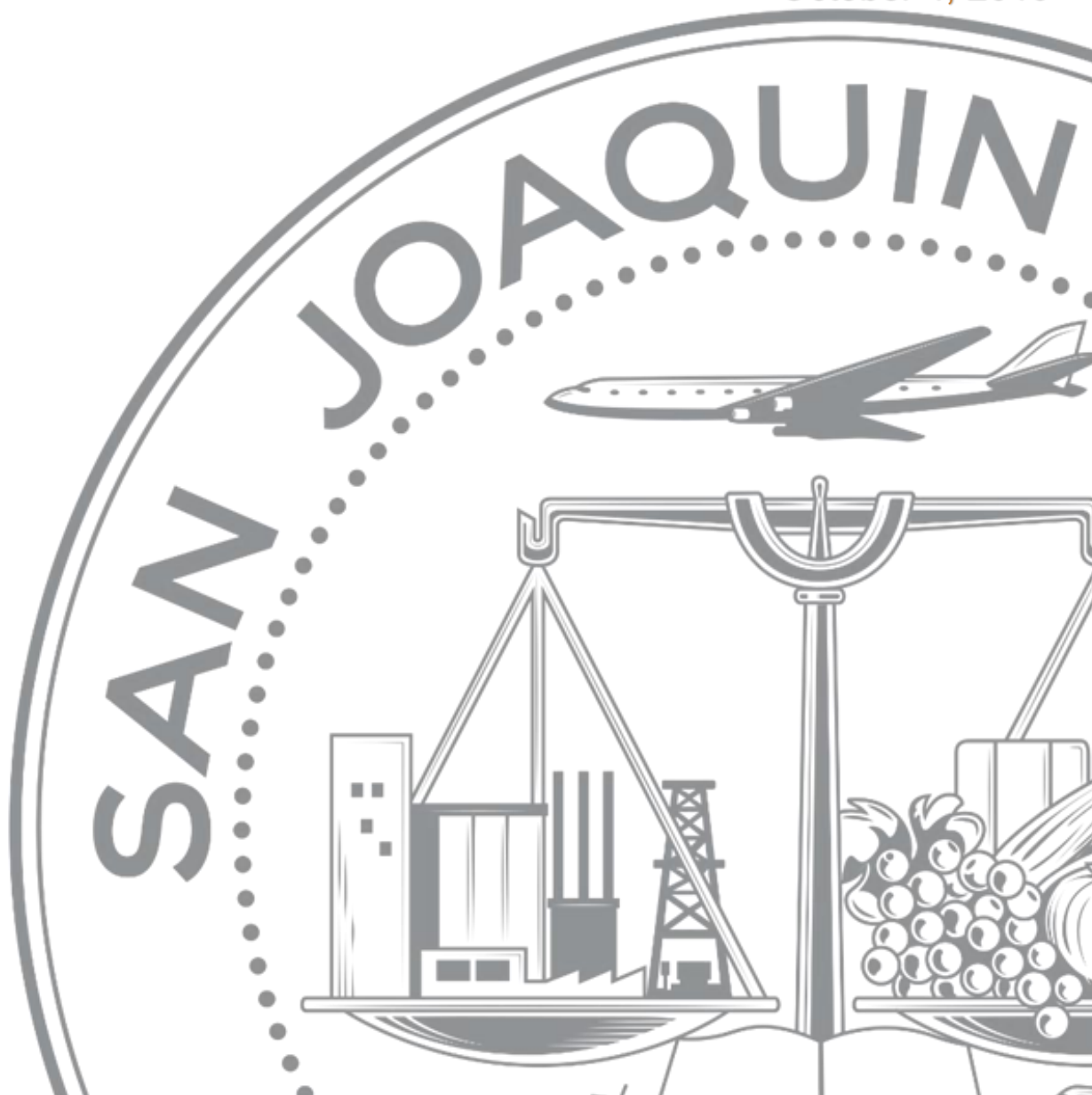# San Joaquin County Multi-Agency Coordination (MAC) Support Annex

October 4, 2019

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PROMULGATION STATEMENT

This San Joaquin County Operational Area Multi-Agency Coordination (MAC) Group Support Annex was designed to provide a forum for agency administrators within the County of San Joaquin to work together to share information, establish priorities, commit agency resources, allocate scarce resources and provide strategic guidance to support incident management activities. It incorporates the principles and processes of the National incident Management System and Standardized Emergency Management System and was developed using the guidance from the Comprehensive Planning Guide 101 version 2 from the Federal Emergency Management Agency.

This annex, when used properly and updated at least every two years, will assist the Operational Area officials in responding to and recovering from the effects of natural and man-made disasters. This annex will become official when it has been signed and dated below by the Chair of the Emergency Services Council.

_____   ___10/04/2019_____

Marcia Cunningham,   Date
Chair, San Joaquin County Emergency Services Council
Director of Emergency Services

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Annex Administration

San Joaquin County Office of Emergency Services Director of Emergency Operations will coordinate review, revise, and re-promulgate this annex at least once every two years or when key changes occur, such as lessons learned from exercises or real events. Changes may be made by the San Joaquin County Director of Emergency Operations without formal Emergency Services Council's approval. This document supersedes all previous Multi-Agency Coordination Group appendices and annexes for the Operational Area.

Record of Changes

All updates and revisions to this annex will be tracked and recorded in the following table. This process will ensure that the most recent version of the annex is disseminated and implemented by emergency response personnel.

Date	Change No.	Change made by (name/title)	Summary of Changes

Annex Distribution

San Joaquin County Office of Emergency Services (OES) maintains the San Joaquin County Emergency Operations Plan (EOP) in the San Joaquin County (SJC) Emergency Operations Center (EOC) Library. This document, upon signature, will become an annex to the EOP. The primary method of EOP distribution is electronic, with a copy available in the Advanced File Library of the SJC web based information sharing database (WebEOC) and the SJC web page.

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1 INTRODUCTION

Multi-agency coordination is a process that allows multiple agencies and jurisdictions to work together more efficiently and effectively. Multi-agency coordination occurs regularly whenever personnel from different agencies interact for preparedness, mitigation, response, and recovery activities. Multi-agency coordination may be pre-planned with established protocols or occur on an informal basis, depending on the nature and scope of the emergency. Cooperating agencies that pre-establish operational procedures and protocols in advance can enhance coordination during emergencies.

The Standardized Emergency Management System (SEMS), National Incident Management System (NIMS), and Incident Command System (ICS) refer to a Multi-Agency Coordination System (MAC System) as the combination of facilities, personnel, equipment, and procedures that support effective information management, incident prioritization, and resource allocation. The primary function of a MAC System is to coordinate activities and prioritize incident demands for critical resources. MAC Systems provide support, coordination, and assistance with policy-level decisions. Emergency Operations Centers (EOC) and Multi-Agency Coordination Groups (MAC Groups) are two examples of MAC System elements.

The primary functions supported by a MAC System include:

- Situation Assessment. This consists of the collection, processing, and display of relevant information to create a common operating picture. It includes the receipt and verification of Situation Reports and may include the consolidation of multiple Situation Reports.

- Information Sharing. Multi-agency coordination supports information sharing between emergency response organizations and assists with keeping elected and appointed officials informed.

- Incident Prioritization and Resource Allocation. It is sometimes necessary to establish incident priorities for the allocation of scarce resources. MAC Groups (see below) are commonly used for this purpose. Primary considerations include:
  - Life-threatening situations;
  - The threat to property;
  - Environmental impact;
  - High damage potential;
  - Incident complexity;
  - Economic impact; and
  - Other criteria established by the MAC System.

- Support Interagency Activities. A primary function of the MAC System is to coordinate, support, and assist with policy-level decisions and interagency activities relevant to emergency management activities, policies, and strategies.

1.1 Multi-Agency Coordination Group

A MAC Group, sometimes called policy groups, and consist of representatives from stakeholder agencies or organizations. They are established and organized to make cooperative multiagency decisions. MAC Groups act as policy-level bodies during incidents, supporting resource prioritization and allocation, and enabling decision making among elected and appointed officials and those responsible for managing the incident (e.g., the Incident Commander).

MAC Groups typically consist of agency administrators, executives, or their designees who are authorized to represent and commit agency resources and funds. Pre-established MAC Group processes will facilitate the effectiveness of the MAC Group during an emergency with respect to the following functions:

- Provide coordinated decision making;

- Establish priorities;

- Commit agency resources and funds;

- Allocate scarce resources among cooperating agencies or jurisdictions; and

- Provide strategic guidance to support incident management activities.

Unlike Unified Command, they do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations. Elected and appointed officials are critical players in incident management. They are responsible for the safety and welfare of their constituents and the overall effectiveness of incident management efforts. Mayors, city managers, and county commissioners, for example, typically comprise the policy level of incident management and provide guidance regarding priorities and strategies for dealing with incident response and recovery. Incident personnel working in EOCs and on-scene share the responsibility for keeping elected and appointed officials informed regarding the situation, resource needs, and other pertinent information. Effective communication between incident personnel and policy-level officials fosters trust and helps ensure that all leaders have the information they need to make informed decisions. MAC Groups provide a way to organize policy-level officials to enhance the unity of effort at this senior level.

2 PURPOSE AND SCOPE

A large scale or multiple jurisdiction event will likely require collaboration and coordination between several entities throughout the San Joaquin Operational Area. The development of a San Joaquin County Operational Area Multi-Agency Coordination Group (SJC MAC Group) will provide a forum for agency administrators within the Operational Area, County, Cities, Special Districts and other jurisdictions which are, or may be impacted by an incident, to work together to share information, establish priorities, commit agency resources, allocate scarce resources and provide strategic guidance to support incident management activities.

When activated, the SJC MAC Group will provide a structure for making policy recommendations and prioritizing scarce resources. Specifically, the SJC MAC Group objectives will be to:

- Evaluate threat conditions

- Determine incident/threat priorities

- Maintain situational awareness and share information

- Determine priorities related to the use of critical resources

2.1 AUTHORITIES

The MAC System is a component of the California Standardized Emergency Management System (SEMS) as well as the National Incident Management System (NIMS). The California Emergency Services Act (CESA) requires the utilization of the SEMS for managing multi-agency and multi-jurisdictional responses to emergencies in California. The four components of SEMS are Incident Command System, Multi-Agency Coordination System, California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA) and Operational Area (OA) concept. The following authorities and references recognize the use of multi-agency coordination in emergency management:

- California Government Code Section 8607 (a) (2)

- Standardized Emergency Management System (SEMS)

- California Code of Regulations, Title 19, Division 2, Chapter 1: §2407 (d), §2409 (e) (3), §2411 (e), and §2413 (d)

- State of California Emergency Plan

- National Incident Management System (NIMS)

2.2 ASSUMPTIONS
- The San Joaquin County Operational Area has the primary responsibility of managing and coordinating resources within the geographic boundaries of the County.

- During an emergency or disaster, multiple jurisdictions may be called upon to respond to an event where critical resources will be in short supply.

- Local jurisdictions will retain their authority and responsibility for incidents within their boundaries in per SEMS/NIMS.

3 SJC MAC GROUP MEMBERSHIP

The SJC MAC Group membership is comprised of representatives from San Joaquin County government agencies, City Management, Special District Administrators or Designees, and other executive level management from jurisdictions which are or may be impacted by an incident that are responsible for mitigating the emergency and are authorized to commit agency resources and funds.

SJC MAC Group standard membership includes the following:

- County government

  - County Administrator
  - County Board of Supervisors
  - Director of Emergency Services
  - Director of Emergency Operations
  - County Health Officer

- - o Chiefs of Emergency Services
    - o Fire Mutual Aid Coordinator
    - o Law Mutual Aid Coordinator
    - o Emergency Medical Services
    - o Medical Health Operational Area Coordinator
- Local government
  - o City Managers
- Special District Administrator with vested interest in event
- Representative from Agency Having Jurisdiction (if different than above)

To provide specific information based upon an event or incident, the SJC MAC Group optional membership may include:

- Non-governmental Organizations (NGOs) that have a role in the response
- Private sector organizations (water/wastewater, utilities)
- Infrastructure owners and operators
- Other jurisdictions which are or may be impacted by the incident
- EOC Planning Section Chief

3.1 SJC MAC GROUP MEMBERS AUTHORITY

SJC MAC Group Members must have full authority to represent their agency to:

- Prioritize incidents.
- Establish scarce resource allocation priorities.
- Commit to expenditures of their organization's funds and utilization of resources.
- Provide information regarding resources, including:
  - o Ensure that their agency resource situation status is current.
  - o Determine specific agency resource capabilities and needs.
  - o Determine agency resource availability (including availability for out-of-jurisdiction assignment).
  - o Anticipate future resource needs and develop strategies and contingency plans.
- Conduct information coordination (communicate "decisions" back to agencies).

3.1.1   Jurisdictional Authority and Responsibility.

Membership within the SJC MAC Group does not impact jurisdictional authority or responsibilities.

The SJC MAC Group can request subject matter expertise, intelligence, or information regarding incidents from organizations without statutory or regulatory authority, such as:

- Emergency Medical Services (EMS) Providers
- Other jurisdictions which are or may be impacted or affected by the incident.

Assisting and cooperating agencies may attend SJC MAC Group meetings for technical input or to gain information, but will not participate in the decision-making process.

Building consensus on policy decisions, as previously outlined, allows the SJC MAC Group members to abate emergencies without having their statutory authorities compromised. Reaching consensus does not necessarily imply that the agreed-upon decision is every group member's first choice, but it represents the best decision that all members can support and collectively serves the emergency management process.

4   SJC MAC GROUP ORGANIZATION

During emergencies, the San Joaquin Operational Area is responsible for managing, coordinating information and resources, and for serving as a link in the system of coordination between the EOCs of the cities within the county and the Regional EOC (REOC). The SJC MAC Group is hosted at the OA EOC level, which provides them with some of the needed support as the situation warrants. The following positions of the EOC may support the SJC MAC Group as required:

- Planning Section Chief
    - o Resource Status Unit Leader
    - o Situation Unit Leader
    - o Documentation Unit Leader
    - o Technical Specialists
- Logistics Section chief
    - o Communications Unit Leader
    - o Facilities Unit Leader
- Public Information Officer

The SJC MAC Group may meet in person or by conference call; dependent upon the incident needs.

5   SJC MAC GROUP ACTIVATION

The Director of Emergency Services, Director of Emergency Operations, Chief of the emergency response, or affected City Manager may request the activation of the SJC MAC Group at any time they determine that activation is warranted. Upon request for activation, the requestor will:

- Notify the Director of Emergency Operations or EOC Director (if activated) to initiate activation of the SJC MAC Group, by calling the San Joaquin County Office of Emergency Services at 209-953-6200 during business hours or requesting through Sheriff's dispatch at 209-468-4421.
    - o The requestor will provide a list of issues needing SJC MAC Group action for the meeting agenda
- The Director of Emergency Operations or EOC Director will arrange a SJC MAC Group meeting either via conference call or at a physical location.

- The Director of Emergency Operations or EOC Director will ensure the members of the SJC MAC Group are notified, via the California Health Alert Network (CAHAN) and provided conference call information, meeting location, date and time of the meeting.

- The Director of Emergency Operations or designated MAC Group Coordinator will facilitate the meeting.

- Upon ending the meeting, the Director of Emergency Operations or designee will document the outcome from the session and file with event/incident documentation.

The SJC MAC Group will be adjourned when:

a. Scheduled coordination among agency executives and jurisdictions is no longer necessary.

b. The situation at the incident site has stabilized.

c. Incident support can be provided without a need for executive-level decision making.

d. The need for resource coordination has diminished.

6 SJC MAC GROUP RESPONSIBILITIES

- Prioritize incidents or jurisdictions based on the following factors:
  - o Life and Safety Threats
  - o Property/Infrastructure Damage Threats
  - o Potential for Loss and Resource Issues
  - o Incident Complexity and Duration
- Provide scarce resource allocation decisions or policy recommendations.

SJC MAC Group Members may also:

- Obtain situational information from their operational area.

- Communicate SJC MAC Group decisions to back to their organization.

- Maintain a dialogue with EOC/DOC, Incident Command Posts (ICP), and others, as necessary.

- Orient SJC MAC Group representative alternate(s) and keep them current on decisions, issues, and new business.

6.1.1 SJC MAC Group Coordinator

In some more significant instances, the Director of Emergency Services or Emergency Operations may identify a Coordinator to facilitate the meeting. The individual should be knowledgeable of the Incident Command System (ICS) and MACS within the Standardized Emergency Management System (SEMS). It is critical that the Coordinator has excellent facilitation skills and establish credibility with the SJC MAC Group members. The Coordinator serves as the SJC MAC Group business facilitator and helps to direct the SJC MAC Group toward accomplishing its mission. The Coordinator is not an agency representative who participates in the decision-making process. The Coordinator may request staff from the EOC to support the SJC MAC Group.

The Coordinator:
- Fills and supervises assigned personnel.

- Manages the meeting facility and ensures the necessary equipment is available (if in person).

- Facilitates the SJC MAC Group decision-making process, including the display of information and providing a situation assessment for incident priority setting and resource allocation.

- Establishes a schedule for meetings and conference calls and provides schedule and agenda information to all SJC MAC Group participants.

- Documents proceedings including conference calls or in-person meetings and distributes information to SJC MAC Group agency representatives and others as needed.

- Prepares the final documentation package of MAC Group proceedings.

- Facilitates conference calls and SJC MAC Group meetings.

6.1.2 SJC MAC Group Support

As previously indicated, support for the SJC MAC Group may be provided by the OA EOC. The following provides information on the support that may be needed from each identified position.

Logistics Section

- Arranges work area, equipment, and supplies for SJC MAC Group activities.

- Reserves conference call times and disseminate access information to all participants.

Planning Section

- Provides short term, strategic and contingency planning to meet SJC MAC Group needs. (*Planning Section Chief*)

- Collects the Situation Status Reports (ICS-209s) and any additional information required by the SJC MAC Group for prioritization and allocation of scarce resources and decision-making. (*Situation Unit Leader*)

- As needed, contacts Local EOCs for clarification and updates on incident status reports and needs. (*Situation Unit Leader*)

- Develops and displays all needed schedules, tables, datasheets, or other information. (*Situation Unit Leader*)

- Supervises any technical specialists requested by the SJC MAC Group. (*Situation Unit Leader)*

- Provides recommendations for the allocation and release of scarce resources. (*Resource Status Unit Leader*)

- Maintains and displays incident information for incident prioritization. (*Resource Status Unit Leader*)

- Tracks limited resource needs (orders) through the EOC Logistics Section and visually displays the allocation of scarce resources for the next operational period. (*Resource Status Unit Leader*)

- Create documentation packages for all SJC MAC Group decisions. (*Documentation Unit Leader*)

- Keeps accurate email distribution lists and other contact information for the distribution of decisions and documents. (*Documentation Unit Leader*)

- Records meeting minutes. (*Documentation Unit Leader*)

- Ensures accurate SJC MAC Group membership contact information. (*Documentation Unit Leader)*

Technical Specialists may be used to gather, analyze, and display data, develop reports, prepare briefings for the SJC MAC Group and provides projections on the consequences of alternatives being considered.

- The technical specialist is not a voting SJC MAC Group member.

- The technical specialist role is to provide technical information/expertise related to a specific issue brought before the SJC MAC Group.

- The purpose of the information provided by the technical specialist is to assist the SJC MAC Group in making an informed decision.

Public Information Officer

Communicates SJC MAC Group decisions to the Joint Information Center (JIC) and maintains appropriate dissemination of information to the public about the MAC Group activities.

7 OPERATIONAL GUIDELINES

Day to day policy decisions are made by officials at the jurisdictional level.

7.1 ACTIVATION TRIGGERS

The SJC MAC Group is activated

By any of the following:

- Director of Emergency Services;

- Director of Emergency Operations;

- Chief of the emergency response; or

- Affected City Manager.

When:

- Scarce resources need to be allocated and/or,

- A need to prioritize multiple incidents and/or,

- The need to recommend new or amended policy, and/or,

- The need to solve multiple Operational Area issues.

SJC MAC Group Meeting Objectives:

- Provide an informational update on the situation status.

- Prioritize incidents

- Allocate scarce resources.

- Support for policy level decision-making.

- Information sharing.

Attendance

Members of the SJC MAC Group should attend all meetings when requested in person or by teleconferencing.

7.1.1 Meeting Procedures

- The Director of Emergency Services or assigned MAC Group Coordinator will facilitate conference calls and meetings. Conference calls will be scheduled as necessary

- All routine meetings will begin at predetermined times.

- Meetings should last no longer than 30 minutes.

- Coordination/information sharing between the Coordinator and the SJC MAC Group should happen before the SJC MAC Group meetings to ensure issues are clearly and concisely described and managed.

- Recommended issues for discussion during SJC MAC Group meetings will be summarized in writing by the SJC MAC Group Representative requesting the meeting in advance of all meetings.

- New issues will be conveyed from the Coordinator to the group in one of the following ways: conference calls before a meeting, in writing before a meeting or at the beginning of a meeting for last-minute issues.

- All briefing materials will be included in the permanent SJC MAC Group record in the OA EOC by the Documentation Unit.

7.1.2 Meeting Format

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

1) Call to Order

2) Roll call / Introductions

3) Briefing:

   - Current situation update, probable future situation (e.g. assessment of the current incident for event, projected impact from the incident, related resource needs, projected issues, or mutual aid needs);

   - Current issues described;

   - New issues introduced; and

- Questions/clarification.

4) Discussion/Decision:

- Review past unresolved issues and identify new issues;

- Allocate scarce resources;

- Develop policy/directions

- Prioritize Incidents

- Agree on action plan

5) Output :

- Decisions/priorities/allocations determined and communicated to affected parties;

- Decision action is identified and documented;

6) Determine subsequent meeting schedule, if needed.

7) Adjourn.

7.1.3 Documentation & Record Keeping

The following should be documented and retained by appointed staff:

- Attendance at all SJC MAC Group meetings.

- All information presented at SJC MAC Group meetings.

- SJC MAC Group decisions and supporting documentation.

- All daily critical resource allocation documents.

- All decision criteria used by the SJC MAC Group to prioritize incidents and allocate critical resources.

- All notes taken during SJC MAC Group meetings and conference calls (These materials are subject to external requests).

The documentation package will be developed by the Documentation Unit, unless otherwise indicated, and will be retained by the OA EOC with the event/incident documentation.

7.1.4 Communicating SJC MAC Group Decisions

All official decisions will be printed and signed by the Coordinator or Voting SJC MAC Group Members.

- All SJC MAC Group decision documents will be promptly disseminated to SJC MAC Group members via agreed upon method, i.e., email.

- SJC MAC Group members will be responsible for disseminating to their organizations as appropriate.

- SJC MAC Group decisions may be made available to the public through the OA EOC Public Information Officer, or through coordination with the OA Joint Information Center (JIC).

APPENDIX A: SJC MAC GROUP MEETING AGENDA CHECKLIST

1. SJC MAC Group members notified.
2. Time and location determined and communicated.
3. Meeting agenda and SJC MAC Group issues prepared by facilitator.

Introduction

- Review and affirm working guidelines
- Welcome new members
- Optional well-being check-in with members

Briefing Portion (Dependent upon type of incident)

- Incident Briefing
- Current Response Activities, probable future situation
- Weather Situation Report
- Resource Status Report
    - o Resource needs, projected issues
    - o Response capability
- Identification of Scarce Resources
- Current issues described;
- Questions/clarification.

Discussion/Decision/Recommendation Portion

- Review unfilled Scarce Resource needs
- Discussions, decisions, and/or recommendations on issues
- Allocate or recommend allocation of scarce resources
- Discuss how to resolve media and VIP interface issues
- Consider needs for contingency and strategic specific plans

SJC MAC Group Meeting Outcomes

- Decisions/recommendations/priorities/allocations determined and communicated to affected parties;
- Decision or recommended action is identified, documented and shared with members;
- Plan in place for media interfacing.
- Plan in place to continue to monitor/follow-up as needed

Adjourn when SJC MAC Group Issue has been resolved and the group discussions are no longer needed.

APPENDIX B: SAMPLE MEETING AGENDA

1) Call to Order

2) Roll call / Introductions

3) Briefing:

   - Current situation update, probable future situation (e.g. assessment of the current incident for event, projected impact from the incident, related resource needs, projected issues, or mutual aid needs);

   - Current issues described;

   - New issues introduced; and

   - Questions/clarification.

4) Discussion/Decision:

   - Review past unresolved issues and identify new issues;

   - Allocate scarce resources;

   - Develop policy/directions

   - Prioritize Incidents

   - Agree on action plan

5) Output :

   - Decisions/priorities/allocations determined and communicated to affected parties;

   - Decision action is identified and documented;

6) Determine subsequent meeting schedule if needed.

7) Adjourn.

APPENDIX C: ACRONYMS

CAHAN	California Health Alert Network
CESA	California Emergency Services Act
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MAC Group	Multi-Agency Coordination Group
MACS	Multi-Agency Coordination System
MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
NGO	Non-governmental Organizations
NIMS	National Incident Management System
OA	Operational Area
OA EOC	Operational Area Emergency Operations Center
OES	Office of Emergency Services
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System