

**Exemplary Practices in
Emergency Management:**

**THE CALIFORNIA
FIRESCOPE PROGRAM**

MONOGRAPH SERIES NO. 1



**Federal Emergency Management Agency
National Emergency Training Center
Emergency Management Institute**



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EXEMPLARY PRACTICES SELECTION PROCESS

Identification, selection, and documentation of the first series of emergency and disaster management exemplary practices was accomplished in three phases: 1) nominations from national, regional and Federal Emergency Management Agency, National Emergency Training Center, Emergency Management Institute staff and State offices of emergency management; 2) initial screening and comprehensive telephone interviews for further program details; 3) site visits to programs selected for documentation and inclusion in the monograph series. Basic selection criteria included: the degree to which the Integrated Emergency Management System (IEMS) concept was integrated with the planning for and response to emergencies and disasters; the degree to which the program and/or major elements could be replicated elsewhere; and, supporting documents to facilitate adoption by other emergency programs. The current series of Exemplary Practices in Emergency Management include:

- FIREScope: Firefighting Resources of Southern California Organized Against Potential Emergencies
- City of **Dothan/Houston** County, Alabama Emergency Management Program.
- San Mateo County, California Hazardous Materials Response Plan and HAZMAT Response Unit
- Business and Industry Council for Emergency Planning and Preparedness (BICEPP), Los Angeles County, California
- North Dakota "Boys State" Emergency Simulation--A Public-Private Experience

As other exemplary practices are identified and documented, they will be added to this Monograph Series.

This monograph series was developed pursuant to Contract Number OPM-85-74 awarded by the Office of Personnel Management to University Research Corporation, and under the direction of the Federal Emergency Management Agency, National Emergency Training Center, Emergency Management Institute. Points of view or opinions stated in this document do not necessarily represent the official position of the Office of Personnel Management or Federal Emergency Management Agency or their components.

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FOREWORD


We at the Federal Emergency Management Agency (FEMA), Emergency Management Institute, are involved in a wide range of emergency management training and related activities. This involvement occurs in partnership with state and local governments and the private sector. Our country reflects a wide diversity of potential emergencies and disasters which are shaped by geography, climate, and to varying degrees by man. Our collective response to life and property-threatening events seeks to mitigate to the greatest extent possible personal and economic loss due to these emergencies and disasters. This is a public expectation and our collective and individual mandate. The degree to which we can identify exemplary practices and learn from them, is the degree to which we can apply shrinking resources to lessen the impact of emergencies and disasters on the lives of our neighbors, friends and families.

This Monograph Series is focused on those exemplary practices which have stood the test of time and represent a broad mix of state, regional and local programs, public and private activities and combinations of both. They reflect the latest technologies and contain elements of value for incorporation in FEMA's Integrated Emergency Management System (IEMS).

This series of exemplary practices reflect:

- o A regional response to wildfires incorporating mutual aid among and between Federal, state, county and local agencies
- o A city and county planning and response program incorporating the IEMS process, and which also assists neighboring states and counties
- o A private sector self-help program involving dozens of businesses and industries that assists them in preparing for and dealing with wide-scale emergencies where public sector resources may not be available
- o A county-wide hazardous material response program utilizing state, county, and local public and private resources, and space-age technology, to plan for and mitigate accidents involving these materials, and
- o A state-wide public-private partnership providing direct experience to hundreds of high school seniors in a simulated exercise on government response to emergencies and disasters.

These projects merit study and application of their proven merit to strengthen our Nation's mitigation, preparedness, response, and recovery efforts from the effects of both natural and man-made hazards. We are proud to incorporate them in our . Emergency Management Institute training activities.



Julius W. Becton, Jr.
Director
October 1986

ACKNOWLEDGEMENTS

The enthusiasm and attention to detail which FIRESCOPE and its partner agencies staff reflect was evident during our site visit to collect information for this monograph. Our usual concern is lack of sufficient detail to document an exemplary practice to the extent that emergency managers and staff in other programs can understand and apply its elements to their needs. Our concern during and after our visit was gleaning from the voluminous written documentation, briefings, discussions, land and air tours, and maps the core material to reflect **FIRESCOPE's** concepts, practices, and impacts. If we did not accomplish this, it is our fault. If we did, it is to the credit of **FIRESCOPE's** many participants.

The list of people who assisted us in planning and managing our site visit is long, but each deserves recognition for their contribution to this monograph.

Two persons were instrumental in responding to our request for and arranging the site visit. They also reviewed the first draft of this document and deserve special recognition. They are Richard G. Barrows, Chief, State Fire and Rescue Coordinator, Fire and Rescue Division, California Office of Emergency Services; and, Mike Scherr, Deputy Chief, State Fire and Rescue Coordinator, Fire and Rescue Division, California Office of Emergency Services, both of whom serve on the FIRESCOPE Operations Team. Mike Scherr also serves as Executive Coordinator for FIRESCOPE. John Bryant, Zone Fire Coordinator, Pacific Southwest Region, U.S. Forest Service, serves on the FIRESCOPE Operations Team and was involved throughout our site visit. Other FIRESCOPE staff who were most helpful included John K. Linder, Assistant Chief, State Fire and Rescue Coordinator, Operations Coordination Center Support Service Manager, California Office of Emergency Services, and **Ramon A. Manzo**, FIRESCOPE Computer Systems Administrator, Operations Coordination Center, California Office of Emergency Services. Our thanks too, to Bob Gerber, Ortho Photo Mapping Coordinator, California Office of Emergency Services and Mike Harris, State Forest Ranger III, Regional Fire Control Officer, California Department of Forestry for their briefings.

Various present and past members of **FIRESCOPE's** Board of Directors and Task Force with whom we met included: Rich Peterson, Fire Chief, County of Santa Barbara; Frank W. Borden, Assistant Chief, Los Angeles City Fire Department; John England, Chief, Los Angeles County Fire Department; James W. Farrel, Battalion Chief, Orange County Fire Department; George Lund, Battalion Chief and Dick Perry, Battalion Chief, Ventura County Fire Protection District.

Meetings also were held with Kenneth C. Topping, Deputy Administrator, Environmental Public Works Agency, County of San Bernardino; Craig H. **Gooch**, Environmental Public Works Agency, Data Systems Section, County of San Bernardino; Keith C. **Metcalfe**, Deputy County Fire Warden, and Kenneth J. Miller II, Fire Protection Planning Officer, California Department of Forestry and San Bernardino County Forestry and Fire Warden Department.

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Finally, I want to thank my colleague, James Downs, who participated in the FIRESCOPE site visit and interviews, for his role in data collection and manuscript review. He shares my enthusiasm and respect for a program which exemplifies the finest in multigovernmental practice, professional standards, and demonstrated positive impact. It is our hope that other emergency programs at the Federal, state and local levels apply the concepts and practices proven so effective by **FIRESCOPE's** dedicated people.

Sheldon S. Steinberg, Ed.D.
Chevy Chase, Maryland

1 .O INTRODUCTION

1.1 The Setting and Origins of FIRESCOPE

The Southern California fire problem is unique and presents a long history of devastating fires. More than 12 million people live in a seven-county area which contains some 15 million acres of wildland. Much of this **wildland** is arid and covered with chaparral, a brush highly vulnerable to fire. Following wildfires the burned area is exposed to subsequent flooding. Exacerbating the problem is California's long arid season, steep topography and the Santa **Ana** winds which produce critical **wildland** burning conditions seldom present elsewhere. Santa **Ana** wind-driven fires have occurred every year in California destroying thousands of acres, residences and other structures, domestic livestock, wildlife, and human lives. The past two decades have seen accelerated and expensive urban expansion and development come into **clcse** contact with these **wildland** areas, the very areas most susceptible to fire and subsequent flooding.

1.2 The 1970 Series of Fires and Multiagency Response

In 1970, a series of **wildland** fires over a **13-day** period burned more than 500,000 acres in the seven-county area, destroying close to 800 structures, and killing 16 people. The economic loss approached \$233 million. Analysis of the response to this series of fires clearly indicated that there was no management mechanism or resource allocation process in place which could coordinate the resources from Federal, state and local jurisdictions to respond effectively to future wildfire emergencies which recognize no jurisdictional boundaries.

Firefighting Resources of Southern California Organized for Potential Emergencies (FIRESCOPE) was chartered in 1972 to assist Southern California fire service agencies in multiagency coordination for those emergencies which could not be contained by one jurisdiction's resources. Funding by Congress in the 1971-72 session provided the U.S. Forest Service Fire Research Laboratory with funds to develop a coordinated response for future emergencies. The principal partners in FIRESCOPE at that time were the U.S. Forest Service, California Department of Forestry, Los Angeles City Fire Department, Los Angeles County Fire Department, Ventura County Fire Department, Santa Barbara County Fire Department, and State of California Office of Emergency Services. Orange County Fire Department joined FIRESCOPE a few years ago as a full partner.

Initial problem analysis identified five major needs to be addressed to meet FIRESCOPE'S mission:

- Develop standard terminology and incident organization structure
- Develop and provide multiagency communications
- Develop a coordinated regional resources allocation process for use during major incidents

- Develop improved methods for status-keeping and forecasting of fire behavior
- Provide multiagency training in FIRESCOPE-developed systems.

1.3 FIRESCOPE Responses to the 1980 and 1985 Series of Fires

By the end of the 70's FIRESCOPE had developed an efficient organization and decision process which enabled it to cope successfully with other series of wildfires in 1980 and 1985. In 1980, over a **14-day** period, there were 686 fires of which 28 were major. Some 139,000 acres and 459 structures were lost. Five people were killed during this two-week period. In 1985, over a **21-day** period, there were 2,547 fires of which 55 were major covering from 300 to thousands of acres each. Four hundred fifty three thousand acres and 241 structures were burned. Only three deaths attributable to this series of fires were recorded. Of particular significance is the extent to which firefighting resources were dispatched, coordinated and managed during this 3-week period in 1985.

In 1970, dispatch of the **800+** engines was not a significant problem under the State Mutual Aid System - coordination and management was! In 1985, dispatch-coordination-management was greatly improved. Utilization of FIRESCOPE concepts such as unified command, joint planning, resource coordination and allocation based on incident priority greatly enhanced fire departments ability to challenge **wildland** fires in structure laden terrain. The State Fire Mutual Aid System of which the Multiagency Coordination System (MACS) resource coordination stemmed from, increased the effectiveness of all agencies in the state to respond to the request of resources to meet incident objectives and coordination of available resources between incidents. The following are a few examples of the commitment and coordination of State, Federal, Local Response through FIRESCOPE MACS operations and State Fire Mutual Aid assistance:

- On July 3, 1986 75% of the California Department of Forestry engines were committed; nearly 100% of the U.S. Forest Service Engines were committed; and 100% of the California Office of Emergency Services engines were committed.
- On July 8, 1985 the Los Pilitas (San Luis Obispo County) Fire required 16 additional strike teams. Eighty engines were on the road within a half-hour.
- On July 9, 1985 the Lexington (Santa Clara County) Fire required 25 additional strike teams. One hundred and twenty-five engines were on the road in one hour.
- During this 3-week period 42 of 58 counties in the State of California committed engines and their manpower resources outside of their jurisdiction.

The organization and decisionmaking process was able to efficiently and effectively allocate the following resources to cope with the **21-day** series of 2,547 fires:

- 10,545 firefighters

- **1,000** plus engines
- 52 air tankers
- 36 helicopters
- 279 bulldozers
- Handcrews from 42 other states
- A wide array of medical, food, facilities, communications, documentation, weather and other support services.

Figure 1. compares the 1970, 1980 and 1985 fire series, illustrating the number of days, number of fires, acres, structures, and deaths for each **13-**, **14-** and **21-day** periods. Despite a doubling of major fires in 1985 compared to 1980, and a three-fold increase in acreage affected, the FIRESCOPE process, State Mutual Aid System and agency coordination resulted in reduced losses, prevented further loss of life, property and acreage, and **reenforced** the validity of the organization and decision process mutually derived by the participating agencies.

1.4 Basic Operational Concepts and Components of FIRESCOPE

The concept of FIRESCOPE addresses the need for timely commitment and allocation of needed multiagency resources, all operating under common procedures and organizational structure, with standard nomenclature, to all incidents which exceed, or threaten to exceed, the capability of any single fire protection agency. Although the initial focus of FIRESCOPE was suburban and **wildland** interfaces, the concept has spread to urban fires, high-rise fires and other agencies responsible for different types of incidents such as search and rescue, earthquakes, rock concerts, and the 1984 Summer Olympics in Los Angeles.

FIRESCOPE consists of two interrelated and independent systems -- The Multiagency Coordination System (MACS) and Incident Command System (ICS).

The Multiagency Coordination System (MACS) is a multiagency coordinating process of top agency managers. MACS integrates the collection, processing, and dissemination of information pertinent to crisis management of multiagency proportions, and provides for the rapid allocation of proper emergency forces on problem incidents. MACS is supported by Fire Information Management System (FIMS) and technological support subsystems and operates out of a multiagency facility called the Operations Coordination Center (**OCC**).

The Incident Command System (ICS) is an emergency management organizational structure designed to provide common and more effective procedures to diverse agencies who must work together under crisis conditions. The ICS includes standard terminology, uniform procedures and organization, and improved communication techniques that can be adopted by urban and **wildland** fire agencies and other emergency services practitioners.

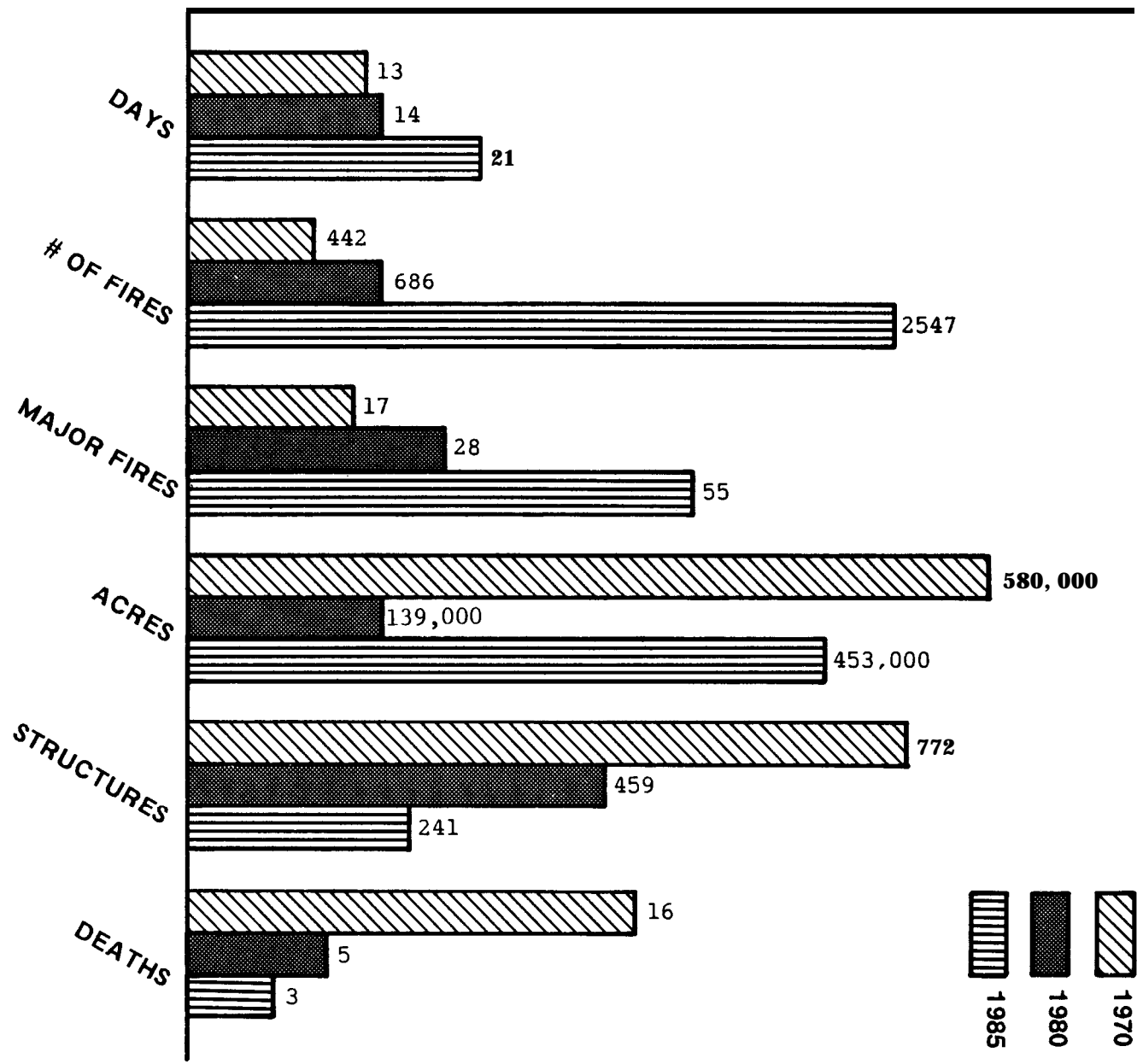


FIGURE 1

The Fire Information Management System (**FIMS**) is a sophisticated computer system consisting of hardware, software, and comprehensive dynamic data bases, FIMS provides "real time" status of multiagency emergency resources, "real time" predictions of fire behavior, cost-accounting and other historical documentation, planning information for multijurisdictional emergencies, and management communications.

Technological support subsystems provide basic intelligence, data and integrating processes necessary to support all other FIREScope systems. These include:

- Infrared sensing and telemetry to provide accurate and timely fire intelligence for decisionmakers.
- Orthophoto Mapping Programs to establish and maintain a single, comprehensive map process.
- Communications hardware (microwave systems, synthesized radios, computer terminals, telephone systems, and transporting vehicles) to insure rapid and complete transfer of data and other information during emergencies.
- Automated weather sensing and transfer systems to provide reliable meteorological data for fire behavior predictions and general wind patterns over critical areas.
- Comprehensive data bases and data management programs to store and retrieve information necessary to support decisionmakers during emergencies.

These systems and subsystems are discussed more fully below.

2.0 FIREScope DECISION PROCESS

2.1 Policy, Operational and Task Levels

The heart of the FIREScope concept is mutual aid among and between the various jurisdictions in Southern California's Mutual Aid Regions I and VI, comprising the 11 counties in Figure 2. The states' other 48 counties comprise four other Mutual Aid Regions. California has had mutual aid legislation since 1950. Since the concept of mutual aid in combatting major emergencies involves both individual and multiple jurisdictions, it was necessary to involve the significant agencies in those jurisdictions in thinking through solutions to:

- Improved interagency coordination at top management levels
- Allocation and timely commitment of multiagency resources on problem incidents
- A central point for collecting, screening and processing essential data

FIGURE 2



- Coordination of public information
- Training programs
- Preplanning assistance to fire protection agencies
- Clearinghouse for all agency functions.

What evolved was a decision process which set policy, coordinated operations, accommodated necessary staff level activity, and delegated specific development assistance to specialist groups.

The FIREScope project resulted from Congressional action in 1971-1972 which assisted southern California fire services in providing a significant step forward in agency coordination on multijurisdictional fires and other emergencies.

The objective of the decision process is to maintain a system to continue the operation and maintenance of FIREScope-developed components and the future development of procedures involving many agencies, within southern California Multiagency Coordination System area, each with its own policies, and funding constraints.

To bring these agencies together into a unified, coordinated and effective association, it is necessary to have an efficient system for decision making involved with the planning and administration of the operation and maintenance and the development of procedures effort.

The FIREScope Decision Process is managed by the following agencies, referred to as "Member Agencies;" California Department of Forestry, County of Los Angeles Fire Department, Los Angeles City Fire Department, Office of Emergency Services, Santa Barbara County Fire Department, U.S. Forest Service, Orange County Fire Department and Ventura County Fire Department.

2.2 Decision Process Levels

The Decision Process consists of four separate but interacting levels which function through a set of procedures and interactions administratively managed by an Executive Coordinator. The Executive Coordinator is responsible to the Board of Directors for proper and effective operation of the Decision Process.

The four levels of the Decision Process are:

<u>Level</u>	<u>Personnel</u>	<u>Functions</u>
Board of Directors	-Chiefs/Directors of "Member Agencies" plus Director, USFS Pacific Southwest Forest and Range Experiment Station	1) Set Coals and Objectives 2) Makes Final decisions 3) Establish Policy 4) Adopts policies for own agency

Operations Team	-Deputy/Assistant or Division Chief	1) Recommends policy 2) Prepares Action Plan 3) Decides operational issues 4) Sets direction and goals for Task Force
Task Force	-Generally Battalion Chief level personnel	1) Develops MACS/ICS functions 2) Establishes appropriate organizational elements 3) Develop Procedures 4) Provide non-technical direction to Specialist Groups
Specialist Groups	-Personnel within agencies who have special expertise in functional areas	1) Perform specialized assignments in appropriate functional areas

2.3 Executive Coordinator Position

The flow of information through the Decision Process is coordinated by the Executive Coordinator. The Executive Coordinator of the Decision Process is assigned by the California Office of Emergency Services. Within the OES, he serves as Fire Division, Southern Section, Deputy Chief. The functions of the Executive Coordinator are:

- Be responsible to the Board of Directors; specifically to the Chairman of the Board.
- Functions as the Chairman of the Operations Team.
- In a non-voting member of the Operations Team.
- Prepares and distributes premeeting action packages to the Operations Team and the Board of Directors.
- Is responsible to ensure that all actions of the Operations Team to be presented to the Board of Directors are adequately pre-staffed, summarized, and made available to the Board of Directors in advance of meetings.
- Is responsible to ensure that all actions of the Operations Team intended for the Task Force be directed to the Task Force Chairman in writing.
- Schedules and sets the agenda for Operations Team meetings and ensures that complete and comprehensive minutes of such meetings are kept and published.

- Attends Board of Directors meetings as Operations Team Chairman and ensures that complete and comprehensive minutes of such meetings are kept and published.
- Ensures that proper and effective coordination occurs at and between all levels of the Decision Process.

2.4 Information Flow In The Decision Process

Three subject categories pass through the Decision Process:

- "On-going" (long term issues that require policy decisions or agency commitment)
- "Informational" (providing information, up-dates, progress reports, etc. that do not require policy decisions or agency commitments at the time of presentation)
- "New-issues" (topics, subjects, or plans that have not been under consideration).

Specific policies for processing the three subject categories follow:

1. On-going subjects will not be presented at any decision level for decision, until members of that level have had adequate opportunity to review the completed product (i.e., policy decision will not appear on Board agenda until Operations Team has reached final agreement, AND that agreement has been provided to Board members).
2. Informational topics can be shared at any level, at any time, provided that members agree that time is available on the agenda.
3. New issues should be presented in writing in time for inclusion on up-coming agendas at the proper decision level. The new issue should be presented in a format that describes:
 - a) The topic
 - b) The problem or situation
 - c) Alternative courses of action
 - d) Recommendation(s).

2.5 Issue Resolution In The Decision Process

Issues involving the operation and maintenance of the MACS. or ICS which could affect interagency operations may be identified at any level, by a group, or by an individual.

Once clearly identified, issues are brought through channels to the attention of the Chairman of the interagency Task Force. The Task Force has primary responsibility for ensuring that appropriate staff work is completed, resolves

the issue if appropriate, or recommends appropriate solutions to the Operations Team. The Task Force may request additional staff support by a specialist group.

There is no rigid criterion for determining at which level within the Decision Process an issue will be decided. As general guidance, decisions on MACS terminology and procedures and ICS field operations may be made at the Task Force level. Other decisions affecting regional statewide and national interagency operations require approval at the Operations Team level. In general, agreements on operational expenditure within overall budget commitments is made at the Operations Team level. Policy decisions, agency budgets and fiscal commitments, and long range implementation plans require Board of Directors' approval. Each issue and the proposed solution is examined in final approval level agreed to by the appropriate action group. (The approval step may also be repeated.) Final decisions are forwarded by the approving group to the Executive Coordinator for publication and implementation by affected agencies. Any issue which cannot be resolved satisfactorily at a given level is presented to the next level.

The goals, objectives, and operating procedures described in the following sections provide the guidelines for decision making groups and specialist group functions.

2.6 Decision Teams

2.6.1 Board of Directors

2.6.1.1 Membership

The Board of Directors consists of the department heads of the current "Member Agencies" plus the Director of the USFS Pacific Southwest Forest and Range Experiment Station, with any future adjustments made when deemed necessary by the Board. The assignment of an alternate to periodically attend for an agency head is acceptable, provided that the alternate has been delegated authority to commit his agency in decision matters before the Board.

2.6.1.2 Coals

1. To establish an active, decisive body that will direct and assist in the operation and maintenance and the development of procedures for MACS and ICS.
2. To assure that necessary actions are taken within each agency to support installation activities and maintain MACS and ICS operational capabilities.

2.6.1.3 Objectives

1. To make timely decisions and give direction and counsel regarding the funding, scheduling, structure, and functions of the overall operations and maintenance of MACS and ICS.

2. To provide agency commitment in terms of dollars, manpower, time, multiagency agreements, etc.
3. To keep governmental bodies informed of the progress of MACS procedural developments and actively pursue their support in the installation of these procedures.
4. To set annual goals and objectives for the Decision Process.

2.6.1.4 Operating Procedures

1. The Director of the State Office of Emergency Services serves as Chairman of the Board of Directors.
2. The Board of Directors meets quarterly consistent with the timing and importance of decisions to be made.
3. Decision-making on development issues is by consensus, based upon each agency's needs, commitments, and abilities with explicit direction to the Executive Coordinator for action(s) to be taken.

Results of decision making on installation actions are indicated by signed agreements. Such agreements state any exceptions, or alternate procedures.

2.6.1.5 Authorities

The Board of Directors is the final authority in the decision-making command structure throughout MACS and ICS operations and maintenance. The Board directs the courses of action to be taken by their respective agencies, the Operations Team, and the OCC Support/Services Manager through adaptation or modification of policy and technical information provided by the Operations Team.

2.6.2 Operations Team

2.6.2.1 Membership

The Operations Team Members consists of operational chiefs appointed by their respective Board Member. The assignment of an alternate to periodically attend for an agency team member is acceptable, provided that the alternate is informed and has been delegated authority to act for his agency in matters before the Operations Team.

2.6.2.2 Coals

1. To provide the Board of Directors with studies, statements, and other recommendations for decision making.
2. To provide the Executive Coordinator with guidance on the needs and objectives of each agency to enable planning of an orderly operation and maintenance of the MACS and ICS systems.

3. To implement, within their respective agencies, agreements made by decision groups.

2.6.2.3 Objectives

1. To keep each agency's respective Board of Director informed of the timely progress of MACS and ICS operations and maintenance and procedural development.
2. To complete the staff work necessary to insure that the Board of Directors have sufficient information for policy decisions.
3. To advise and counsel the OCC Support/Services Manager on agency needs, procedural matters, abilities, and limiting requirements which could affect operations and maintenance.
4. To support the Executive Coordinator in preparation of technical data requirements, technical criteria, and other information required to obtain the services of outside contractor support.
5. To advise and assist the Executive Coordinator on evaluations of the Decision Process and of the work of the Task Force and other specialist groups in carrying out timely installation activities.

2.6.2.4 Operating Procedures

1. The Chairman of the Operations Team is the Executive Coordinator of the Decision Process.
2. The Operations Team meets as requested by the Executive Coordinator at times consistent with the work in progress.
3. The Operations Team members responds to the needs of the Executive Coordinator and other members for:
 - a. Information to restructure current planning in accordance with fiscal or policy limitations which may arise;
 - b. Technical information needed to integrate participating agencies into improved multiagency coordinated actions;
 - c. Staff work required to maintain current operations;
 - d. Aid in preparing Statement(s) of Work, technical data exhibits, and evaluation criteria;
 - e. Dealing with implementation problems of cooperation, coordination, and enablement of working agreements.
4. Decision-making on development issues, and for recommendations to the Board is by a majority voting procedure, recording votes by agency. The procedure is governed by Robert's Rules of Order.

2.6.2.5 Authorities

The Operations Team functions both in a management and staff role. In a management role, the Team recommends policy for implementation and prepares "action" plans for Board of Directors decision. In a staff role, the Operations Team assists the Executive Coordinator in the conduct of activities which will lead to an orderly operation and maintenance of MACS and ICS components.

2.6.3 Task Force

2.6.3.1 Membership

The Task Force is made up on a key personnel from Member Agencies. A knowledgeable and informed person may be substituted periodically for the regular Task Force member provided the alternate has been delegated authority to act for his agency in matters before the Task Force.

2.6.3.2 Coals

1. To address the day-to-day operations and maintenance and procedural development of MACWICS within their respective agency.
2. To provide the Executive Coordinator with an assembled body of expertise for support of outside contractors in integration and evaluation of MACWICS.
3. To conduct staff work which will assist in making key decisions.

2.6.3.3 Objectives

1. To familiarize the involved agencies with the procedures, methods and forthcoming technological advances during the operation and maintenance of **MACS/ICS**.
2. To assess the agency internal manpower, costs, etc. required for operation and maintenance.
3. To support the work of any outside contractors in evaluations of the benefits achieved through installation of various capability levels of the MACWICS components.
4. To conduct studies related to problems of multiagency coordination and provide recommendations on solutions to the other decision-making groups.
5. To recommend, coordinate, and review actions taken by the specialist groups for compliance with MACWICS goals.
6. To review and comment on plans and progress of operations and maintenance, and procedural development.

7. To take action within their respective agencies to assure approved plans and policies are carried out.

2.6.3.4 Operating Procedures

1. The Chairman of the Task Force is selected by its membership, rotated on a regular basis and shall attend Operations Team meetings.
2. The Task Force meets monthly or more often as required by the current plan of work.
3. The Task Force Chairman ensures that all revised or new documentation to be made a part of the **MACS/ICS** Document Control System is properly reviewed, processed and transmitted (through the Task Force Document Control Officer) under a covering memo to the Operations Coordination Center Support/Service Manager (**OCC/SSM**).
4. The Task Force takes Board of Directors goals and objectives and develops an annual plan of work which is reviewed and approved within the Decision Process.
5. The Task Force responds to the needs of the Executive Coordinator for:
 - a. Technical opinions on the performance of operational systems or subsystems.
 - b. Information of the manning and operational costs required to assure adequate response of the deployed **MACS/ICS** configuration.
 - c. Information on agency needs for training, communications equipment and procedures, etc.
 - d. Staff work required to provide guidelines to the Executive Coordinator to achieve orderly operations and maintenance.
6. The Task Force responds to the needs of the Operations Team by:
 - a. Keeping their respective Operations Team member informed of Task Force activities and events.
 - b. Responding to agency internal requests for manpower and operational cost requirements.
 - c. Reviewing studies, plans, and other documents and providing recommendations for decision-making groups.
 - d. Carrying out interagency and/or intra-agency operational activities that make all elements of the operations and maintenance plan a reality.

7. The Task Force Chairman is responsible for ensuring that all actions of the Task Force to be presented to the Operations Team are adequately prestaffed, summarized and made available in writing to the Executive Coordinator in advance of meetings.

2.6.3.5 Authorities

The Task Force operates primarily in a staff role. It has the capacity to recommend actions to be taken by the Executive Coordinator and other decision-making groups regarding **MACS/ICS** operations and maintenance. Task Force members will review and coordinate the efforts of the specialist groups to assure that actions recommended by the specialists conform to the MACWICS concept.

2.6.4 Specialist Groups

2.6.4.1 Membership

The membership of each specialist group is made up of key personnel who are knowledgeable in specific disciplines and able to assess the effects of the operation and maintenance actions.

2.6.4.2 Goals

1. To provide the MACWICS decision making groups with detailed expertise in specific disciplines, e.g., training, communications, fiscal, planning, etc.
2. To provide knowledgeable personnel who can identify and solve agency problems associated with the varied details of MACWICS operations and maintenance, and procedural development.

2.6.4.3 Objectives

1. To conduct studies necessary to ensure the compatibility of MACWICS components with agency operations.
2. To prepare documentation for use within each agency in training personnel in **MACS/ICS** concepts and operations.
3. To provide planning, fiscal, and technical information for use in long range and day-to-day planning of MACWICS operations and maintenance.

2.6.4.4 Operating Procedures

1. The specialist groups convene as necessary to accomplish their selected assignments.
2. The specialist groups appoint a chairman from its membership.
3. Each specialist group operates as agreed by its members. They respond to requests for: