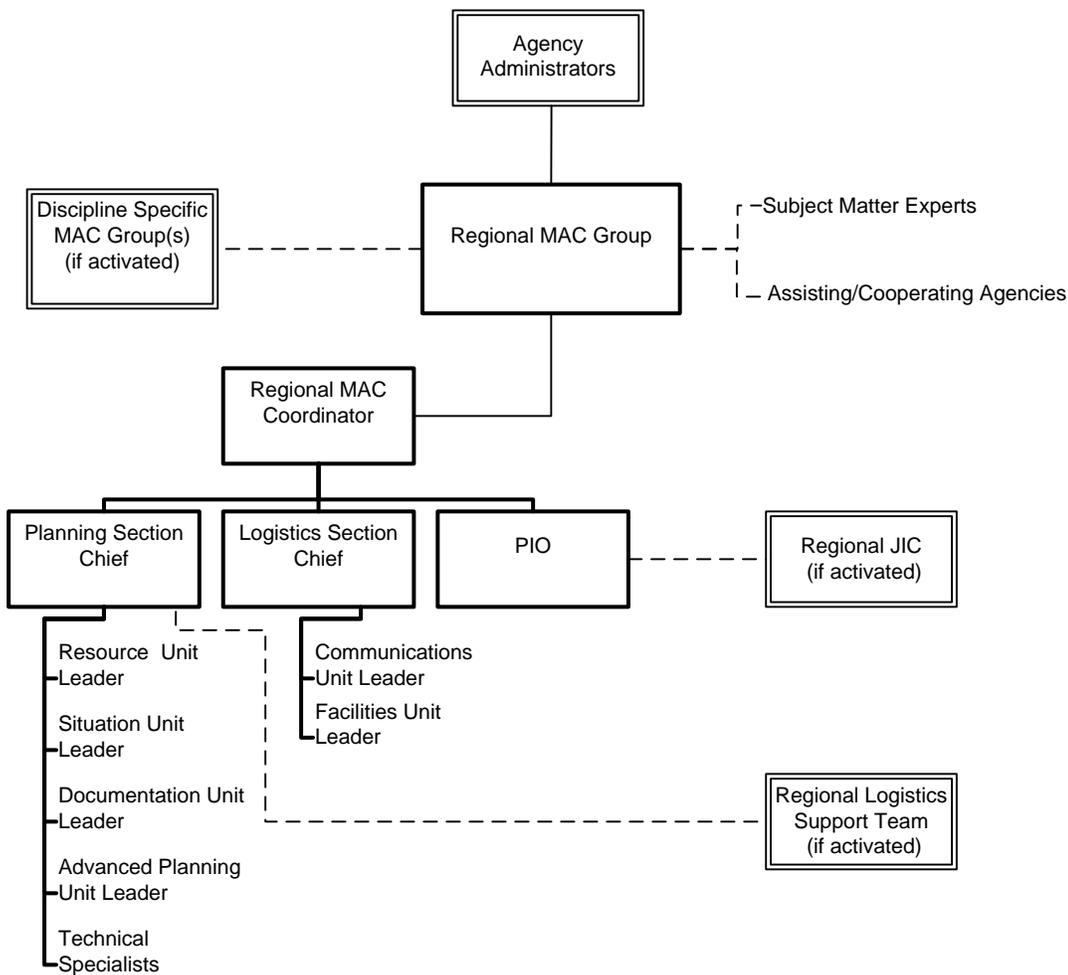
# INTRODUCTION

Severe events like major winter storms, wildland-urban interface fires, earthquakes, and pandemics can create complex, cross-jurisdictional coordination challenges. Among those challenges are incident prioritization, scarce resource allocation, public message coordination, cross-jurisdiction information sharing, policy alignment, and resolution of common issues. The *Regional Multi-Agency Coordination System (MACS) Concept of Operations (ConOps) Plan (Plan)* addresses these challenges by creating a formal structure and process for cross-jurisdictional collaboration and coordination across the Portland metropolitan region (PMR), which includes Clackamas, Columbia, Multnomah and Washington Counties in Oregon, and Clark County in Washington.

Developed with the guidance of the Regional MACS ConOps Task Force, the following *Regional MAC Group and MAC Support Organization Handbook* operationalizes the *Regional MACS ConOps Plan* by detailing concepts and providing procedures and checklists to support the Regional MAC Group, Regional MAC Support Organization (MSO) and the Regional MAC Coordination Center (RMACC). It also addresses the administrative requirements to sustain the Regional MAC Group and MSO.

## ROLES AND RESPONSIBILITIES

The following table of organization illustrates the components of the Regional MAC Group and MSO and their relationships to Agency Administrators and key regional coordination entities.



## Figure 1: Regional MAC Group and Support Organization Overview

The roles and responsibilities of the groups and positions illustrated above are as follows:

### AGENCY ADMINISTRATORS (AAS)

- The Agency Administrators for the RMACG are the elected officials of the five counties within the Region;
- Approve the activation of the Regional MAC Group;
- Appoint Agency Representatives (individuals who are not in an elected public position) through a written delegation of authority;
- Recommend issues needing Regional MAC Group action;
- Implement Regional MAC Group decisions and recommendations; and
- Provide approval of Regional MAC Group policy proposals.

### COUNTY EMERGENCY MANAGERS

- Participate in discussions to activate elements of the Regional MACS; and
- Ensure that the Regional Incident Prioritization Worksheet for their county is completed by the County ECC/EOC and submitted to the Regional MAC Group

### MAC GROUP AGENCY REPRESENTATIVES

- Prioritize incidents using established prioritization criteria and the best available situation analysis information;
- Resolve emergency-related common issues within the region;
- Allocate available scarce resources based on incident prioritization and related criteria including the most effective and efficient use of those resources<sup>1</sup>;
- Propose amended or new policies for Agency Administrator approval;
- Communicate Regional MAC Group decisions to Agency Administrators;
- Keep coordination partners (e.g., state fire marshal, state emergency management), assisting (e.g., National Guard, federal agencies) and cooperating agencies (e.g., non-governmental organizations, utilities), emergency response agencies, land owner interest groups, and the public informed of the regional situation and of Regional MAC Group decisions;
- Maintain a dialogue with the County ECCs/EOCs, State ECCs, response disciplines committing resources to the incident, regional agencies, and others;
- Maintain an open line of communication with single discipline coordination groups. In the absence of an organized functional coordination group, gather input from the different functions (e.g., a law enforcement, fire and EMS, public works, and public health);
- Participate in strategic planning discussions;
- Commit to engaging in all Regional MAC Group discussions and responsibilities;
- Operate based on established policies and agreements; and
- Integrate an ethical framework into decision making on policy recommendations, issue resolution, incident prioritization, and scarce resource allocations. (*Appendix 3: Ethical Framework for Decision Making*).

### MAC GROUP COORDINATOR (MACC)

- Serve as the Regional MAC Group facilitator and helps the Regional MAC Group accomplish its roles and responsibilities

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<sup>1</sup> Scarce resources are those resources that are being ordered by multiple incidents and the total order cannot be filled by the next operational period

- Facilitate all Regional MAC Group meetings, briefings and the decision-making process including display of information and providing a situation assessment for incident priority setting and scarce resource allocation;
- Serve as the point of contact for the MAC Group, MAC Support Organization (MSO), and functional subject matter experts;
- Identify and arranges for MSO staffing;
- Supervise the MSO; and
- Manage the Regional Multi-Agency Coordination Center (RMACC) facility and ensures necessary equipment and supplies are available.

## MAC GROUP SUPPORT ORGANIZATION (MSO) AND FUNCTIONAL SUBJECT MATTER EXPERTS (FSME)

- (MSO) Provide services to the Regional MAC Group with situation status, scarce resource status, internal logistics, communications system integration, technical specialists, information sharing, and public information; and
- (MSO) Maintain a regional common operating picture of the emergency/disaster (initial and on-going) to facilitate decision-making;
- (FSME) Provide advice and input to the MSO and AREPs to assist in the prioritization of incidents, allocation of scarce resources, development of proposed policies, and resolution of common issues from multiple incidents.

## REGIONAL LOGISTICS SUPPORT TEAM (RLST)

- Assist the Logistics Section in one or more impacted or supporting county EOCs with resource acquisitions;
- Supplement resource ordering systems within the PMR;
- Focus on supporting agency ECCs/EOCs in obtaining resources (versus the MSO Logistics Section which supports the facility and communication needs of the MACG); and
- Provide information on the availability and need for scarce resources to the MSO.

## REGIONAL JOINT INFORMATION CENTER (R-JIC)

- Serve as a regional location attached to the Regional Multi-Agency Coordination Center (RMACC) where public information officers gather to collaborate on and coordinate the release of emergency public information; and
- Serve as an information hub for the media and public to receive emergency information from a regional perspective. It is responsible for:
  - Managing consistent, accurate regional information concerning the emergency; and
  - Working closely with the Regional MAC Group's Public Information Officer (PIO) to communicate Regional MAC Group decisions.

## REGIONAL DISCIPLINE-SPECIFIC MULTI-AGENCY COORDINATION GROUPS

- Appoint (FSMEs) if needed to the Regional MAC Group; and
- Recommend issues needing Regional MAC Group action.

# REGIONAL MAC GROUP

## MISSION

The Regional MAC Group provides:

- A regional common operating picture of the emergency/disaster (initial and on-going) to facilitate decision-making;
- Regionally coordinated incident prioritization decisions responding to strained emergency response systems and regional

- situational assessment;
- Allocation decisions for scarce resources based on incident prioritization and resource allocation criteria;
- Management of consistent, accurate regional information concerning the emergency through communication of Regional MAC Group decisions;
- Recommendations for regional policies and amendments to existing policies;
- Resolution of emergency-related common issues within the region; and
- Strategic guidance in anticipation of future needs.

## COMPOSITION

Regional MAC Group membership is based on the nature of the emergency and skills and experience needed to make decisions in that environment. Upon activating the Regional MACG and one or more regional coordination components of the Regional MACS (see *Regional MACS ConOps Plan Section 3*), the county emergency managers in the Portland Metropolitan Region (PMR) and affected Agency Administrators will define its mission and select its membership. Members are mobilized from a pre-identified pool of Agency Representatives (AREPs) (see *Membership Pool*). Representation from cooperating organizations and assisting agencies and FSMEs (subject matter experts) may also be identified at this time. A Regional MAC Group Coordinator will be designated and tasked.

An approximate MAC Group size of five members is optimal for a rapid consensus-based decision-making process. A larger group may be appropriate for planned events or slow-moving regional emergencies. While particular jurisdictions may be impacted, the focus of this group is on inter-county coordination.

Membership considerations will include:

- Impacted jurisdictions (counties);
- Incident complexity;
- Urgency of related decision-making processes; and
- Response discipline(s) with primary responsibility to abate the emergency or that are disproportionately affected by it.

In events primarily involving a single response discipline, the Regional MAC Group would be comprised primarily of AREPs from impacted counties. For example, a wildland fire involving two counties might generate a Regional MAC Group consisting of AREPs from the impacted counties and FSMEs from the county fire defense boards of each impacted jurisdiction.

An activated Regional MAC Group may adjust its FSME needs based on changes in the situation. For example: a prolonged snow storm impacting only Clackamas and Multnomah Counties might require a Regional MAC Group requiring FSMEs of public works. As secondary effects develop and the event becomes more complex, the MAC Group may transition to one with FSMEs from public works, health and human services, and fire/EMS.

When multiple response disciplines have significant responsibility to abate and/or are significantly impacted by the emergency, the Regional MAC Group would be comprised of AREPs from multiple counties and be supported by multiple FSMEs such as regional service/infrastructure system providers, along with fire, law enforcement, and public works. Examples of incidents for this situation include earthquakes, large hazardous material releases, long-term snow and ice storms, and major floods.

Once recovery efforts commence, the Regional MAC Group initially formed to coordinate and support response may change its membership to better coordinate initial stages of recovery. Each county may have no more than one AREP on the Regional MAC Group but counties may bring in other county personnel to assist the Regional MAC Support Organization according to workload.

Assisting agencies and cooperating organizations may be requested by the Regional MAC Group to provide subject matter expertise as FSMEs, intelligence and/or information regarding incidents. They may attend MAC Group meetings for technical input or to gain information, but will not participate in the decision-making process.

## MEMBERSHIP POOL

The Regional Multi-Agency Coordination System Task Force will be responsible for asking Agency Administrators to select and maintain the pool of qualified AREPs<sup>2</sup>. The RMACS Task Force will target senior non-elected county officials who possess the characteristics noted below.

- Be knowledgeable of in-region county based resources and response capabilities;
- Come from a county responsible to abate an emergency or support the response effort, and have been delegated with the responsibility to represent the county;
- Be authorized by the county to prioritize regional incidents, allocate scarce resources, recommend policy, and solve common issues;
- Be a credible, trusted, strategic decision maker; and
- Have a demonstrated ability to work effectively in an inter-disciplinary and inter-jurisdictional environment.

At a minimum, the RMACS Task Force will establish a pool of approximately 25 officials made up of three representatives from each of the five counties in the region. In addition, FSMs may be recruited and oriented and/or trained to support the RMAC Group.

See *Appendix 9 – Group Training and Training Assignments* for MAC Group and MSO training requirements.

## OPERATIONAL GUIDELINES

### MAC GROUP MEETING OBJECTIVES

- Provide an informational update on the regional situation status.
- Prioritize incidents (*Appendix 2*).
- Identify, clarify and resolve regional issues.
- Recommend new or adjusted policy to Agency Administrators.
- Allocate scarce resources.
- Make and document all decisions.
- Determine need for contingency plans as appropriate.
- Support development of consistent, accurate regional information concerning the emergency for agency and public consumption.
- Provide/recommend overall MAC Group objectives to Agency Administrators.

### ATTENDANCE

The MAC Group AREPs, MACC and other personnel requested by the AREPs will attend all MAC Group meetings in person or by teleconferencing.

### WORKING GUIDELINES

See *Appendix 6* for a list of working guidelines.

### MEETING FORMAT

See *Appendix 7 – MAC Group Meeting Agenda Checklist*.

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<sup>2</sup> The Regional Disaster Preparedness Organization will assume responsibility for maintaining the pool of Agency Administrators upon dissolution of the Regional MACS Task Force

## RECORD KEEPING AND DOCUMENTATION

The following will be documented and retained by the MACC:

- Attendance at all MAC Group meetings.
- All information presented at MAC Group meetings.
- MAC Group decisions and supporting documentation.
- All daily scarce resource allocation documents, signed by the MAC Group AREPs or MACC.
- All decision criteria used by the Regional MAC Group to prioritize incidents and allocate scarce resources.
- All notes taken during Regional MAC Group meetings and conference calls (these materials are subject to external requests).

The documentation package will be developed by the Documentation Unit Leader, unless otherwise indicated, and will be retained by the Regional Disaster Preparedness Organization (RDPO) at the Portland Bureau of Emergency Management.

- Records pertaining to response activity in the state of Oregon will be retained permanently if the emergency was designated or declared. If the emergency was not designated, records will be retained for a minimum of five years<sup>3</sup>.
- Records pertaining to response activity in the state of Washington will be retained for six years after the matter is resolved/recovery complete. They will then be transferred to the Washington State Archives for appraisal and selective retention<sup>4</sup>.

## DECISION-MAKING PROCESS

### CONSENSUS-BASED DECISION-MAKING APPROACH

The Regional MAC Group will make decisions by group consensus. Consensus is defined as the group agreeing on a decision or position to be presented that is supported by all group members. Reaching consensus does not necessarily mean that the agreed-upon decision is every group member's first choice, but it represents the best decision that all members will support. The ethical framework (*Appendix 3*), incident prioritization criteria (*Appendix 2*), and members' best professional judgment will guide these decisions.

The following are possible outcomes of the decision-making process:

- Option 1: Make a collaborative decision and assign responsibility for implementation;
- Option 2: Defer decision for consideration at a later date (e.g., until more information has been collected). Set a specific date and time when the issue is addressed for a decision; or
- Option 3: Determine if the issue is outside of the scope of the MAC Group's responsibilities and mission, and if so, defer the issue to the appropriate organization or individual.

Chances for consensus on complex issues can be strengthened by:

- Recognition of complex issues that may present difficulty in achieving consensus prior to placing them on the MAC Group agenda.
- Accurate and thorough analysis of issues and related information by support staff prior to the MAC Group meeting.
- Effective display and presentation of the issue analysis to the MAC Group to facilitate a clear understanding of the issue.
- Advance notice to group members of issue related information.

**It is uncommon for issues to come before a MAC Group where consensus cannot be reached.**

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<sup>3</sup> Oregon Administrative Rules Chapter 166 – General Records Retention Schedule Counties and Special Districts 166-150-0100

<sup>4</sup> Washington State Archives *Local Government Common Records Retention Schedule* disposition authority number G550-18-29 Rev. 1: Emergency/Disaster Response/Recovery – Uncommon or Major

### Options when consensus is not 100% during initial decision-making

1. Assign a MAC Group AREP to monitor the situation and when the situation affecting the issue changes, bring the issue back to the MAC Group.
2. MAC Group AREPs who agree with the decision agree to implement it. MAC Group AREPs who disagree can decide not to implement.
  - a. Not a desirable situation but may be most practical to resolve the issue with a majority of represented agencies/organizations.
  - b. Requires documentation clearly explaining the lack of consensus and rationale.
3. Defer the decision for consideration at a later date.
  - a. Facilitate collaboration between AAs to resolve the issue and bring back to the MAC Group.
  - b. Assign responsibility to a MAC Group AREP for developing more information about the issue and bring back to the MACG at a specific time and date.
  - c. Wait for further development of the situation that created the issue and bring back to the MAC Group at that time.

**Even when consensus has been reached on an issue, over time circumstances creating the issue can change and one or more MAC Group AREPs can no longer support the consensus decision.**

### When the overall situation changes

1. When a MAC Group decision is made, anticipate and identify circumstances that will lead to adjusting the decision and bring the issue back to the MAC Group when those circumstances occur. This will be part of the decision documentation.
2. The MAC Group may delegate responsibility to a MAC Group AREP to monitor the situation and bring the issue back to the MAC Group when the overall situation changes.

### When one or more members dissent after the decision has been made

1. MAC Group operational guidelines provide AAs an opportunity to request reconsideration. AA provides written requests and rationale to MACC. Some decisions will require vetting with AAs.
2. Avoid dissent after the decision is made through effective facilitation and group process during issue discussion.
  - a. MACC facilitates the meeting to ensure that all MAC Group members are participating in discussion of every issue and that perspectives of all agencies are represented.
  - b. Silence **will not be** interpreted as consent.
  - c. MACC will interrupt silence by encouraging all members to express their opinions on the issue.

## COMMUNICATING MAC GROUP DECISIONS

All official Regional MAC Group decisions will be printed and signed by the MACC.

- All Regional MAC Group decision documents, situation reports and other products will be promptly disseminated to regional stakeholders (via email, print, conference call, websites, WebEOC, etc.);
- Regional MAC Group decision documents and other relevant information will be disseminated to AAs by their AREPs; and
- Regional MAC Group decisions will be made available to the public.

## REVIEWING MAC GROUP DECISIONS

Agency Administrators will route, in writing, issues or concerns about Regional MAC Group decisions through their AREPs to the MACC for further discussion and review

## INCIDENT PRIORITIZATION AND SCARCE RESOURCE ALLOCATION

Prioritization of incidents and allocation of resources are closely linked but separate processes. Prior to the allocation of scarce resources, incidents must be prioritized and scarce resources identified.

## PRIORITIZATION OF INCIDENTS

The Regional MAC Group and MACC will take the following approach when establishing regional priorities:

1. Review the county-specific priorities submitted to the MACC by county ECCs/EOCs utilizing the *Regional Incident Prioritization Worksheet (Appendix 2)*; each county is considered a single incident or may have multiple incidents.
2. Incorporate the priorities for restoration of regional lifeline systems.
3. Develop the regional incident prioritization (organized by incident) utilizing the pre-identified and circulated baseline criteria for prioritizing regional incidents and record the results on the *Regional Incident Prioritization List (Appendix 2)*.

As stated within the *Ethical Framework for Decision Making (Appendix 3)*, transparent decision-making criteria are critical. For that reason, individuals who may become AREPs of the Regional MAC Group should confirm the baseline incident prioritization criteria and circulate it prior to activation (*Appendix 4 – Baseline Incident Prioritization Criteria*).

Based on the nature of the incident, prioritization criteria may be removed from consideration by the Regional MAC Group if they are not applicable or additional criteria may be developed. Changes/deletions to incident prioritization should be shared so the decision-making process is transparent to interested parties.

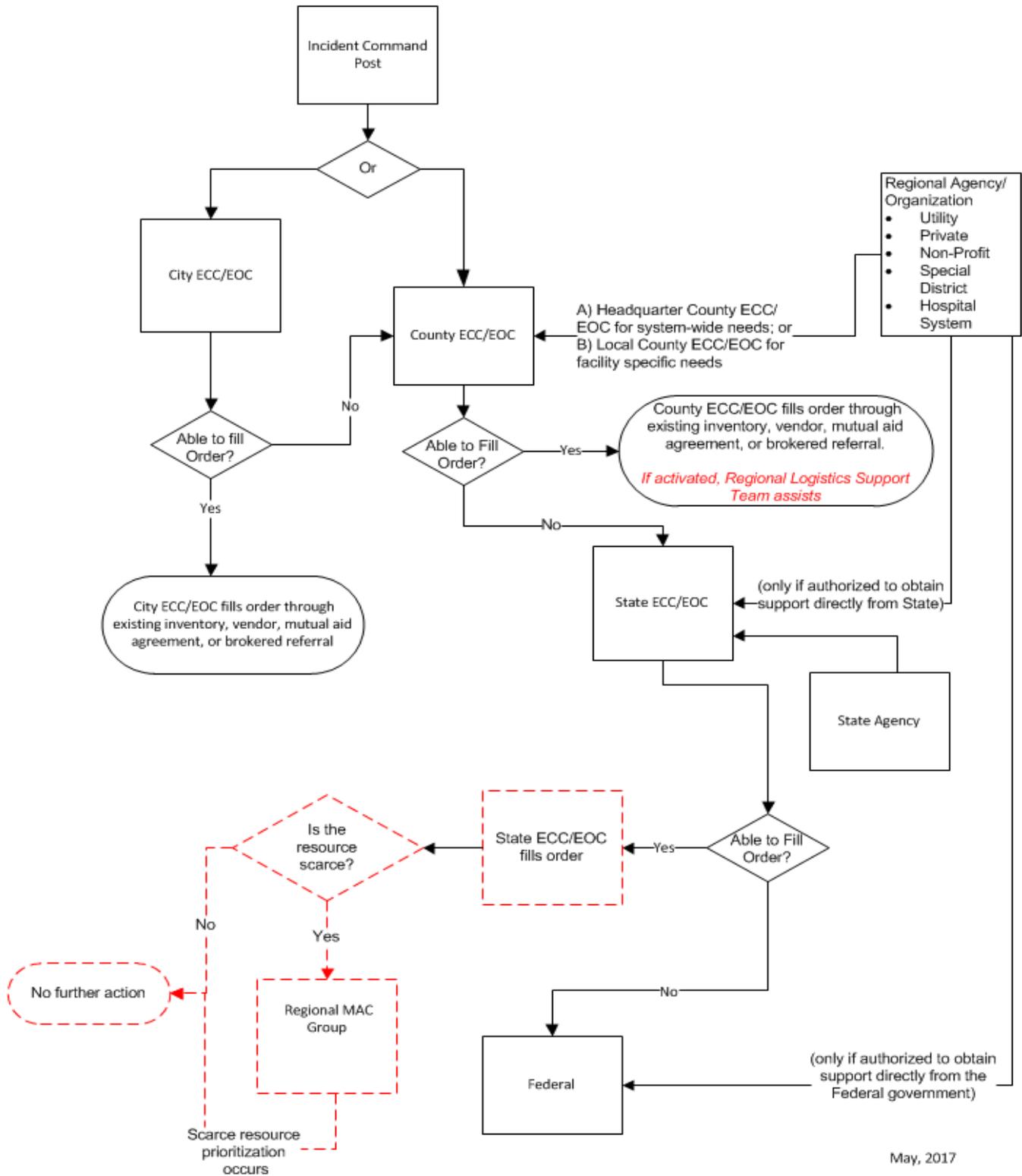
## REGIONAL RESOURCE ORDERING SUPPORT (OREGON)

The Regional MAC Support Organization, in partnership with the RLST, may support the fulfillment of County ECC/EOC scarce resource orders. Neither the Regional MAC Group nor the MAC Support Organization will serve as a resource ordering point. County ECCs/EOCs will continue to serve as the conduit to their respective State ECC for resource orders. Generally, fulfillment of resource requests submitted by County ECCs/EOCs to the Oregon State ECC occurs without Regional MAC Group involvement.

However, multiple incidents across multiple counties may generate a demand that exceeds supply for the same resources for the next operational period. When this occurs, the Regional MAC Group will assume responsibility for allocating the scarce resources. These scarce resources may come from the federal or state governments, local governments in or out of the impacted counties, non-governmental organizations, and/or the private sector.

Agencies may make their own resources available to others, but in no case will the Regional MAC Group unilaterally “take” resources owned by an agency. It does so through the following process:

# Incident/Planned Event



## IDENTIFICATION OF SCARCE RESOURCES

The fact that a resource is or is anticipated to be scarce may be brought to the attention of the Regional MAC Support Organization by any one of those regional stakeholders, via monitoring of a critical information sharing system (e.g., WebEOC, OpsCenter), or discussion with the Oregon State ECC or AOCs. In addition to demand exceeding supply within the PMR, after declaring a State of Emergency, the Governor may declare that a resource is scarce<sup>5</sup>.

## ALLOCATION OF SCARCE RESOURCES (OREGON)

The Regional MAC Group will act on the need to prioritize scarce resource order requests if:

- 1) The County ECCs/EOCs or the MSO Planning Section or the RLST has recognized that the demand for a resource within the PMR has exceeded the supply;
- 2) Regional stakeholders have made a request for an allocation decision of an in-region resource (recognized as having been acquired for or tasked with supporting regional response) and the custodian of the resource is willing to have it re-allocated (e.g., mobile water treatment system).

Once incidents have been prioritized and scarce resources identified, the Regional MAC Group will allocate scarce resources based on the following factors:

- The incident prioritization score (*Appendix 2: Regional Incident Prioritization Worksheet*);
- Scarce resource allocation criteria developed by the MAC Group – as an example the criteria could include:
  - The latest situation status and intelligence reports informing the probability of the effective use of the resources to abate the emergency (probably of success, consequences of failure based on allocation or non-allocation of the scarce resource)
  - The availability of facilitative resources (e.g., fuel for equipment) to support effective use of scarce resources
  - The number of lives saved or property protected; and
- Best professional judgment

The MAC Group will document the allocation decisions on the *Scarce Resource Allocation Form* (Appendix 2) and notifications made to the impacted county ECCs/EOCs and Oregon State ECC.

Once the allocation decisions have been made, the county ECC/EOC that originally requested the scarce resource will take delivery of that resource. The dynamics of a complex incident (e.g. wildfire) may later cause another county to have a higher need for that resource. If applicable, the county ECC/EOC will then transfer the resource to the county with the greater need.

## SCARCE RESOURCE ALLOCATION PROCESS (WASHINGTON)

When demand for a scarce resource is generated from Clark County, that order should be forwarded to the Clark Regional MAC Group and then, if needed, to the Washington State EMD for fulfillment and prioritization without involvement from the Regional MAC Group.

## MAC SUPPORT ORGANIZATION

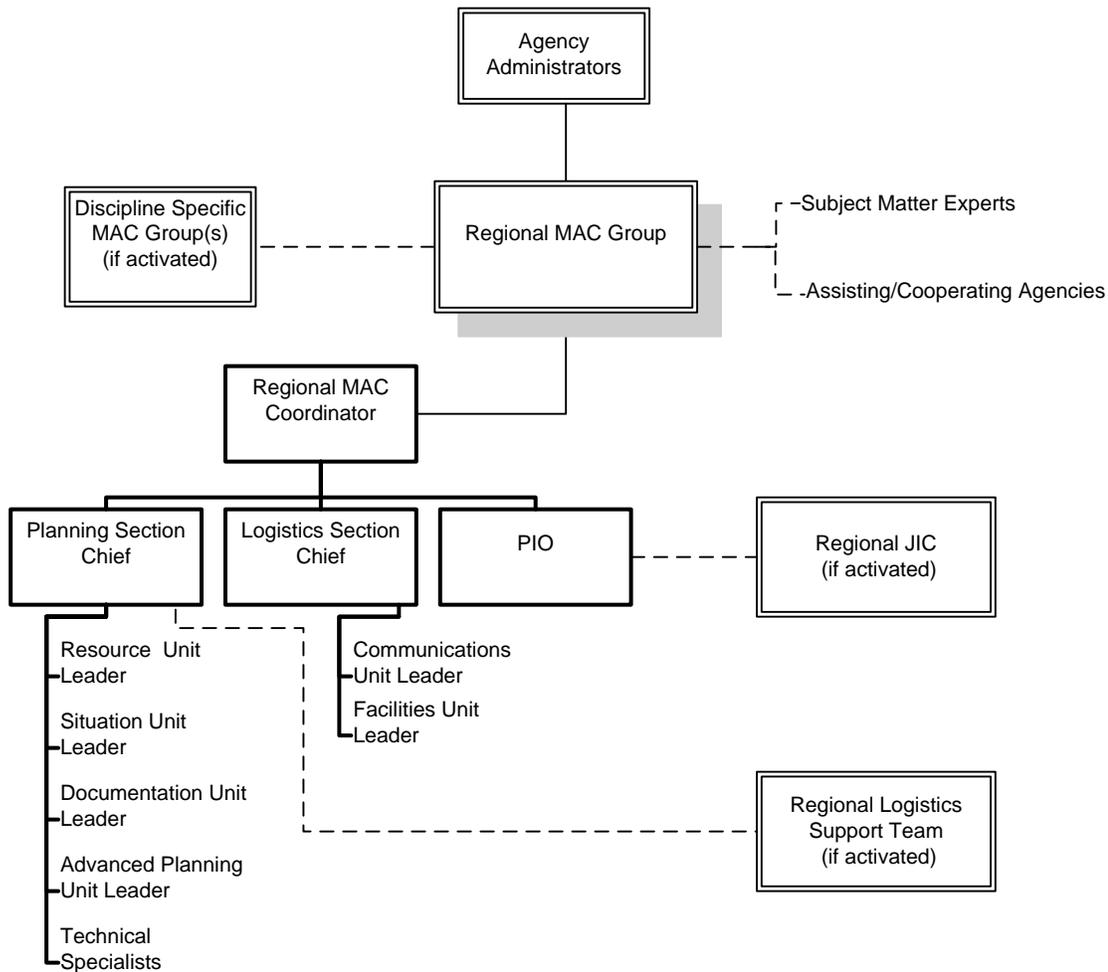
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<sup>5</sup> See ORS 401.188 Management of resources during emergency

## ORGANIZATIONAL STRUCTURE

Managed by the MACC, MSO staffing can expand or contract depending on the scope and complexity of the incident and the needs of the Regional MAC Group. Thus, not all positions shown in Figure 1 below will be staffed.

The MSO, along with other regional discipline specific MAC Groups and supporting elements (e.g., Regional Joint Information Center (R-JIC), Regional Logistics Support Team (RLST)) may be housed together in an available physical location called a RMACC or linked together within a virtual RMACC.



**Figure 2:** Regional MAC Support Organization Structure and Relationship to Regional MACS Elements

Key components and responsibilities of the MSO are:

- The **MACC** (see page 2 *MAC Group Coordinator (MACC)*);
- The **Planning Section** gathers situation and scarce resource status information in close coordination with the county and state ECC Planning Sections. It provides short term, strategic and contingency planning to meet MAC Group needs. Led by the Planning Section Chief, core responsibilities of the Planning Section include:
  - Providing recommendations for the allocation of scarce resources in coordination with the RLST, state ECC(s) and county ECCs/EOCs. (Resource Unit Leader)
  - Preparing supporting documentation for the Regional MAC Group for prioritization and allocation of scarce resources and decision-making. (Resource Unit Leader)
  - Maintaining and displaying incident information for incident prioritization. (Situation Unit Leader)

- Overseeing the collection, organization, analysis and dissemination of situation information related to the emergency. This includes preparing and distributing regional situation status reports and posting information to WebEOC. (Situation Unit Leader)
- Identifying situations that may affect emergency operations beyond the current period. (Advanced Planning Unit Leader)
- Developing the advanced planning report. (Advanced Planning Unit Leader)
- Beginning recovery planning and providing a point of contact for recovery activities. (Advanced Planning Unit Leader)
- Compiling records and data pertaining to an incident from all sections within the RMACC and creating documentation packages for all MAC Group decisions. (Documentation Unit Leader)
- Gathering, analyzing and displaying data, developing reports, preparing briefings for the Regional MAC Group, and providing projections on the consequences of alternatives being considered. (Situation Unit Leader and FSMEs);
- The **Logistics Section** is responsible for supporting the RMACC. In addition, it may serve as a subject matter expert on regional logistical issues (e.g., communications interoperability, regional staging areas). Led by the Logistics Section Chief, core responsibilities of the Logistics Section include:
  - Coordinating all aspects of telecommunications to include computer systems, telephones, radios, faxes, and satellite communications. (Communications Unit Leader)
  - Ensuring the RMACC and supporting facilities are completely operational with the required supporting infrastructure and supplies. (Facilities Unit Leader); and
- The **Regional MAC Group Public Information Officer** serves as a single source for coordinating public information related to Regional MAC Group activities. This position communicates Regional MAC Group decisions to the R-JIC and maintains appropriate dissemination of information to the public about Regional MAC Group activities.

See *Appendix 5: Regional MSO Process Guidance* for checklists on regional processes (e.g., common operating picture development, creating situation report and scarce resource tracking).

## MSO MEMBERSHIP

The Regional Multi-Agency Coordination System Task Force will be responsible for asking Agency Administrators to select and maintain the pool of MAC Group Coordinators<sup>6</sup>. Five to seven MACCs will be identified, trained, and sustained.

The MSO Planning Section and PIO will consist of available staff drawn from unaffected jurisdictions/agencies when requested by the RMACG. The performance of these functions will rely on general awareness and Just-in-time training. If logistics support cannot be obtained from the facility hosting the RMACG and MSO, Logistic Section personnel will consist of available staff drawn from unaffected jurisdictions/agencies when requested by the RMACG.

The RMACS Task Force will target ECC/EOC, regional and agency staff who possess the characteristics noted below.

- Be knowledgeable of in-region resources and response capabilities;
- Have experience in operating in an ECC/EOC environment and/or incident command structure in their respective MAC Support Organization role; and
- Have a demonstrated ability to work effectively in an inter-disciplinary and/or inter-jurisdictional environment.

The MAC Group Coordinator must have credibility with the MAC Group Agency Administrators and a working knowledge of incident management and the Multi-Agency Coordination System sufficient to deal with the concerns and consequences of MAC Group decisions. Examples might be a Planning Section Chief, an EOC Manager, or a person with a strong incident background and good abilities as a facilitator.

SEE *APPENDIX 9* FOR TRAINING REQUIREMENTS AND *APPENDIX 13* FOR POSITION DESCRIPTIONS.

## REGIONAL MULTI-AGENCY COORDINATION CENTER

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<sup>6</sup> The Regional Disaster Preparedness Organization will assume responsibility for maintaining the pool of MACCs upon dissolution of the Regional MACS Task Force

## ACTIVATION MODES

Upon appointment, the MACC will collaborate with the county emergency managers, appropriate discipline-specific experts and Agency Administrators to identify what mode/modes the RMACC will operate in and the associated activation steps.

Once the decision has been made to activate the Regional MAC Group, the next step is to determine a forward course of action choosing one or a combination of the following modes of coordination and support:

- Standing-up a fixed RMACC site (RMACC Mode) – This physical RMACC would provide a centralized coordination point for staff of the regional support/coordination elements to interact with each other in-person. It could expand or contract in size and function depending on the unique requirements of the regional incidents.
- Activating a Virtual RMACC (Virtual Mode) – Coordination, support, and information sharing will take place using electronic means (e.g., Web-based tools, cell phones, e-mail, teleconference services) and members of the regional coordination and support elements will not be co-located.

This collaborative discussion will consider the following when determining a mode of coordination to pursue:

- Volume of decisions to be made on regional incident prioritization, scarce resource allocation, policy recommendation/development, and resolution of common issues;
- MAC Group members' training and previous experience in MAC Group decision-making situations;
- Volume of information needing to be gathered, organized and analyzed to build a regional common operating picture;
- Projected duration of incident;
- If the nature of the event (e.g., pandemic) discourages gathering in one spot;
- Ability/inability to physically collocate due to transportation challenges;
- Availability of Internet/phone system;
- Cost/reimbursement issues; and
- Establishment of other regional coordination and support elements and whether or not they are operating out of fixed facilities or virtually.

The modes of regional coordination and support may be used separately or in combination. Each coordination mode has preferred implementation conditions. Specifically:

1. RMACC Mode:
  - A high volume of interactions between coordination and support elements and personnel necessitates person-to-person coordination;
  - The incident is projected to last at least five days; and/or
  - Sufficient resources (i.e. facility, infrastructure, staffing and funding) are available to support a fixed RMACC.
2. Virtual Mode:
  - The nature of the incident (e.g., highly contagious pandemic influenza) discourages physically co-locating RMACC operations;
  - The Internet and phone service are operational;
  - The technical know-how to support virtual JIC operations is available; and/or
  - The incident does not justify the time and effort to establish a fixed RMACC.

Based on the discussion above, a consensus decision will be reached on the action to be taken.

## ACTIVATION CONSIDERATIONS

The MACC, county emergency managers, appropriate discipline-specific experts, and Agency Administrators (AAs) will discuss the activation steps necessary to begin operating a RMACC. These include:

- Potential RMACC Locations – Depending on incident-dependent coordination and space and infrastructure requirements, the RMACC could be located in one or more facilities. An example of an identified facility is the Northwest Interagency Coordination Center (NWCC) in SW Portland. Coordination centers that are not heavily impacted by the incident are preferred. See *Appendix 10* for location and contact details;
- Available Resources – The complexity and scope of the incident will determine the number of personnel and types/quantities of equipment/supplies needed to operate the RMACC. One or more of the following options will be considered to deploy resources to the RMACC or support a virtual MACC:
  - Share the staff and services of the host coordination center planning, logistics, and public information functions;
  - Share the staff and services with other regional coordination elements (e.g., RLST, Health and Medical MAC Support Organization)
  - Seek contributions of staff and supplies/equipment from county ECCs/EOCs and/or local agencies; and
  - Place orders for staff and supplies/equipment via the host coordination center’s Logistics Section.

The Regional MAC Group’s and MSO’s need for technical assistance will determine the types and quantity of FSMEs needed.

See *Appendix 11* for a list of supplies and support needs; and

- Coordination and Reporting Relationships – Regional coordination and support element reporting relationships, information flow, and support needs between the MSO, R-JIC, RLST, discipline-specific MAC Groups, and county and state ECCs/EOCs will be affirmed.

# APPENDICES

## APPENDIX 1 – DEFINITIONS AND TERMS

**Access and Functional Needs (AFN):** Refers to people who may need additional assistance before, during and after a disaster in functional areas including, but not limited to: communication, transportation/evacuation, health, maintaining independence, support, and safety. Persons with disabilities and others with access and functional needs include those with developmental/intellectual disabilities, blind/low vision, deaf/hard of hearing, mobility, injuries, chronic health conditions, older adults, and children. Other populations who may need additional assistance include people from diverse cultures, have limited English proficiency, non-English speaking, or are transportation disadvantaged. This population may include people who may feel they cannot comfortably or safely access and use the standard resources offered during a disaster. For ADA definitions, see the ADA website at <http://www.ada.gov/>. In addition, local jurisdictions may have their own definition of people with access and functional needs that may expand beyond the federal definition.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**Agency Administrator:** Chief executive officer (or designee) of the county that has responsibility for the incident.

**Assisting Agency:** A governmental agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**AOC:** Agency Operations Center. A physical location where tactical management of agency-owned and controlled resources takes place. An AOC is generally responsible for managing agency resources during an incident when a higher level of coordination is needed. AOC are most often associated with state agencies.

**Agency Representative:** A person assigned to a multi-agency coordination group (MACG) by a primary, assisting, or cooperating state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Committed Resource:** Resources committed to an incident. Also, resources held in reserve to meet a jurisdiction or agency's draw-down requirement may fall into the committed category when considering availability for mutual aid deployment.

**Common Operating Picture:** A single identical display of relevant operational information shared by more than one command, agency or emergency operations center/emergency coordination center. A common operating picture facilitates collaborative planning and helps incident responders achieve situational awareness.

**Cooperating Organization:** A non-governmental organization (i.e., business, non-profit) supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**DOC:** Department Operations Center. A physical location where the tactical management of department-owned and controlled resources takes place. A DOC is generally responsible for managing department resources during an incident when a higher level of coordination is needed.

**Discipline-Specific Multi-Agency Coordinating Group:** A collaboration of agencies from a single emergency response discipline (e.g., fire, health/medical, law enforcement, public works) that actively coordinate with each other during inter-county emergencies.

**ECC:** Emergency Coordination Center. A physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.

**EOC:** Emergency Operations Center. A physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally take place. These actions include resource, information and interagency coordination. Unlike the staff of an ECC, the staff of the EOC may also direct field resources (e.g. damage assessment teams) not assigned to another supported entity such as an Incident Command Team or the staff of a DOC. It may also have access to its own agency resources and can typically allocate/reallocate those resources without deference to another entity like the staff of a DOC or AOC.

**EMD:** Emergency Management Division. The state of Washington's Emergency Management Division located at Camp Murray.

**FDB:** Fire Defense Board. Comprised of fire protection agencies and organized by county, FDBs enhance mutual aid, ensure consistency within the fire service, support statewide fire resource mobilization efforts, and act to create stronger individual fire departments and districts.

**Host ECC/EOC:** A county ECC or EOC which has agreed to physically host all or some of the regional MACS components (e.g., RMACC, Regional MACG, R-JIC, RLST).

**Incident Commander:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**ICS:** Incident Command System. A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, and comprehensive resource management.

**IMT:** Incident Management Team. An organization of overhead personnel operating within the Incident Command System with responsibility for the management of resources to effectively accomplish objectives determined for an incident, under the direction of the Incident Commander.

**Lifelines:** Public works and utilities that provide basic life support services such as communications, electrical power, gas and liquid fuels, transportation, and water and sewer systems.

**Logistics Section:** The section responsible for providing facilities, services, and material support for the RMACC and MAC Group.

**Multi-Agency Coordination Center:** A physical location where agencies and organizations responding to an incident coordinate incident prioritization, scarce resource allocation, communications systems integration and information coordination. Multi-Agency Coordination Centers are part of a multi-agency coordination system, elements of which include facilities, equipment, personnel, procedures and communications.

**MAC Group:** Multi-Agency Coordination Group (MACG). Administrators/executives, or their appointed representatives, with jurisdictional, functional or significant supportive responsibilities in an incident or incidents who are brought together during a regional emergency. The group can provide coordinated decision making and scarce resource allocation among cooperating agencies, and may

establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. Regional MAC Group membership may vary during emergencies and will be tailored to the jurisdictions and agencies impacted by the event.

**MAC Group Coordinator (MACC):** Multi-Agency Coordination Group Coordinator. The Coordinator serves as the MAC Group business facilitator and helps to direct its mission. The Coordinator is not an agency representative who participates in the decision-making process.

**MACS:** Multi-Agency Coordination System. A system that provides the architecture to support coordination for incident prioritization, scarce resource allocation, communications systems integration, and information coordination. MAC Systems assist agencies and organizations responding to an incident. The elements of a MAC System include facilities, equipment, personnel, procedures, and communications.

**MAC Support Organization:** Multi-Agency Coordination System Support Organization. The staff responsible for supporting the MACG with situation status, resource status, internal logistics, communications system integration, technical expertise, information sharing, and public information.

**Mutual Aid Agreement:** Written or oral agreement between and among agencies/ organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**OEM:** Oregon Emergency Management. The state of Oregon's Office of Emergency Management located in Salem.

**PIO:** Public Information Officer. The individual or staff responsible for interfacing with the public and media and with other agencies with incident-related information requirements.

**Planning Section (EOC):** The section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Planning Section (MAC Group):** The section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of MAC Group incident prioritization and scarce resource-allocation decision-support tools. This section also maintains information on the current and forecasted situation and on the status of scarce resources assigned to the incident.

**PMR:** Portland Metropolitan Region. The metropolitan area spanning Clackamas, Columbia, Multnomah, and Washington counties in Oregon and Clark County in Washington.

**Policy Group:** A group of local elected officials and/or senior administrators, or designees, and supporting staff which provides overall incident strategy and priorities, and policy-setting to their respective IMTs and ECCs/EOCs.

**Regional Agency:** A public entity whose jurisdiction or operating area includes all or parts of two or more counties within the PMR.

**Regional Emergency:** A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, earthquake or other conditions, and which impacts more than one county within the PMR. The term "emergency" is used interchangeably with disaster, major disaster, and planned event.

**Regional Organization:** A private or non-profit entity whose jurisdiction or operating area includes all or parts of two or more counties within the PMR.

**Resources:** Personnel, teams, equipment, and facilities available or potentially available to be assigned to incidents.

**RDPO:** Regional Disaster Preparedness Organization. The Regional Disaster Preparedness Organization (RDPO) is a partnership of government agencies, non-governmental organizations, and private-sector stakeholders in the Portland Metropolitan Region collaborating to increase the region's resiliency to disasters.

**Regional MACC (RMACC):** Regional Multi-Agency Coordination Center. A physical location where agencies and organizations coordinate incident prioritization, scarce available resource allocation, communications systems integration and information coordination. Key components include the Regional MAC Group and Regional MAC Support Organization (MSO). Its location is based on need and availability.

**R-JIC:** Regional Joint Information Center. A regional location attached to a multi-agency coordination center (MACC) where public information officials gather to collaborate on and coordinate the release of emergency public information. The R-JIC serves as an information hub for the media and public to receive emergency information from a regional perspective.

**R-JIS:** Regional Joint Information System. The public information system coordinating the delivery of information to the public as a single region during the crisis. This structure integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

**Regional Stakeholder:** Any group or organization affected by and having a vested interest in the regional incident and/or the response operation.

**RLST:** Regional Logistics Support Team. A team of individuals that assist the Logistics Section in one or more impacted or supporting county ECCs/EOCs with acquiring regional and state resources during the period when the *Regional Logistics Support Plan* is activated.

**Scarce Resource:** A resource ordered by more than one incident commander, and the total resource order cannot be filled to meet the requested deployment time for all the Incident Commanders.

**Strategic Planning:** The process by which requirements are generated, long-range goals, priorities, and responsibilities are agreed upon, and performance and effectiveness measures are developed and applied in order to execute regional policy. Within NIMS and ICS, strategic planning is the development of alternatives (strategies) to support the Agency Administrator or incident objectives.

**WA DEM:** Washington Emergency Management Division. The state of Washington's Emergency Management Division located at Camp Murray.

## APPENDIX 2 – REGIONAL MACS FORMS

The following forms support the Regional MAC Group and Support Organization:

- The *Regional Incident Prioritization Worksheet* supports a county ECC's/EOC's ability to communicate incident priorities to the Regional MAC Support Organization
- The *Regional Incident Prioritization List* assists the Regional MAC Group Coordinator and Regional MAC Group in summarizing the incident prioritization scores generated from the *Regional Incident Prioritization Worksheets*
- The *Regional MAC Group Scarce Allocation Form* documents scarce resources and associated Regional MAC Group allocation decisions

## Regional MACS Incident Prioritization Worksheet (IPW)

Incident Name: \_\_\_\_\_ County: \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_  
 Completed/Approved by: \_\_\_\_\_

Group	Element	Value = 0	Value = 1	Value = 2	Value = 3	Value = 4	Value Assigned	Remarks
<b>Group A: Life and Safety</b>	A.1 Injury or Loss of Life	No potential	Low potential within 24 to 48 hours	High potential within next 12 to 24 hours	High potential within next 12 hours	Encountered or imminent		
	A.2 Evacuations	None in progress or projected at this time	Low potential greater than 24 hours	Evacuation warning in place, high potential greater than 24 hours	Evacuation warning in place, high potential within next 12 to 24 hours	In Progress		
	A.3 Sheltering	No additional needs projected at this time	Low potential greater than 24 hours	High potential for additional needs greater than 24 hours	High potential for additional needs within next 12 to 24 hours	Additional needs imminent		
	A.4 Medical Care System	No potential for disruption	Low potential for impact within 24 to 48 hours	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Major components are currently closed		
	A.5 Adverse Conditions Affecting Response Operations	No potential	Low potential within 24 to 48 hours	High potential within 12 to 24 hours	High potential within next 12 hours	Currently affecting response operations or imminent		
	A.6 Other Life Safety Factors (if applicable; describe below)	No potential impact	Low potential for impact within 24 to 48 hours	High potential for impact within 12 to 24 hours	High potential for impact within next 12 hours	This factor is currently affecting response operations or imminent		
<b>GROUP A: LIFE AND SAFETY RATING SCORE SUB-TOTAL:</b>								
Comments for Group A: (Example: A.2: 1,000 people being evacuated from Milwaukie; 5% have functional needs; coordinated with SE Portland evacuation)								

Group	Element	Value = 0	Value = 1	Value = 2	Value = 3	Value = 4	Value Assigned	Remarks
Group B: Lifelines/Property	B.1 Electrical System	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Disrupted or disruption imminent		
	B.2 Communication System	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Disrupted or disruption imminent		
	B.3 Transportation System	No current or potential closures	High potential for closure or restrictions greater than 12 hours	High potential for closure or usage restrictions within 12 hours	Impacted with restricted usage	Major components are currently closed		
	B.4 Water and Wastewater System	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Disrupted or disruption imminent		
	B.5 Energy System	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Disrupted or disruption imminent		
	B.6 Structure Damage	No current or potential threat	Low potential for damage	High potential greater than 12 hours	High potential within next 12 hours	Structures already destroyed/damaged or damage imminent		
	B.7 Other Property/** Identify the Lifeline / Property factor to be rated**	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Disruption has occurred or is imminent		
<p><b>GROUP B: LIFELINES/PROPERTY RATING SCORE SUB-TOTAL:</b></p> <p>Comments for Group B: : (Example: B.1: Electrical system outage affecting 50,000 residents and St. Vincent hospital)</p>								

Group	Element	Value = 0	Value = 1	Value = 2	Value = 3	Value = 4	Value Assigned	Remarks
Group C: Potential for Loss and Resource Issues	C.1 Potential for Economic Impact	No potential for disruption	Low potential for disruption	High potential for disruption greater than 12 hours	High potential for disruption within next 12 hours	Damaged or damage imminent		
	C.2 Natural and/or Ecological Resources	No potential for damage	Low potential for damage	High potential for damage greater than 12 hours	High potential for damage within next 12 hours	Damaged or damage imminent		
	C.3 Commercial Resources	No potential for disruption	Low potential for damage	High potential for damage greater than 12 hours	High potential for damage within next 12 hours	Damaged or damage imminent		
	C.4 Historical and/or Cultural Resource	No potential for damage	Low potential for damage	High potential for damage greater than 12 hours	High potential for damage within next 12 hours	Damaged or damage imminent		
<p style="text-align: center;"><b>GROUP C: POTENTIAL FOR LOSS AND RESOURCE ISSUES RATING SCORE SUB-TOTAL:</b></p> <p>Comments for Group C: (Example: C.2: Small potential for oil spill to impact 500 acres of wildlife sanctuary within 6 days)</p>								

Group	Element	Value = 0	Value = 1	Value = 2	Value = 3	Value = 4	Value Assigned	Remarks
Group D: Incident Scope and Duration	D.1 Single vs Multiple Incidents	Single incident, single-jurisdiction	Single incident, multi-jurisdictional	1-2 incidents, multi-jurisdictional, metropolitan area(s) or less than 5,000 acres/8 square miles	3-4 incidents, multi-jurisdictional, metropolitan area(s) or 5,000 to 25,000 acres/8-39 square miles	5+ incidents, multi-jurisdictional, major metropolitan area(s) or greater than 25,000 acres/39 square miles		
	D.2 Potential for Stabilization and Containment	Stabilization or containment timeline unknown	Stabilization or containment 15 to 21 days	Stabilization or containment 8 to 14 days	Stabilization or containment 3 to 7 days	Stabilization or containment in less than 72 hours		
<p>Comments for Group D: (Example: D.2: Grasslands are the primary fuel source with easy access; IC projects that incident will be 100% contained within 4 days)</p> <p style="text-align: center;"><b>GROUP D: INCIDENT SCOPE AND DURATION SUB-TOTAL:</b></p>								
<b>TOTAL INCIDENT RATING SCORE:</b>								
<p>Comments: (Example: Media is focusing on evacuation of assisted living facilities and housing options for those with pets)</p>								

## REGIONAL INCIDENT PRIORITIZATION WORKSHEET - INSTRUCTIONS

### I. PURPOSE

- A. Assists in prioritizing incidents or jurisdictions based on standardized criteria.
- B. Used to determine the allocation of resources based on threat or damage potential or urgency.

### II. BACKGROUND

The *Regional Incident Prioritization Worksheet* allows the Regional MAC Group and Support Organization to document the process for rating incidents based on an established system and to list the scarce resources being allocated to each incident/jurisdiction.

#### A. Incident Rating Groups

Below are the evaluation groups to consider as part of the incident priority rating process:

- 1. Life and safety
- 2. Lifelines/Property
- 3. Potential for loss and resources issues
- 4. Incident complexity and duration

#### B. Incident Prioritization System

A rating system is established for prioritizing incidents for an operational period.

- 1. The four groups that are considered in the evaluation process are life safety, property, resources and complexity.
- 2. Each group is broken down into a number of sub-categories, which are given a rating score within the range indicated for that item (i.e., 0 to 4).
- 3. If a sub-group is not applicable for an incident, it receives a value of zero.
- 4. The rating scores for each sub-group are summed up and the sub-totals are entered for each group.
- 5. The rating scores for the four categories are then summed up to provide a Total Incident Priority Rating Score.
- 6. The ratings scores entered on the *Regional Incident Prioritization Worksheet* are used when prioritizing incidents on the *Regional Incident Priority List*.

#### C. Definition of Terms

The terms defined below are used extensively to describe the various levels of impact or impact potential for each of the evaluation categories.

- 1. Imminent – Immediate or unavoidable threat/impact.
- 2. High Potential – Potential with greater than 50% probability of occurrence.
- 3. Low Potential – Potential with less than 50% probability of occurrence.

### III. FORM PREPARATION, APPROVAL, AND DISTRIBUTION

- A. Prepared by County ECC/EOCs and submitted to the Regional MAC Group Coordinator.
- B. Scores are summarized on the *Regional Incident Priority List* and presented to the Regional MAC Group members.
- C. Finalized via MAC Group discussion and consensus.
- D. The finalized form is distributed to Regional MAC Group members, ECC/EOC staff and others as needed.

Page #	Box/Title	Instructions
1	Incident Name	Enter the Incident Name
1	County	Enter the county that is scored on the worksheet
1	Date/Time	Enter the date (MM/DD/YYYY) and time when the form was prepared.
1	Completed/ Approved by	Entered the name and title of the compiler and/or approver of the form
1-4	Value Assigned	<p>Complete Groups A, B, C, and D according to the steps below:</p> <ol style="list-style-type: none"> <li>1. Obtain information regarding scarce resource needs for each incident/jurisdiction. Access other sources for supplemental information on incident situation status.</li> <li>2. Review any intelligence that would influence decision making (i.e., Situation Reports, Communications with IC, ECC/EOCs or other MAC Groups).</li> <li>3. Based on the information received, evaluate category and its parts and assign a rating score.</li> <li>4. Submit to the Regional MAC Group Coordinator.</li> </ol> <p><i>Use the category-specific information below to assist in the evaluation process.</i></p>
1-4	Remarks	Further elaborate on the values assigned
1-4	Comments	Further quantify/describe the magnitude of issues related to the group rating
1	<p><b>Group A. Life and Safety</b></p> <p>(Events that increase complexity resulting in high potential for injury and/or death.)</p>	<p>For each jurisdiction or incident, select <u>one</u> rating score for each sub-group:</p> <p><b>A.1 Life Safety Threat</b></p> <ul style="list-style-type: none"> <li>• Injury or Loss of Life encountered or imminent 4</li> <li>• High potential for Injury or Loss of Life within next 12 hours 3</li> <li>• High potential for Injury or Loss of Life within next 12 to 24 hours 2</li> <li>• Low potential for Injury or Loss of Life within 24 to 48 hours 1</li> <li>• No potential for Injury or Loss of Life 0</li> </ul> <p><b>A.2 Evacuations</b> (Evacuation status will address both the general population and those with Access and Function Needs)</p> <ul style="list-style-type: none"> <li>• Evacuation in Progress 4</li> <li>• Evacuation Warning in place, high potential for evacuations within next 12 to 24 hours 3</li> <li>• Evacuation Warning in place, high potential for evacuations greater than 24 hours 2</li> <li>• Low Potential for evacuation greater than 24 hours 1</li> <li>• No evacuation in progress or projected at this time 0</li> </ul> <p><b>A.3 Sheltering</b> (Shelter status and facilities will address both the general population and those with access and functional needs [AFN] and how service animals will be supported)</p> <ul style="list-style-type: none"> <li>• Additional sheltering needs imminent 4</li> <li>• High potential for additional sheltering needs within next 12 to 24 hours 3</li> <li>• High potential for additional sheltering needs greater than 24 hours 2</li> <li>• Low potential for additional sheltering needs greater than 24 hours 1</li> <li>• No additional sheltering needs projected at this time 0</li> </ul>

		<p><b>A.4 Medical Care System</b></p> <ul style="list-style-type: none"> <li>• Major components of medical care system are closed or closure is imminent</li> <li>• High Potential for disruption of medical care system within next 12 hours</li> <li>• High Potential for disruption of medical care system within 12 to 24 hours</li> <li>• Low potential for impact on medical care system within 24 to 48 hours</li> <li>• No potential for disruption of the medical care system</li> </ul> <p><b>A.5 Adverse Conditions Affecting Response Operations</b> (Includes, but is not limited to, weather, hazardous materials, seismic tremors, and terrorism threats)</p> <ul style="list-style-type: none"> <li>• Adverse conditions currently affecting response operations or imminent</li> <li>• High Potential for adverse conditions within next 12 hours</li> <li>• High Potential for adverse conditions within 12 to 24 hours</li> <li>• Low potential for adverse conditions within 24 to 48 hours</li> <li>• No potential for adverse conditions</li> </ul> <p><b>A.6 Other Life Safety Factors (If applicable; Describe below):</b> **Identify the added life safety factor to be rated**</p> <ul style="list-style-type: none"> <li>• This life safety factor is currently affecting response operations or imminent</li> <li>• High potential for impact within next 12 hours</li> <li>• High potential for impact within 12 to 24 hours</li> <li>• Low potential for impact within 24 to 48 hours</li> <li>• No potential impact</li> </ul> <p>Once a rating score has been assigned to each sub-group, add the six scores together to get a total for this group. Note this number in the appropriate box at the bottom of <b>Group A.</b></p>	<p><b>Rating</b></p> <p>4 3 2 1 0</p> <p>4 3 2 1 0</p> <p>4 3 2 1 0</p>
2	<p><b>Group B. Lifelines/ Property Damage or Threats</b></p> <p>(This group Includes the imminent or actual damage to critical infrastructure, residential dwellings, commercial workplaces, or other high-value investments that support the general population.)</p>	<p>Select one rating score for each sub-group:</p> <p><b>B.1 Electrical System</b> (Includes, but is not limited to: generation, storage, transmission, and distribution)</p> <ul style="list-style-type: none"> <li>• Electrical System is disrupted or disruption Imminent</li> <li>• High potential for Electrical System disruption within next 12 hours</li> <li>• High potential for Electrical System greater than 12 hours</li> <li>• Low potential for Electrical System disruption</li> <li>• No potential for Electrical System disruption</li> </ul> <p><b>B.2 Communication System</b> (Includes, but is not limited to: first responder dispatch centers, landline, voice over internet protocol (VOIP) and cellular telephone systems, Internet, intranet, and two-way radio)</p> <ul style="list-style-type: none"> <li>• Communication System is disrupted or disruption Imminent</li> <li>• High potential for Communication System disruption within next 12 hours</li> <li>• High potential for Communication System disruption greater than 12 hours</li> <li>• Low potential for Communication System disruption</li> <li>• No potential for Communication System disruption</li> </ul>	<p>4 3 2 1 0</p> <p>4 3 2 1 0</p>

	<p><b>B.3 Transportation System</b> (Includes, but is not limited to: roads, bridges, airports, shipping ports, rail and mass transit)</p> <ul style="list-style-type: none"> <li>• Transportation System is disrupted or disruption imminent 4</li> <li>• High potential for Transportation System disruption within next 12 hours 3</li> <li>• High potential for Transportation System disruption greater than 12 hours 2</li> <li>• Low potential for Transportation System disruption 1</li> <li>• No potential for Transportation System disruption 0</li> </ul> <p><b>B.4 Water and Wastewater System</b> (Includes, but is not limited to: transmission, storage, and distribution)</p> <ul style="list-style-type: none"> <li>• Water/Wastewater System is disrupted or disruption imminent 4</li> <li>• High potential for Water/Wastewater System disruption within next 12 hours 3</li> <li>• High potential for Water/Wastewater System disruption greater than 12 hours 2</li> <li>• Low potential for Water/Wastewater System disruption 1</li> <li>• No potential for Water/Wastewater System disruption 0</li> </ul> <p><b>B.5 Energy System</b> (Includes, but is not limited to: storage, transmission and distribution of natural gas, gasoline and diesel)</p> <ul style="list-style-type: none"> <li>• Energy System is disrupted or disruption imminent 4</li> <li>• High potential for Energy System disruption within next 12 hours 3</li> <li>• High potential for Energy System disruption greater than 12 hours 2</li> <li>• Low potential for Energy System disruption 1</li> <li>• No potential for Energy System disruption 0</li> </ul> <p><b>B.6 Structure Damage</b> (Residential, commercial, vacation or other)</p> <ul style="list-style-type: none"> <li>• Structures already destroyed/damaged or damage imminent 4</li> <li>• High potential for structure damage within next 12 hours 3</li> <li>• High potential for structure damage greater than 12 hours 2</li> <li>• Low potential for structure damage 1</li> <li>• No current or potential threat to structures 0</li> </ul>	<p><b>Rating</b></p>
	<p><b>B.7 Other Lifeline/Property Factor (If Applicable; Describe):</b> <i>**Identify the Lifeline/Property factor to be rated**</i></p> <ul style="list-style-type: none"> <li>• Disruption has occurred or is imminent 4</li> <li>• High potential for disruption within next 12 hours 3</li> <li>• High potential for disruption greater than 12 hours 2</li> <li>• Low potential for disruption 1</li> <li>• No potential for disruption 0</li> </ul> <p>Once a rating score has been assigned to each sub-group, add the four scores together to get a total for this group. Note this number in the appropriate box at the bottom of <b>Group B.</b></p>	

3	<p><b>Group C. Potential for Loss and Resource Issues</b></p> <p>(Resource concerns can vary widely depending on place and type of resource considered. Consider timeframes and proximity and their relationships to both local/ regional or national significance and economic impacts.)</p>	<p>For each jurisdiction or incident, select <u>one</u> rating score for each sub-group:</p> <p><b>C.1 Potential for Economic Impact</b> (Business/Tourism) (e.g., loss of jobs)</p> <ul style="list-style-type: none"> <li>• Economy damaged or damage imminent 4</li> <li>• High potential for damage to Economy within next 12 hours 3</li> <li>• High potential for damage to Economy greater than 12 hours 2</li> <li>• Low potential for damage to Economy 1</li> <li>• No potential for Economy disruption 0</li> </ul> <p><b>C.2 Natural and/or Ecological Resource</b> (Includes, but is not limited to: marshlands, wildlife sanctuaries, endangered species habitat)</p> <ul style="list-style-type: none"> <li>• Natural/Ecological Resources damaged or damage imminent 4</li> <li>• High potential for damage to Natural/Ecological Resources within next 12 hours 3</li> <li>• High potential for damage to Natural/Ecological Resources greater than 12 hours 2</li> <li>• Low potential for damage to Natural/Ecological Resources 1</li> <li>• No potential for damage to Natural/Ecological Resources 0</li> </ul> <p><b>C.3 Commercial Resource</b> (Includes, but is not limited to: threats to Food Distribution, Health Care, Construction Materials, Storage, and Acreage)</p> <ul style="list-style-type: none"> <li>• Damaged or damage imminent 4</li> <li>• High potential for damage within next 12 hours 3</li> <li>• High potential for damage greater than 12 hours 2</li> <li>• Low potential for damage 1</li> <li>• No potential for disruption 0</li> </ul> <p><b>C.4 Historical and/or Cultural Resource Threats</b> (Includes, but is not limited to: historical structures, archeological sites, burial grounds or cemeteries)</p> <ul style="list-style-type: none"> <li>• Historical/Cultural Resources damaged or damage imminent 4</li> <li>• High potential for damage to Historical/Cultural Resources within next 12 hours 3</li> <li>• High potential for damage to Historical/Cultural Resources greater than 12 hours 2</li> <li>• Low potential for damage to Historical/Cultural Resources 1</li> <li>• Low potential for Historical/Cultural Resources damage 0</li> </ul> <p>Once a rating score has been assigned to each sub-group, add the four scores together to get a total for this group. Note this number in the appropriate box at the bottom of <b>Group C.</b></p>	<p><b>Rating</b></p>
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4	<p><b>Group D. Incident Scope and Duration</b></p> <p>(Prioritization of multiple incidents in multiple jurisdictions is challenging. Travel distances, support to incident personnel and logistical needs are variables to consider. Timely containment implies that if all scarce resource needs were met, then containment objectives were also met within the specified timeframes indicated. Containment at an earlier date is beneficial during high activity periods and would result in earlier resource reassignment opportunities to assist other incidents.)</p>	<p>For each jurisdiction or incident, select <u>one</u> rating score for each sub-group:</p> <p><b>D.1 Single vs. Multiple Incidents</b></p> <ul style="list-style-type: none"> <li>• 5+ incidents, multi-jurisdictional, major metropolitan area(s) or greater than 25,000 acres/39 square miles</li> <li>• 3-4 incidents, multi-jurisdictional, metropolitan area(s) or 5,000 to 25,000 acres/8-39 square miles</li> <li>• 1-2 incidents, multi-jurisdictional, metropolitan area(s) or less than 5,000 acres/8 square miles</li> <li>• Single incident, multi-jurisdictional</li> <li>• Single incident, single-jurisdiction</li> </ul> <p><b>D.2 Potential for Stabilization or Containment</b> (Stabilization or containment at an early date is beneficial during high activity periods and would result in earlier resource reassignment opportunities)</p> <ul style="list-style-type: none"> <li>• Stabilization or containment in less than 72 hours</li> <li>• Stabilization or containment in 3 to 7 days</li> <li>• Stabilization or containment in 8 to 14 days</li> <li>• Stabilization or containment in 15 to 21 days</li> <li>• Stabilization or containment timeline unknown</li> </ul> <p>Once a rating score has been assigned to each sub-group, add the two scores together to get a total for this group. Note this number in the appropriate box at the bottom of <b>Group D</b>.</p>	<p><b>Rating</b></p> <p>4</p> <p>3</p> <p>2</p> <p>1</p> <p>0</p> <p>4</p> <p>3</p> <p>2</p> <p>1</p> <p>0</p>
4	Total Incident Rating Score	<p>Add each group total together and place this sum in the appropriate box on the bottom of page two of the form: Total Incident Priority Rating Score.</p> <p><b>Note:</b> Compare Life and Safety Rating Score subtotals before considering the total rating scores for all categories.</p>	
4	Comments	<p>Document any information on the rating process considered important including, but not limited to: significant media interest, populations adversely affected and issues occurring close to county boundaries that have cross-jurisdictional significance (e.g., evacuations, anticipated impacts).</p>	

## REGIONAL INCIDENT PRIORITY LIST

### I. PURPOSE

The *Regional Incident Priority List* form is used by the Regional MAC Group to summarize and document incident priorities from multiple *Regional Incident Prioritization Worksheets* onto one form.

### II. BACKGROUND

- A. The process is facilitated by the Regional MAC Group Coordinator in an open forum.
- B. The Regional MAC Group reviews all existing information, intelligence and established priorities captured on the *Regional Incident Prioritization Worksheets* submitted by the counties as well as regional situation status information.
- C. Based on this review each incident is ranked in order on the *Regional Incident Priority List*.

### III. FORM PREPARATION AND DISTRIBUTION

- A. Prepared by the Regional MAC Group Coordinator.
- B. Distributed to Regional MAC Group members, ECC/EOC staff and others as needed.

### IV. INSTRUCTIONS FOR COMPLETING THE REGIONAL INCIDENT PRIORITY LIST

Item #	Item Title	Instructions
1	Incident Name	Enter the Incident Name
2	Incident Priority	Enter the incidents in priority order.
3	County	Enter county name associated with this incident.
4	Comments	Enter comments as appropriate.
5	Prepared By	Enter the name and position of the person preparing the form.
6	Time / Date	Enter date (MM/DD/YYYY) and time when the form was prepared.

<b>1. INCIDENT NAME:</b>		<b>REGIONAL INCIDENT PRIORITY LIST</b>	Page ___ of ___
<b>2. INCIDENT PRIORITY</b>	<b>3. COUNTY</b>	<b>4. COMMENTS</b>	
<b>5. PREPARED Name</b>	<b>Title</b>	<b>BY:</b>	<b>6. DATE /TIME:</b>



## APPENDIX 3 - ETHICAL FRAMEWORK FOR DECISION MAKING

The Ethical Framework for Decision Making (“ethical framework”) is a tool for framing the Regional MAC Group’s deliberations utilizing four core principles. These principles provide a foundation for specific decisions about policy recommendations, common issue resolution, incident prioritization, and allocation of scarce resources during an emergency response.

1. **Common Good:** Coordinate the response to protect the well-being of the whole population and continue societal functions:
  - Minimize injuries and death
  - Minimize property damage
  - Protect essential societal functions
  - Minimize the negative effects on the general functioning of society
2. **Justice:** Coordinate the response and initial recovery to provide a fair distribution of benefits and burdens:
  - Seek an equitable distribution of opportunity for response benefits relative to the capacity for benefit
    - Life safety
    - Lifeline/property impact
    - Economic impact
    - Natural/ecological resources
    - Commercial resources
    - Historical/cultural resources
  - Seek an equitable distribution of burdens relative to the capacity to bear burden:
    - Risk of injury or death
    - Lifeline/property impact
    - Inconvenience
  - Seek equity across the socioeconomic spectrum while considering the effects of poverty, functional needs, language and race/ethnicity on access to resources and services
  - Conflict of interest:
    - Personal conflicts: decision makers declare any potential conflicts and remove themselves from decision making when appropriate. However, they do not need to remove themselves from the discussion.
    - Institutional conflicts: institutional leaders and their delegated representatives share responsibility for decisions.
3. **Prudence:** Use relevant expert inputs while coordinating the response
  - Effectiveness of policy and response resources to achieve goals
  - Efficiency in the use of response resources
  - Agility in response to the evolving incident
4. **Respect:** Maintain communication and procedures to respect autonomy and dignity
  - Transparency: explain the rationale for the response and state reasons for unequal distribution of benefits and burdens likely to occur.
  - Autonomy: when response conditions and time available for decision making allow, offer the opportunity for members of the community to be in accord with the actions of the MAC Group.
  - Coercion: act with respect when it is necessary to override the wishes of some members of the community for response services.

## APPENDIX 4 – BASELINE INCIDENT PRIORITIZATION CRITERIA

The Baseline Incident Prioritization Criteria serves as a basis for MAC Group decision making.

### A. Life and Safety, including:

1. Injury or Loss of Life (includes public safety responders and residents)
2. Evacuations
3. Sheltering (includes the general population and those with access and functional needs (AFN) and how service animals will be supported)
4. Medical Care System (includes pre-hospital and hospital care systems)
5. Adverse Conditions Affecting Response Operations (includes, but is not limited to, weather, hazardous materials, seismic tremors, and terrorism threats)
6. Other Life Safety Factor (if applicable)

Life and Safety should serve as the first set of criteria to consider prior to the following:

### B. Lifelines/Property

1. Electrical System (includes, but is not limited to: generation, transmission, and distribution)
2. Communication System (includes, but is not limited to: first responder dispatch centers, landline, voice over internet protocol (VOIP) and cellular telephone systems, Internet, intranet, and two-way radio)
3. Transportation System (includes, but is not limited to: roads, bridges, airports, shipping ports, rail, and mass transit)
4. Water and Wastewater System (includes, but is not limited to: treatment, storage, and distribution)
5. Energy System (includes, but is not limited to: transmission, storage, and distribution of natural gas, gasoline and diesel)
6. Structure Damage (residential, commercial, other)
7. Other Lifeline/Property (if applicable)

### C. Potential for Loss and Resource Issues

1. Potential for Economic Impact (business/tourism) (e.g., loss of jobs)
2. Natural and/or Ecological Resource (includes, but is not limited to: marshlands, wildlife sanctuaries, endangered species habitat, and forests)
3. Commercial Resource (includes, but is not limited to: threats to food distribution, construction materials, storage, and acreage)
4. Historical and/or Cultural Resource (includes, but is not limited to: historical structures, archeological sites, burial grounds, and cemeteries)

### D. Incident Scope and Duration

1. Single versus Multiple Incidents (The number of incidents impacting a jurisdiction and the number of jurisdictions impacted by a single incident)
2. Potential for Stabilization or Containment (Stabilization or containment at an early date is beneficial during high activity periods and would result in earlier resource reassignment opportunities)

## APPENDIX 5 – REGIONAL MSO PROCESS GUIDANCE

[To be further developed with input from the Regional MAC Coordinators and MSO members]

The purpose of the following guidance and tips is to assist the MSO's efforts in creating and disseminating products from a regional perspective.

### CREATING A REGIONAL COMMON OPERATING PICTURE

The Regional MAC Support Organization's Planning Section will collect critical information from a variety of sources to form a regional assessment of the emergency situation. This Regional Common Operating Picture will be used to support the activities of the Regional MAC Group, counties and regional agencies operating in the Portland Metropolitan Area. It may take the form of map displays, narrative and/or entries into WebEOC.

The Regional Common Operating Picture should focus on conveying the status of the *Baseline Incident Prioritization Criteria* (Appendix 4), activation status of ECCs/EOCs and contact information and resources identified as scarce.

A guide on what data elements to collect is the Portland Metropolitan Region's *Regional Essential Elements of Information*. This spreadsheet serves as guidance to local Situation Unit's as they create their local common operation pictures. It supports the creation of a regional common operating picture and completion of the *Regional MACS Incident Prioritization Worksheet* (Appendix 2).

To access it, log in to WebEOC and download it from the Regional References WebEOC board or contact one of the county emergency management agencies or the Regional Disaster Preparedness Organization.

Sources of information include:

- Situation reports generated by county ECCs/EOCs, infrastructure owners, state and federal agencies and regional stakeholders.
- The WebEOC critical information management system where local agencies post information on the current disaster (For the Portland instance of WebEOC: <https://portcior.webeocasp.com>). The Portland instance of WebEOC contains a mapping application that interfaces with the database allowing users to edit data and display geographic information system (GIS) feeds.
- Oregon Emergency Management's online RAPTOR (Real Time Assessment and Planning Tool for Oregon) application (<https://raptor.oregon.gov/raptorfx/>). This application consumes and displays GIS feeds from a number of local, state, federal and private sources.

### CREATING A REGIONAL SITUATION REPORT

The Regional Situation Report is documented on the *ICS 209: Incident Status Summary*. The latest version can be downloaded from <http://www.training.fema.gov/emiweb/is/icsresource/icsforms.htm>

Once produced, the Regional Situation Report is sent to all county EOCs/ECCs, regional stakeholders, area command, and discipline-specific coordination bodies. Post it to WebEOC.

### PRIORITIZING INCIDENTS

The MSO's role in the prioritization of incidents is as follows:

- 1) A *Regional Incident Prioritization Worksheet (Appendix 2)* is prepared by each County ECC/EOC and submitted to the Regional MAC Group Coordinator.
- 2) The Situation Unit then summarizes the scores on to the *Regional Incident Priority List (Appendix 2)* and presents them to the Regional MAC Group members.
- 3) The MAC Group finalizes the scores via discussion and consensus.
- 4) The finalized form is distributed to Regional MAC Group members, ECC/EOC staff and others as needed. The Documentation Unit supports this distribution and keeps a copy for record-retention purposes.

See *Incident Prioritization and Scarce Resource Allocation* in the Regional MAC Group discussion.

#### TRACKING THE STATUS OF SCARCE RESOURCES

From the MSO's perspective, tracking of resources is focused on those resources identified as scarce by the RLST, County EOCs/ECCs and/or the Regional MAC Group and are in demand by multiple counties.

Resource Unit personnel should track:

- a) What scarce resources are already assigned; and
- b) What has already been ordered.

The information will come from both the RLST and County EOCs/ECCs.

These are recorded on to the *Regional MAC Group Scarce Resource Allocation Form (Appendix 2)*. The Regional MAC Group will then decide on which counties those scarce resources will be allocated to and record their decisions on the form.

## APPENDIX 6 – REGIONAL MAC GROUP WORKING GUIDELINES

To be developed by the MAC Group AREPs.

## APPENDIX 7 – MAC GROUP MEETING AGENDA CHECKLIST

MAC Group Coordinator:

- 1) MAC Group members notified.
- 2) Time and location determined and communicated.
- 3) Meeting agenda and MAC Group issues prepared.

To facilitate the MAC Group decision-making process, each meeting will be organized in the following manner:

- 1) Introduction:
  - Review working guidelines (Appendix 6) and ethical framework (Appendix 3)
  - Welcome new AREPs; and
  - Optional well-being check-in with members.
- 2) Briefing:
  - Current situation update, probable future;
  - Current issues described;
  - New issues introduced; and
  - Questions/clarification.
- 3) Discussion/Decision:
  - Review past unresolved issues and new issues introduced;
  - Review criteria for establishing incident priorities and prioritize incidents (*Appendix 2 for Issue Prioritization Criteria Worksheet*);
  - Ensure alignment with ethical framework on issues (*Appendix 3*);
  - Review situation status reports provided by the County ECCs/EOCs for background information to allocate scarce resources (*Appendix 2*);
  - Revise or develop criteria for the allocation of scarce resources;
  - Allocate scarce resources (*Appendix 2*);
  - Review plans for media and elected official's visits; and
  - Consider the requirement for contingency and strategic planning.
- 4) Output:
  - Decisions/priorities/scarce resource allocations determined and communicated to affected parties;
  - Decision action is identified and documented;
  - Draft new policy or revised policy; communicate with Agency Administrators for approval, as necessary;
  - A plan is in place for media interfacing that assures the timely release of information; and
  - Decisions on common issues are communicated to affected parties.

## APPENDIX 8 – MAC GROUP COORDINATOR / MAC GROUP REPRESENTATIVES CONFERENCE CALL TEMPLATE

### [Date & Time]

**Roll call** [MAC Group members at the host coordination center] **MAC Group Coordinator**

**Roll call** [MAC Group members present via phone]

**National Update** **MAC Group Coordinator**

**MAC Group Update** **MAC Group Coordinator**

- Short bullet statements with key points or information items (e.g. incident updates, VIP visits, new or ongoing key initiatives, etc.).

**Report on Scarce Resources** **MAC Group Coordinator/ECC Manager**

- Short bullet statement(s) related to the flow/availability of resources.

**Outlook** **MAC Support Organization Technical Specialists**

- Projections for the next X hours or X days.

**Report on Incidents** **MAC Support Organization Situation Leader**

- Current incident information presented in priority order.
- New activity(s).

**Recommendations of Scarce Resource Allocation** **MAC Group Coordinator**

- Discussion of proposed allocations by MAC Group Representatives and MAC Group Coordinator with Representatives on the phone.

**Issue Identification/Resolution** **All**

- **Issue:** Name of individual presenting the issue followed by a short issue statement.
- **Decision:** Document the decision.

**Necessary Actions/Follow up** **MAC Group Coordinator**

**Schedule Next Conference Call**

Date: \_\_\_\_\_, \_\_\_\_\_ - \_\_\_\_\_, 2015

Time: \_\_\_\_\_

## APPENDIX 9 – GROUP TRAINING AND TRAINING ASSIGNMENTS

### REGIONAL MAC GROUP AGENCY REPRESENTATIVES

Regional MAC Group AREPs are expected to have a solid understanding of the Incident Command System (ICS) and the Regional MACS System and MAC Group operations. The following courses are required for participation:

- ICS 100 - Introduction to Incident Command System – online course introducing ICS
- ICS 200 - ICS for Single Resources and Initial Action Incidents – online course providing training and resources on ICS for supervisors
- ICS 300 - Intermediate ICS for Expanding Incidents – 2-day course focuses on advanced application of ICS to unified command, incident assessment, the planning process and incident resource management
- ICS 400 - Advanced ICS for Command and General Staff – 2-day course focuses on applying ICS to major and/or complex incident management, area command and multi-agency coordination
- M-480 – Multi-Agency Groups – Eight-hour course with classroom instruction and exercises for MAC Group Representatives and MAC Group Coordinators.

Additional courses are highly recommended and will help in the background training for MAC Group positions:

- IS-701 – Multi-Agency Coordination Systems – Online and classroom course and exercises for broad understanding of the NIMS coordination system.
- MACS Workshop - 3hour course providing an overview of roles, responsibilities and procedures on Regional MAC Group and Support Organization operations, the RLST, county ECCs/EOCs and JIC

### REGIONAL MAC SUPPORT ORGANIZATION MEMBERS

The following tables describe the recommended training for Regional MAC Support Organization members:

	MACC	PSC	SITL	RESL	DOCL	APL
<b>ICS-100</b>	X	X	X	X	X	X
<b>ICS-200</b>	X	X	X	X	X	X
<b>ICS-300</b>	X	X	X	X		X
<b>ICS-400</b>	X					
<b>M-480</b>	X	X	X	X		X
<b>MAC Planning Just in time training</b>		X	X	X	X	X

	PIO	LSC	FACL	COML
<b>ICS-100</b>	X	X	X	X
<b>ICS-200</b>	X	X	X	X
<b>ICS-300</b>	X	X		
<b>ICS-400</b>	X			
<b>M-480</b>	X	X		
<b>G-290</b>	X			

MACC – Multi-Agency Coordination Group Coordinator

PSC – Planning Section Chief

SITL – Situation Unit Leader

RESL – Resource Status Unit Leader

DOCL - Documentation Unit Leader

APL – Advanced Planning Unit Leader

PIO – Public Information Officer

LSC – Logistics Section Chief

FACL – Facilities Unit Leader

COML – Communications Unit Leader

**Course Descriptions:**

- ICS 100 - Introduction to Incident Command System – online course introducing the Incident Command System (ICS)
- ICS 200 - ICS for Single Resources and Initial Action Incidents – online course providing training and resources on ICS for supervisors
- ICS 300 - Intermediate ICS for Expanding Incidents – 2-day course focuses on advanced application of ICS to unified command, incident assessment, the planning process and incident resource management
- ICS 400 - Advanced ICS for Command and General Staff – 2-day course focuses on applying ICS to major and/or complex incident management, area command and multi-agency coordination
- G290 - Basic Public Information Officer – Two-day course covering basic skills and knowledge needed for emergency management public information activities

**Additional Training which will strengthen position performance:**

**Planning Section Chief, Resource Unit Leader and Situation Unit Leader:** If the person has had either Emergency Management Institute (EMI) or National Wildfire Coordination Group (NWCG) position training and/or a formal IMT course such as the National Fire Academy (NFA) All Hazards Incident Management Team (AHIMT) or NWCG S-420 course and/or experience functioning in the position as part of a Type 1/2/3 IMT or EOC/ECC support staff and attend and participate in one of the Regional MACG Exercises each year.

**Public Information Officer:**

If the person has had either EMI (e.g., E388 Advanced Public Information Officer) or NWCG position training and/or a formal IMT course such as the NFA AHIMT or NWCG S-420 course and/or experience functioning in the position as part of a Type 1/2/3 IMT or EOC/ECC support staff and attend and participate in one of the one-half day Regional MACG Exercises each year.

## APPENDIX 10 – POTENTIAL SITES TO HOST THE REGIONAL MULTI-AGENCY COORDINATION CENTER

To be further developed by the Regional MACS Task Force.

**Multnomah County EOC**

**Washington County EOC**

**Portland Bureau of Emergency Management ECC**

**Northwest Interagency Coordination Center**

## APPENDIX 11 – MAC GROUP LOGISTICAL NEEDS WITHIN THE HOST COORDINATION CENTER

The following will be available or assembled to support a MAC Group operation:

### Telephones:

- 1 phone line for voice for each MAC Group Representative
- 1 phone line for voice for the MAC Group Coordinator
- 1 phone line for voice for each MSO staff member
- 2 conference phones

### Computers:

- DSL or similar system networked for each MAC Group Representative's lap top
- Ability to network MAC Group Representatives and MSO staff lap tops to ECC printers

### Work Areas:

- Tables and/or desks for each MAC Group Representatives, MAC Group Coordinator and MSO staff members
- Closed meeting room with table and chairs for size of MAC Group (Includes white boards, room for easel boards, space to post information on walls)

### Electronic Display Board:

- 1 four panel white board with copy capability & dry board markers

### Copy Machine:

- Access to a copy machine

### FAX Machine:

- Access to a FAX machine that doesn't interfere with ECC activities

### TV Monitor and VCR/DVD:

- Access to VCR/DVD with monitor

### Office Supplies:

- Paper, pencils, pens, paper clips, masking tape, file folders, markers, file boxes, local telephone directory, easel boards, dry markers easel pads

### Miscellaneous:

- MAC Group Incident Status Summary and Prioritization Forms (wall display size)
- Regional MAC Group and Support Organization Handbook

APPENDIX 12 – SAMPLE LETTER OF DELEGATION OF AUTHORITY

**Sample Letter of Delegation of Authority  
For Regional MAC Group Representatives**  
(On County Letterhead)

**Date:** Current Date

**Subject:** Agency Regional Multi-Agency Coordination (MAC) Group Representative Appointment

**To:** Name of Regional MAC Group Representative

You are hereby delegated to act on my behalf as a representative on the regional MAC Group. In that capacity, you are authorized to represent [name of your county] interests in MAC Group deliberations to do, as necessary, any/all of the following:

1. Establish interagency strategies to address future regional needs
2. Establish priorities for the allocation of scarce resources within the region.
3. Contribute to the development of region-wide policy recommendations/guidance.
4. Resolve emergency-related common issues within the region.

This delegation is effective the date of this document and will remain effective until the Regional MAC Group completes its work, or until relieved of your assignment, whichever comes first.

I ask that you brief myself or my designee daily on the current situation, any policy decisions that have been agreed upon or any major changes of events.

Print name:

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**Agency Administrator**

Signature:

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**Agency Administrator**

## APPENDIX 13 – MSO POSITION DESCRIPTIONS

### REGIONAL MAC GROUP COORDINATOR

#### **Mission:**

The MAC Group Coordinator serves as a facilitator in organizing and accomplishing the mission, objectives and direction of the MAC Group. This person coordinates the MAC Group functions and ensures the proper relationships are maintained between the MAC Group and State and County EOCs/ECCs and key stakeholders. The MAC Group Coordinator reports to the Regional MAC Group.

#### **Key Responsibilities:**

- Facilitates the MAC Group decision-making process and helps the Regional MAC Group accomplish its roles and responsibilities by ensuring the development and display of information that will assist Agency Representatives in keeping abreast of the total situation. Provides data necessary for incident priority setting and scarce resource allocation.
- Facilitates the MAC Group schedule.
- Provides all needed information for the MACG meetings; ensures that all objectives are posted, and that the meeting room is set up with appropriate equipment and materials.
- Establishes and manages the support organization in accordance with workload and situation complexity.
- Manages the Regional Multi-Agency Coordination Center (RMACC) facility and ensures necessary equipment and supplies are available.
- Documents formal proceedings, maintaining records, such as conference calls or in-person meetings, and distributes copies of documentation to all MAC Group representatives.
- Disseminates MAC Group decisions.
- Serves as the point of contact for the host facility.
- Supervises the Planning Section Chief, Logistics Chief and PIO.
- Maintains a Unit Log.
- Provides input to the After Action Report.

#### **Qualifications:**

The MAC Group Coordinator must have credibility with the MAC Group Agency Administrators and a working knowledge of incident management and the Multi-Agency Coordination System sufficient to deal with the concerns and consequences of MAC Group decisions. Examples might be a Planning Section Chief, an EOC Manager, or a person with a strong incident background and good abilities as a facilitator.

#### **Recommended Training:**

See *Appendix 8: Group Training and Training Assignments*.

## PLANNING SECTION CHIEF

### **Mission:**

The Planning Section Chief is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of scarce resources. Subordinate planning functions may include the Situation, Resources, Advanced Planning and Documentation Units. The Planning Section Chief reports directly to the MACG Coordinator.

### **Key Responsibilities:**

- Exercises overall responsibility for the coordination of unit activities within the section.
- Supervises preparation of MACG incident prioritization, scarce resource allocation and direction documents.
- Collects, processes, displays and disseminate regional situation information.
- Provides input to the MACG Coordinator and Agency Representatives.
- Assigns/reassigns personnel as needed to fulfill staffing needs for the MACG in the Planning Section.
- Establishes information requirements and reporting schedules for Planning Section Units.
- Establishes special information collection activities as necessary, e.g., infrastructure, cross-jurisdictional impacts.
- Determines the need for technical specialists to support MACG operations.
- Assembles information on alternate support strategies.
- Keeps the MACG Coordinator up to date on significant events and issues.
- Provides periodic predictions of incident potential.
- Reports any significant changes in incident status.
- Establishes contact with the County and State ECCs/EOCs when activated, and coordinates situation analysis reports with their Planning Sections.
- Maintains a Unit Log.
- Ensures that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
- Provides documentation and maintain files on all MACG activities, including the After Action Report.
- Provides input to the After Action Report.

### **Recommended Training:**

*See Appendix 8: Group Training and Training Assignments.*

## ADVANCED PLANNING UNIT LEADER

### **Mission:**

The Advanced Planning Unit Leader is responsible looking beyond the next operational period to evaluate and report on potential resource requirements and anticipate potential influences and impacts. This position reports to the Planning Section Chief.

### **Key Responsibilities:**

- Reviews all available status reports, action plans, and other significant documents. Determines potential future impacts of the event or disaster; particularly issues which might modify the overall strategic Regional MAC Group objectives.
- Surveys the county ECCs/EOCs and determines best estimates of the future direction and outcomes of the event or disaster including probability and potential severity projections of all plausible events.
- Evaluates current situation reports and short-term schedules to identify potential internal/external influences and vulnerabilities (short-term, 1 to 5 days) and (long-term, 7 to 14 days) that can adversely affect the region's resource and assistance needs.
- Makes long-term forecasts of potential problems the incident may encounter. Recommends alternate strategies and develops requested contingency plans. A contingency forecast takes into account any situations or conditions that could adversely affect response and recovery capabilities.
- Develops an Advanced Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect the region within the short and long-term time frames. Submits the Advanced Plan to the Planning Section Chief for review and approval prior to conducting briefings for the Regional MAC Group.
- Begins recovery planning and provides a point of contact for recovery activities.
- Supervises the Advanced Planning Unit.
- Maintains a Unit Log.

### **Recommended Training:**

See *Appendix 8: Group Training and Training Assignments*.

## DOCUMENTATION UNIT LEADER

### **Mission:**

The Documentation Unit Leader is responsible for maintaining complete documentation of Regional MAC Group and Support Organization activities, to include damage assessment reports, after action and corrective action reports, and other incident files; for the duplication of materials; and for the preservation of incident files for legal, analytical, and historical purposes. The Documentation Unit Leader reports to the Planning Section Chief.

### **Key Responsibilities:**

- Compiles records and data pertaining to an incident from all sections within the RMACC and creating documentation packages for all MAC Group decisions.
- Maintains organized MAC Group files.
- Establishes duplication and distribution services for the MACG.
- Files official forms and reports.
- Reviews records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provides MAC Group documentation as requested.
- Stores files for post-incident use.
- Provides support to the MAC Group as required.
- Maintains a Unit Log.

### **Recommended Training:**

See *Appendix 8: Group Training and Training Assignments*.

## RESOURCE UNIT LEADER

### **Mission:**

The Resource Unit Leader is responsible for the collection, processing and organizing of all scarce resource information and for keeping information current on the resource status display boards in the RMACC. The Resource Unit Leader reports to the Planning Section Chief.

### **Key Responsibilities:**

- Collects and analyzes incident scarce resource data. Coordinate with the County ECC/EOC Logistics Sections and the Regional Logistics Support Team (RLST) to capture and centralize necessary scarce resource information.
- Supervises the Resource Unit.
- Maintains status (committed, on-order and available) on scarce resources.
- Prepares, posts and disseminates scarce resource status information as required.
- Anticipates scarce resource shortages.
- Provides the Situation Unit Leader with resource information for status reports.
- Provides recommendations for the allocation of scarce resources to the MAC Group using recommendations from the county ECCs/EOCs and RLST.
- Prepares supporting documentation for the Regional MAC Group for prioritization and allocation of scarce resources and decision-making.
- Prepares and maintains the Organizational Assignment List and Organizational Chart for the MACG.
- Establishes the check-in function for the MACG and support staff.
- Maintains a Unit Log.
- Provides input to the After Action/Corrective Action report.

### **Recommended Training:**

*See Appendix 8: Group Training and Training Assignments.*

## SITUATION UNIT LEADER

### **Mission:**

The Situation Unit Leader is responsible for the collection, evaluation, organization, analysis, and display of incident status and situation information. The Situation Unit Leader reports to the Planning Section Chief.

### **Key Responsibilities:**

- Oversees the collection, organization, analysis and dissemination of situation information related to the emergency and as request by the MACG. This includes preparing and distributing regional situation status reports and posting information to WebEOC.
- Compiles the *Regional Incident Prioritization Worksheets (Appendix 2: Regional MACS Forms)* submitted by the county ECC's/EOC's and prepares the *Incident Priority List (Appendix 2: Regional MACS Forms)*
- Provides and maintains visual displays and maps as required.
- Prepares reports or briefings to inform appropriate MAC Group members.
- Monitors and understands the current situation including information posted to the WebEOC and OpsCenter information sharing systems.
- Establishes and maintains communications with all County ECCs/EOCs and regional agencies having relevant incident information.
- Fills subordinate positions as required by unit needs.
- Supervises and coordinates FSMEs.
- Completes all required forms, reports, and other documentation. All forms should be submitted to the Documentation Unit.
- Establishes and maintains a Unit Log.
- Provides input to the After Action/Corrective Action report.

### **Recommended Training:**

See *Appendix 8: Group Training and Training Assignments*.

## LOGISTICS SECTION CHIEF

### **Mission:**

This general staff position is responsible for providing facilities, services, and materials in support of the Multi Agency Coordination Group. The Logistics Section Chief reports directly to the MACG Coordinator.

### **Key Responsibilities:**

- Meets the MAC Group and Support Organization needs for:
  - Food and drinks
  - Temporary housing
  - Office supplies and equipment
  - Communication equipment and systems
- Submits resource requests to the host ECC for needed MAC Group Support personnel, equipment and supplies
- Prepares layout of the MAC Group facility
- Provides any needed vehicles for MAC Group use
- In addition, it may serve as a subject matter expert on regional logistical issues (e.g., communications interoperability, regional staging areas).
- Maintains a Unit Log.

### **Recommended Training:**

See *Appendix 8: Group Training and Training Assignments*.

## COMMUNICATIONS UNIT LEADER

### **Mission:**

The Communications Unit Leader is responsible for supporting the RMACC with its communication needs. The Communications Unit Leader reports to the Logistics Section Chief. Normally, the duties of the Communication Unit Leader are provided by a host EOC/ECC.

### **Key Responsibilities:**

- Ensures the RMACC and supporting facilities are completely operational with the required supporting communication systems, access and devices.
- Advises on communications capabilities/limitations.
- Installs and tests communications systems.
- Provides information on
  - Adequacy of communications systems in operation
  - Geographic limitations of communications systems
  - Equipment capabilities
  - Amount and types of equipment available
  - Anticipated problems.
- Arranges for repair of broken equipment.
- Addresses computer issues and connectivity.
- Maintains a Unit Log.
- Provides input to the After Action Report.

### **Recommended Training:**

*See Appendix 8: Group Training and Training Assignments.*

## FACILITIES UNIT LEADER

### **Mission:**

The Facilities Unit Leader is responsible for supporting the Regional Multi-Agency Coordination Center (RMACC) with facility-focused logistical assistance. The Facilities Unit Leader reports to the Logistics Section Chief. Normally, the duties of the Facilities Unit Leader are provided by a host ECC.

### **Key Responsibilities:**

- Ensures the RMACC and supporting facilities are completely operational with the required supporting infrastructure.
- Determines and addresses the requirements for the RMACC including needed space, location, access, parking, security and safety.
- Prepares layout of RMACC.
- Demobilizes the RMACC facility.
- Maintains a Unit Log.
- Provides input to the After Action Report.

### **Recommended Training:**

*See Appendix 8: Group Training and Training Assignments.*

## PUBLIC INFORMATION OFFICER

### **Mission:**

The Regional MAC Group Public Information Officer serves as a single source for coordinating public information related to Regional MAC Group activities. This position communicates Regional MAC Group decisions to the Regional Joint Information Center (R-JIC) and maintains appropriate dissemination of information to the public about Regional MAC Group activities. It reports to the Regional MACG Coordinator.

### **Key Responsibilities:**

- Serves as the central coordination point for the MACG for all media releases.
- Obtains policy guidance from the MACG Coordinator with regard to media releases.
- Ensures that the public within the affected area receives complete, accurate, and consistent information about MACG decisions and activities, with a priority on those related to life safety, health, and assistance for the public. Ensures that all rumors related to MACG decision making are responded to in a timely manner and with factual information. This content must be approved by the MACG Coordinator and coordinated with county ECCs/EOCs and the Regional Joint Information Center.
- Implements and maintains an overall MACG information release program.
- Develops and publishes MACG media briefing schedules.
- Develops the format for press conferences in conjunction with the MACG Coordinator.
- Maintains a positive relationship with media representatives.
- Assists with MACG-related media and VIP briefings.
- Advises the MACG Coordinator of all unusual requests for information, and major critical or unfavorable media comments. Recommends procedures or measures to improve media relations.
- Coordinates with the Situation Unit and identifies the method for obtaining and verifying significant information as it is developed.
- Maintains up-to-date status boards and other references regarding MACG activities.
- Provides adequate staff to answer questions about MACG activities and decisions from members of the media.
- Interacts with other PIOs and obtains information relative to public information operations.
- At the request of the MACG Coordinator, prepares media briefings for members of the agencies or jurisdiction policy groups and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Serves as a source of information for the MACG at meetings and briefings concerning media coverage, public sentiment, emergency issues and rumors.
- Maintains a Unit Log and other contact records.
- Participates in the After Action Review.

### **Recommended Training:**

*See Appendix 8: Group Training and Training Assignments.*