2011 October 29 Winter Storm
Peak Utility Outage Map

Percentage of Customers Out

Berkshire County

Multi-Agency Coordination Center (MACC)

Concept of Operations

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1.0 INTRODUCTION AND EXECUTIVE SUMMARY

The Western Regional Homeland Security Advisory Council (WRHSAC) provides planning, financial, and technical resources to the four western counties of the Commonwealth of Massachusetts: Berkshire, Franklin, Hampshire, and Hampden. Recent regional disasters, such as the June 1, 2011 Tornado, Tropical Storm Irene, and the 2011 October Snowstorm severely impacted and challenged the local municipalities within the WRHSAC region to effectively respond to emergency impacts. After action reports developed revealed that local EOCs had insufficient support and that broader regional coordination amongst communities was required in order to more efficiently manage resources, emergency support functions and non-government organizations. Deficiencies existed in a variety of areas such as the ability to provide critical emergency support within a timely manner, sharing information and establishing common operating picture, providing sheltering services, and performing resource management.

Recognizing these capability gaps, WRHSAC has endeavored to enhance the Region's ability to coordinate future regional response and recovery efforts through the development of this Berkshire County Multi-Agency Coordination Center (MACC) Concept of Operations. This Concept of Operations establishes the following:

- There are three Sub-Regional MACCs based on the three existing REPC/REOC: North, Central and South.
- Each Sub-Regional MACC will be operated by its member communities with support from additional and/or qualified entities (i.e. Regional IMT).
- A MACC Oversight and Operations Group (MOOG) will be designated for each Sub-Regional MACC, and will responsible for managing the MACC program.
- In the event of a county wide or extended emergency, each Sub-Regional MACC will activate at its highest level in order to support designated communities within each Sub-Region, to facilitate mutual aid across Sub-Regions, and to coordinate with the MEMA Region (REOC).
- Each community will continue to be responsible for its own resources and expenses, including staffing.
- The MACC Host will be responsible for the facility costs associated with operating a Sub-Regional MACC facility.

1.1 PURPOSE

The purpose of this guidance is to establish a Concept of Operations for the utilization and operation of Multi-Agency Coordination Centers (MACCs) and to provide specific delineation on the manner in which the MACC Concept of Operations is to be implemented within Berkshire County. MACCs will enhance response and recovery efforts between and amongst local, regional, and state emergency management entities. This document supports the foundational policies and a concept formally established within the WRHSAC Regional Concept of Operations and provides additional guidance pertaining to how multiple Sub-Regional MACCs will activate, operate and coordinate in support of local communities affected by emergencies within Berkshire County. This guidance will serve as an extension of the existing emergency management structure and response and recovery system presently in place within the Commonwealth and takes a bottom up approach.

1.2 SCOPE

The Berkshire County MACC Concept of Operations applies to Berkshire County and the three Sub-Regional MACCs that will operate within the Northern, Central, and Southern areas of Berkshire County.

- Multi-agency coordination will not supersede municipal or state emergency plans, policies, command and control structures, or operations, nor will it govern direct local governmental or local agency efforts.
- Emergency preparedness and response efforts will continue to remain within the domain and responsibility of individual communities operating within Berkshire County. These responsibilities include coordinating activities among agencies within a community, other municipalities through mutual-aid agreements, and private organizations.
- The Berkshire County MACC Concept of Operations will support local emergency preparedness, response and recovery efforts.   Utilization of the MACC ConOps will enable a regional approach that enhances local response and recovery efforts through coordination between affected and non-affected jurisdictions within a defined area of operation.

1.3 AUTHORITY

As a result of the Homeland Security Act of 2002, mandates surrounding domestic incident management have been declared through the issuance of multiple Homeland Security Presidential Directives (HSPDs). The implementation and operation of Multi-Agency Coordination Systems and Centers within established local and regional emergency management response and recovery structures is consistent with National level policy as they allow for increased coordination and integration of capabilities.

The major HSPDs that have an impact on local emergency management systems and the operation of Multi-Agency Coordination Centers include:

- Homeland Security Presidential Directive-5 (HSPD-5) presented the introduction of the National Incident Management System (NIMS) as a means to manage all domestic incidents.
- Homeland Security Presidential Directive-7 (HSPD-7) established national level policy for the identification, prioritization, and protection of critical infrastructure.
- Homeland Security Presidential Directive-8 (HSPD-8) describes the manner in which the United States will prepare for an incident. It established the need to enhance preparedness efforts through the application of an all-hazard approach, as well as the utilization of the newly developed National Preparedness Goal (NPG) and the National Response Framework (NRF).

The Berkshire County Sub-Regional MACCs will operate under the authority of established Commonwealth of Massachusetts, local (town to town), and regional (WRHSAC) mutual aid. The following mutual aid compacts include:

- Statewide Mutual Aid Compact, Massachusetts General Law (MGL) Chapter 40 Section 4J

- Western Massachusetts Intergovernmental Emergency Mutual Aid Agreement

Massachusetts has a Statewide Mutual Aid Agreement and has adopted an opt-in format. Once a community has opted in they can send and/or request assets from any other community within the Commonwealth that has also opted into the agreement. This agreement addresses liability, workers compensation, payment of resources, etc. It can be activated for any public safety incident/event.

Further work has been completed within the WRSHAC region, where communities have participated, authorized, and utilized a region-specific mutual aid agreement regarding the provision of resources and/or assistance during emergency situations.

1.4 PLANNING ASSUMPTIONS AND CONSIDERATIONS

The following section outlines the planning assumptions surrounding the design and development of the Berkshire County Sub-Regional MACC Concept of Operations:

- Multi-agency coordination provides regional coordination, which is consistent with NIMS and the Incident Command System concept of "manageable span of control."
- Regional coordination is necessary to alleviate overburdening the Commonwealth's (MEMA) response in supporting multiple local governments that are in need. Berkshire County Sub-Regional MACCs will provide span of control by gathering information and coordinating regional or state resource needs and deployments across counties, jurisdictions, agencies and facilities affected by an emergency situation and requiring assistance.   Each Sub-Region of Berkshire County will operate a MACC, as needed, responsible for fulfilling a coordinative role that will aid in enhancing and streamlining emergency response and recovery efforts.
- Multi-agency coordination already occurs and will continue to occur within and across the local communities in Berkshire County. The MACC will support these efforts.
- To complete required MACC tasks, the jurisdiction/agency serving as the MACC host will require additional personnel to supplement current staffing. These personnel will be provided by cities/towns supporting the operation of each Sub-Regional MACC, and by other entities that are qualified and/or approved by each Sub-Regional MACC Oversight and Operations Group (i.e. Regional IMT teams).
- It is up to each individual jurisdiction to participate in the MACC project and operations. All local and regional entities/disciplines/agencies that choose to participate in this Plan will act in accordance with this Plan within their jurisdiction's purview.
- Fiscal policy and costs incurred during response and recovery efforts are the responsibility of each individual jurisdiction or agency. Local government expenses may be eligible for reimbursement under Public Assistance pursuant to the Robert T. Stafford Act.

The following are the planning assumptions and considerations associated with the implementation of a three Sub-Regional MACC approach within Berkshire County.

- The Berkshire County Sub-Regional MACC is at the very core of implementing a regionally coordinated approach to emergency management in Western Massachusetts.
- A Berkshire County Sub-Regional MACC provides the means for coordinating emergency response needs for communities during large-scale events affecting the region.
- Local officials are knowledgeable of the previously developed Local Concept of Operations and this Berkshire County MACC Concept of Operations.
- Berkshire County communities support the adjusted approach as outlined within this Berkshire County Sub-Regional MACC Concept of Operations.

2.0 CONCEPT OF OPERATIONS

A Multi-Agency Coordination Center (MACC) is the physical location and facility in which integrative and coordinative activities will occur. A MACC facility is where representatives from multiple agencies and facilities gather to coordinate information, regional resource needs, and response efforts on a regional level.

A MACC is a critical element of a regional incident management strategy that provides support to local Emergency Operations Centers (EOC) in the form of resources and information. Berkshire County MACCs will coordinate regional resources and information in order to support communities requiring assistance.

2.1 GENERAL OVERVIEW

The Berkshire County MACC Concept of Operations provides guidance that is intended to facilitate consistent actions required of MACCs in conducting coordinative and supportive operations to local communities and local EOCs during emergency incidents that require regional intra-county, regional inter-county, and/or WRHSAC Region-wide assistance.

Berkshire County will host three separate MACC facilities located within three Sub-Regions of Berkshire County (Northern, Central, and Southern). Each MACC will be aligned with a Sub-Region's Regional Planning Committee (REPC) and within facilities capable of hosting Sub-Regional MACC operations. The locations for the three Berkshire County Sub-Regional MACCs are as follows:

- Northern Berkshire Regional MACC - North Adams EMS Facility
  The North Adams EMS Facility, located at 10 Harris Street, North Adams, MA 01247 has previously served as a Regional Emergency Operations Center (REOC) during prior emergencies.
- Central Berkshire Regional MACC - Berkshire County Sheriff's Department
  The Berkshire County Sheriff's Department, located at 467 Cheshire Road, Pittsfield, MA 01201 has previously served as a Regional Emergency Operations Center (REOC) during prior emergencies.
- Southern Berkshire Regional MACC - Great Barrington Fire Station
  The Great Barrington Fire Station, located at 37 State Road, Great Barrington, MA 01230 has previously served as a Regional Emergency Operations Center (REOC) during prior emergencies.

During emergency incidents, a Berkshire County Sub-Regional MACC facility will support local emergency operations within the Sub-Region, while abutting MACCs provide assistance if and/or when circumstances require. This strategy will create a manageable span of control that amounts to roughly 8 - 12 towns per Sub-Regional MACC facility. During larger scale or prolonged emergencies (i.e. a county-wide emergency event lasting days or weeks) in which the activation and operation of all three Sub-Regional MACCs is required, each Sub-Regional MACC will operate at its highest activation level in order to support their designated cities/towns, to facilitate required coordination across Sub-Regions, and to coordination with the MEMA Region III REOC in Agawam, MA.

MACC Oversight and Operations Group (MOOG)

Each Berkshire County Sub-Regional MACC facility will operate a MACC program based upon the foundational concepts outlined within this Concept of Operations and/or further defined by a MACC Oversight and Operations Group (MOOG) assigned to each MACC. MOOGs will be responsible for establishing and implementing all foundational MACC concepts and services defined within this ConOps. This role will also include coordinating with all required local officials within the defined regional area, maintaining a MACC program, and ensuring for the management of logistical and facility operational needs (See Appendix for additional detail).

2.2 MACC SERVICES AND SUPPORT

The Berkshire County Sub-Regional MACCs located within the Northern, Central and Southern regions of Berkshire County will serve local communities by providing a number of different types of services. These services include the following:

- Providing a single point of contact for partner agencies.
- Supporting situational awareness and the establishment of common operating picture.
- Supporting and providing resource management, including coordinating with MEMA's REOC in Agawam, MA.
- Providing coordination and support for regional sheltering, regional evacuation or large-scale disease outbreaks.
- Providing regional Joint Information System (JIS) coordination and support, including monitoring social media and rumor control.
- Supporting local incident management policies and activities as needed/required.

Single Point of Contact

- Provide a single point of contact for local partner agencies such as utilities; hospitals; social service agencies; and community organizations such as the American Red Cross, Salvation Army, Medical Reserve Corps and Food Bank.
- Provide a single point of contact for other regions and partners.

Situational Awareness

MACCs will support impacted and non-impacted communities through the provision of situational awareness and planning services as a means to establish a common operating picture among local communities and the MEMA REOC. This task will involve a variety of actions, including:

- Receiving notification of Notice or No-Notice Event and activating the MACC as appropriate.

- Performing an Initial Assessment of the situation regarding the scope and breadth of communities within the Sub-Region that are impacted vs. non-impacted.

- Monitoring, collecting, evaluating, and processing information to develop a Situation Report in order to establish and maintain a Common Operating Picture (COP) between the local level and MEMA REOC.

- Providing Situation Assessment and enhancement of Common Operating Picture through information sharing with the local community EOCs within the Sub-Region, other Berkshire County MACCs and the MEMA Region III/IV Emergency Operations Center in Agawam

- Monitoring and supporting the dissemination of situational awareness to local communities via WebEOC, social media, email, GIS maps, situational awareness statements (and updates), situation reports, etc.

- Assisting in regional evacuation, regional sheltering or large-scale disease outbreak efforts by providing situational awareness and tracking/monitoring status.

Resources Management

MACCs will support impacted and non-impacted communities through the provision of resource coordination services as a means to update and maintain information regarding the resources that have been requested and deployed within the MACC Sub-Region. This task will involve a variety of actions, including:

- Coordinating critical information between and amongst communities regarding resource shortages/needs, resource acquisition, allocation, resource deployment and management, and resource demobilization.

- Coordinating on behalf of requesting communities with the MEMA REOC with regard to resource shortages/needs, resource acquisition, allocation, deployment and demobilization.

- Assisting local communities with data collection and management, especially needed for potential re-imbursements.

Regional Sheltering and Regional Evacuation Coordination and Support

MACCs will support impacted and non-impacted communities through the coordination of regional sheltering and/or evacuation needs. This task will involve a variety of actions, including:

- Working with impacted communities to determine regional shelter locations and evacuation routes.

- Supporting the acquisition, deployment, and/or demobilization of equipment and staff required to operationalize regional sheltering and evacuation efforts.

- Tracking the ongoing status of regional sheltering and evacuation operations and resources used.

Joint Information System

MACCs will support impacted and non-impacted communities through the provision of Joint Information System (JIS) services as a means to maintain a single voice in communication with the public. This task will involve a variety of actions, including:

- Receiving notification of Notice or No-Notice Event and activating the MACC as appropriate.

- Performing an Initial Assessment of the situation regarding the scope and breadth of communities within the Sub-Region being impacted.

- Monitoring media and social media, assisting with rumor control, and supporting and coordinating with Incident Public Information Officers (PIO) to determine information requirements and/or needs.

- Coordinating and sharing information with the MEMA PIO and Joint Information Centers (JICs).

- Developing and providing timely public news releases and media advisories that reflect cooperation and support of other agencies.

- Developing and disseminating information via social media outlets.

2.3 MACC OPERATIONAL SCALABILITY

Since all incidents begin and end locally, the Berkshire County MACC Concept of Operations will be implemented in a manner that adheres to local control and authority while providing regional support. Berkshire County Sub-Regional MACCs will utilize a scalable, modular organizational structure based on the magnitude, type and complexity of an event occurring on a local or regional basis. Incidents, emergencies, and disasters that occur within Berkshire County will continue to be managed at the lowest possible jurisdictional level and supported by additional coordinative capabilities that exist at the regional level within each MACC. MACCs will only be activated for notice/no-notice emergencies or planned events that require regional level coordination.   The following section provides a demonstration of the scalable nature of the Berkshire County Sub-Regional MACCs.

2.3.1 LOCALIZED EMERGENCY INCIDENT REQUIRING LIMITED MACC SUPPORT

A localized emergency event within the county (e.g. significant local facility fire or local evacuation) requiring mutual aid from abutting jurisdictions. If activated, the MACC would provide situational awareness while standing by for the possibility of providing additional support to affected communities.   Operations will likely last for 1-2 operational periods.

2.3.2 LOCALIZED EMERGENCY INCIDENT REQUIRING REGIONAL MACC SUPPORT

A localized emergency event within the county requiring intra-county coordination assistance such as during a Mass Casualty incident where local hospitals would need support. Other types of emergencies where multiple communities are requesting MEMA support such as affected jurisdictions requesting sandbags, vehicles, and/or other flood prevention equipment to assist in embankment operations as well as additional communities requesting assistance in providing transportation or sheltering assistance to affected populations might require a MACC activation. There may also be a need to coordinate messaging to the public about closed streets and evacuation routes. The MACC would be activated in order to provide situational awareness and to facilitate intra-county mutual aid, resource management, and information sharing. The MACC would also track local resource requests that have been submitted to the MEMA REOC. Operations will likely last for several days during the duration of response and recovery operations.

2.3.3 EMERGENCY INCIDENT REQUIRING AREA WIDE COORDINATION (I.E. COUNTY-WIDE)

A regional emergency incident within and across Berkshire County, (i.e. significant winter storm or hurricane) requiring intra-county, inter-county, and region-wide coordination assistance.   A significant number of communities have reported power outages, shelter activations, blocked roads, and damage to infrastructure. The affected Sub-Regional MACC or MACCs would be activated in order to provide situational awareness, resource support, and joint information support, as well as to facilitate intra-county, inter-county, and assistance from the MEMA REOC in Agawam. The MACC will also assist with data collection and management to support local communities in obtaining reimbursements. Operations will likely last for several weeks and possibly months, depending upon the level of severity, displaced populations, damage to local infrastructure, or general status surrounding the reimbursement of expended emergency funds.

2.4 MACC ACTIVATION

Each individual Berkshire County Sub-Regional MACC will follow the same activation protocol. MACCs may be activated in response to two types of scenarios or conditions. These scenarios or conditions include:

(1) Bottom up or Ground Level Approach:
   In this scenario, notifications are received by the Sub-Regional MACC from one or more l communities or agencies impacted by an event and requiring MACC assistance/coordination.

(2) Top Down Approach:
   In this scenario, the MACC Oversight and Operations Group (MOOG) will activate a Sub-Regional MACC in anticipation of a likely need to support impacted communities or in response to an actual emergency incident affecting multiple communities. This approach is consistent with FEMA's Strategic Plan and guidance that encourages early deployment as being more effective than beginning operations support later in an emergency.

Sub-Regional MACC activations will be performed in coordination with EOC activations at the local and state level (MEMA regional and/or state emergency operations centers). Berkshire County Sub-Regional MACCs will follow a three-level activation protocol that operates in parallel with state and federal emergency operations center activation levels. The MACC activation levels and levels of support are as follows:

- Standby/Alert/Monitoring Activation Level
  - No positions staffed.
  - Standard day-to-day operations and event monitoring.

- Partial Activation Level
  - Staffing of 1-2 persons, and/or contingent upon scope/severity of emergency event.
  - Activation of one or two ESF Desks, dependent upon scope/severity of emergency event.
  - Development, coordination and promulgation of Situation Reports.
  - Facilitation and coordination of resource requests, tracking and management as required.
  - Coordination with the MEMA REOC
  - Joint Information System (JIS) Functional Support

- Full Activation Level
  - Full activation of MACC staff.
  - Modular ESF activation dependent upon scope/severity of emergency event.
  - Development, coordination and promulgation of Situation Reports
  - Facilitation and coordination of resource requests, tracking and management as required.
  - Coordination with the MEMA REOC.
  - Joint Information System (JIS) Functional coordination and support.

The following sections describe scenario-based activation triggers and conditions which will guide the activation of each Sub-Regional MACC.

2.4.1 MACC ACTIVATION TRIGGERS

The following table demonstrates an example of the methodology surrounding the activation of single and/or multiple Sub-Regional MACCs to a hurricane (notice) event. This activation methodology will apply to any significant emergency incident occurring within Berkshire County which requires support from single and/or multiple Sub-Regional MACCs.

Table 1: MACC Activation Triggers

If the Scenario/Conditions are as follows:	And the Affected MACC(s) include:	Then the MACCs will activate as follows:
Warning of an event such as an oncoming hurricane (>72 hours before landfall)	All three Sub-Regional MACCs	Monitor/Standby
Warning of an event such as an oncoming hurricane (<24 hours before landfall)	All three Sub-Regional MACCs	Partial Activation
Hurricane produces emergency conditions within one Sub-Region.	MACC in affected Sub-Region	Fully Activated to respond to emergency
	Abutting/support MACCs in other two Sub-Regions	Partial Activation to provide support
Hurricane produces emergency conditions within two Sub-Regions.	MACCs in affected Sub-Regions	Fully Activated to respond to emergency
	Abutting/support MACC in other Sub-Regions	Partial Activation to provide support
Hurricane produces emergency conditions across entire Berkshire County	All three MACCs in Berkshire County	Fully Activated to respond to emergency

		All three MACCs operate at Full and coordinate with MEMA REOC

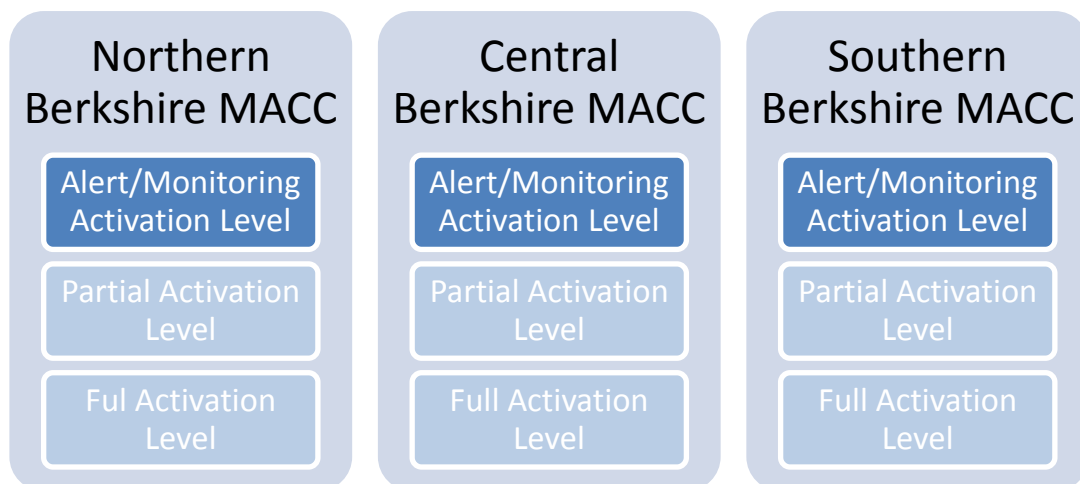## 2.4.2 STANDBY/ALERT/MONITORING ACTIVATION LEVEL

Sub-Regional MACCs are not required to operate on a 24-7/365 basis; however, the host facility owner may already be operating full-time while monitoring operations within the Sub-Region. This activation level involves a steady and continuous state of monitoring as a means for maintaining standard situational awareness. Most emergency events that occur on a day-to-day basis will be managed by local communities themselves and/or as a part of basic mutual aid with abutting or neighboring communities.

Table 2: Standby/Alert/Monitoring Activation Level Example Events and MACC Actions

Event/Situation Examples	MACC Activation Level – Standby/Alert/Monitoring Activation Level
- Severe Weather Advisory - Moderate incidents involving 2 or less organizations - Localized utility failures - Hazardous Material spill/release (Minor) - Transportation accident involving HAZMAT	- No positions staffed. - Standard day-to-day operations and event monitoring.

For many of these types of incidents, the MACC will not be activated, however, MACC personnel may be informed and placed on alert for events that potentially could require regional support and/or lead to a Partial Activation of a Sub-Regional MACC.

Figure A: All Sub-Regional MACCs Activated at Standby/Alert/Monitoring

Northern Berkshire MACC	Central Berkshire MACC	Southern Berkshire MACC
Alert/Monitoring Activation Level	Alert/Monitoring Activation Level	Alert/Monitoring Activation Level
Partial Activation Level	Partial Activation Level	Partial Activation Level
Ful Activation Level	Full Activation Level	Full Activation Level

Note – The above diagram (Figure A) demonstrates how the three Berkshire County Sub-Regional MACCs are in Alert/Monitoring/Standby Activation level. This is the default activation level during all normal operations.

2.4.3 PARTIAL ACTIVATION LEVEL

During a Partial Activation, an emergency event occurs and cannot be managed with a typical normal or mutual-aid assisted response within or across local community boundaries (i.e. day-to-day and/or abutting community mutual aid). An emergency event may also impact several communities or a considerable portion of a Sub-Region of Berkshire County. Additional coordination and regional assets may be required, necessitating the activation of the closest Sub-Regional MACC facility in order to coordinate and support the response to the emergency event. These types of events may also require enhanced operations and/or planning, as operational periods extend beyond a typical duration. A Sub-Regional MACC will provide assistance and support to the communities affected by the emergency event.

Table 3: Partial Activation Level Example Events and MACC Actions

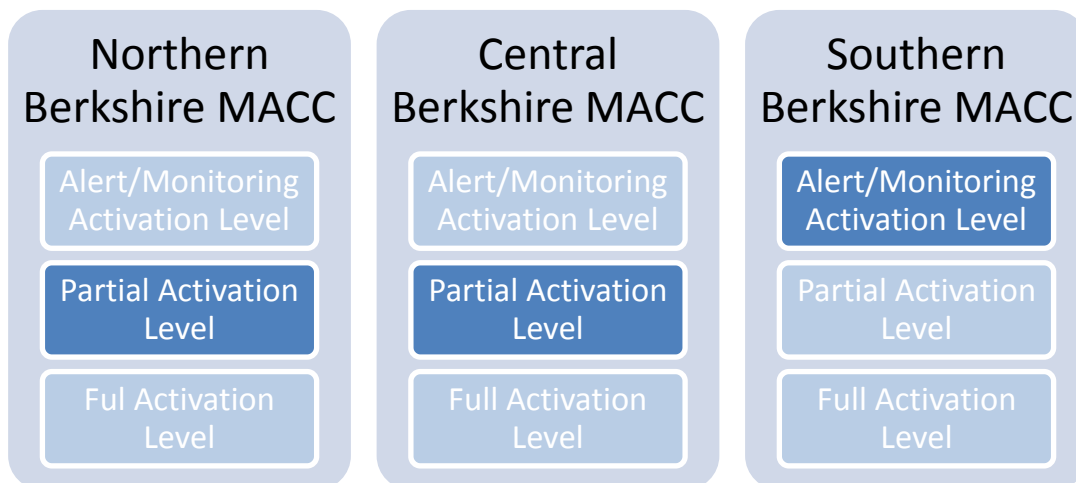| Event/Situation Examples	MACC Activation Level – Partial Activation Level
• Large incidents involving 2 or more Communities • Extended localized Utility Outages • Wildfire threatening segment of Sub-Region and/or county • Hazardous Material spill/release	➢ Staffing of 1-2 persons, and/or contingent upon scope/severity of emergency event. ➢ Activation of one or two ESF dependent upon scope/severity of emergency event. ➢ Development, coordination and promulgation of Situation Reports. ➢ Facilitation and coordination of resource requests, tracking and management as required. ➢ Joint Information System (JIS) Functional Support and coordination with MEMA REOC.

Partial Activation of One MACC with Activation of Supporting/Abutting Sub-Regional MACCs

An emergency event as described above will result in the activation of the affected Sub-Region's MACC to a Partial Activation Level within the Sub-Region where the event has occurred. For emergency events that run the possibility of escalation due to either the level of severity/impact and/or the movement of an event to a neighboring Sub-Region, a second Sub-Regional MACC facility may elect to activate at a lower or equal level of operation in order to monitor or provide assistance to the primary Sub-Regional MACC facility. Therefore, a Partial Activation of the MACC in the affected Sub-Region may also result in an activation of a supporting/abutting Sub-Regional MACC facility.

A previous real world example of this situation is the recent loss of communication antenna farm that was located in North Adams, MA in March 2014. This loss of communications was experienced primarily within the Northern section of Berkshire County; however, monitoring of the event was required within the abutting Central section of Berkshire County as well.

Figure B: 2 MACCs in Partial Activation and 1 in Standby/Alert/Monitoring

Northern Berkshire MACC	Central Berkshire MACC	Southern Berkshire MACC
Alert/Monitoring Activation Level	Alert/Monitoring Activation Level	**Alert/Monitoring Activation Level**
Partial Activation Level	**Partial Activation Level**	Partial Activation Level
Ful Activation Level	Full Activation Level	Full Activation Level

Note – The above diagram (Figure B) represents two MACCs activating to a Partial Activation Level. The Northern MACC may be directly supporting an emergency event, while the closest neighboring MACC (Central) raises its own activation Level to Partial in order to assist the Northern MACC. Because the no impact has triggered further activation of the Southern MACC, it remains at the Alert/Monitoring/Standby Activation Level.

2.4.4 FULL ACTIVATION LEVEL

This type of scenario is likely to encompass a large geographic area and will quickly consume local resources. Sub-Regional MACCs will activate all appropriate staff and ESFs in order to support local EOCs and considerable coordination will occur between locally affected communities and the State REOC located in Agawam, MA. Local communities will rely heavily upon the MACC to support the management and tracking of resources and staff.

Table 4: Full Activation Level Example Events and MACC Actions

| Event/Situation Examples	MACC Activation Level - Full Activation Level
• Major or regional emergency with multiple or all communities requiring heavy resource needs • Large-scale Hazardous Material spill/release • Hurricane, Ice Storm, or Blizzard affecting Entire County • Major wildfire affecting County • Pandemic/Epidemic Disease Outbreak	➢ Full activation of MACC staff. ➢ Modular ESF activation dependent upon scope/severity of emergency event. ➢ Development, coordination and promulgation of Situation Reports ➢ Facilitation and coordination of resource requests, tracking and management as required. ➢ Joint Information System (JIS) Functional Support and coordination with MEMA REOC.

Full Activation of a Single Berkshire County Sub-Regional MACC

For emergency events that run the possibility of escalation due to either the level of severity/impact and/or the movement of an event to a neighboring Sub-Region, the other two Sub-Regional MACC facilities will most likely activate a Partial and/or Full Level of operation in order to monitor or provide assistance to the primary Sub-Regional MACC facility operating at the Full Activation Level. Therefore, a Full Activation of the MACC in the affected Sub-Regions may also result in an activation of supporting/abutting Sub-Regional MACC facilities.

A previous real world example of this situation is the fire that occurred at the TCI chemical plant in Ghent, NY in August of 2012. This event heavily affected the Southern portion of Berkshire County (community shelter-in-place protective actions), while additional monitoring was required within the Central portion of Berkshire County.

Figure C: 1 MACC in Full Activation, 1 MACC in Partial Activation, and 1 MACC in Standby/Alert/Monitoring

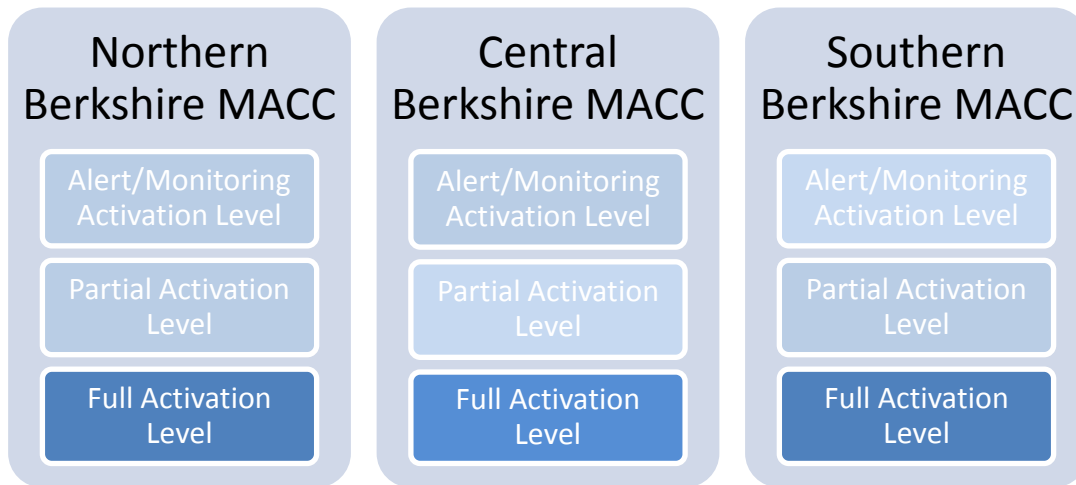| Northern Berkshire MACC	Central Berkshire MACC	Southern Berkshire MACC
Alert/Monitoring Activation Level	Alert/Monitoring Activation Level	Alert/Monitoring Activation Level
Partial Activation Level	**Partial Activation Level**	Partial Activation Level
Full Activation Level	Full Activation Level	**Full Activation Level**
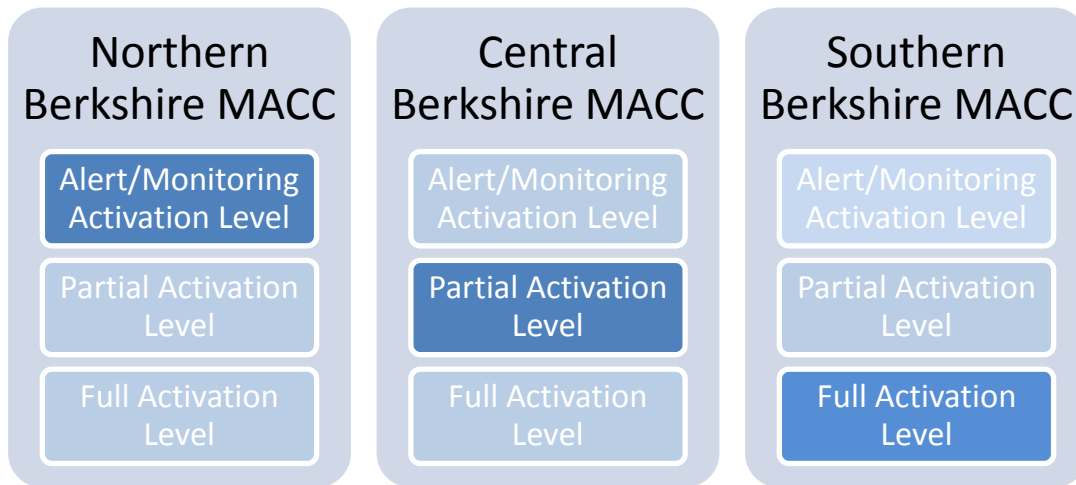
Note – The above diagram (Figure C) represents an escalation of activation up to the Full Activation Level. The Southern MACC may be directly supporting an emergency event and has activated to a Full Activation Level, while the closest neighboring MACC (Central) raises its own activation Level to Partial, in order to assist the Southern MACC. Because the no impact has triggered further activation of the Northern MACC, it remains at the Alert/Monitoring/Standby Activation Level.

Full Activation of All Berkshire County Sub-Regional MACCs

For emergency incidents that impact the entire Berkshire County region, all three Sub-Regional MACCs will activate to support each corresponding Sub-Region of the County and their local communities. Under these conditions, each single Sub-Regional MACC will support their designated communities within their specific sub-region. Sub-Regional MACC's will communicate and coordinate with one another in order to facilitate resource needs across each Sub-Region. Each Sub-Regional MACC will be responsible for coordinating sub-regional resource requests, in addition to managing and/or monitoring requests for assistance to the MEMA Region III EOC located in Agawam, MA.

A previous real world example of this situation includes the October 2011 Snowstorm and/or Hurricane Irene. For both of these events, numerous communities were affected across Berkshire County. A significant amount of support was required in order to establish real-time situational awareness while also coordinating and managing extensive resource requests. Figure 4 on the following page depicts all three Sub-Regional MACC's operating at Full Activation in support of their impacted communities.

Figure D: 1 All MACCs at Full Activation Level

Northern Berkshire MACC	Central Berkshire MACC	Southern Berkshire MACC
Alert/Monitoring Activation Level	Alert/Monitoring Activation Level	Alert/Monitoring Activation Level
Partial Activation Level	Partial Activation Level	Partial Activation Level
Full Activation Level	Full Activation Level	Full Activation Level

2.5 MACC STAFFING AND ORGANIZATIONAL STRUCTURE

Sub-Regional MACCs will be staffed by Local and Regional officials and organized according to the Incident Command System.

2.5.1 MACC STAFFING

Since Sub-Regional MACCs are organized according to the pre-established Regional Emergency Planning Committees (REPCs) located within Berkshire County, each Sub-Regional MACC is to be initially staffed by its aligned REPC. Additional support may also be provided by additional local and/or regional officials and entities such as Regional Incident Management Teams (IMTs).

The primary disciplines/agencies represented in the sub-regional MACCs will depend upon the nature of the type of incident that requires support; however, all major response and recovery disciplines are invited to cooperatively assist in MACC operations. These disciplines include:

- Emergency Management
- Law Enforcement
- Fire Services
- Emergency Medical Services
- Healthcare
- Public Health
- Public Works and Utilities
- NGOs (Berkshire COAD, American Red Cross, Salvation Army, BMRC/CERT) and other private resources

All MACC representatives and staff will be responsible for the following general duties.

- Helping to ensure the safety of MACC staff, responders and the public
- Operating within a collaborative effort among the representing agencies in the MACC.

- Ensuring that other MACC representatives are provided with situation and resource status information.
- Coordinating priorities across jurisdictions in a concerted effort with the county's various local Emergency Operations Centers (EOCs).
- Coordinating and identifying future resource requirements while providing strategic coordination of resources.
- Maintaining an event log, timeline and other ICS forms to assist in the development of situational awareness reports, resource tracking, decision-making, and communications during and throughout an emergency event.
- Providing back-up coordination resources to communities who are unable to stand up an EOC due to staffing shortages or the lack of resources such as communication capabilities.

2.5.1 MACC ORGANIZATION

The MACC Manager and Deputy MACC Manager are responsible for managing the overall MACC organization. The Command Staff includes a Public Information Officer, a Liaison Officer and, a Safety Officer, as needed, MACC management will include the four General Staff Sections. Each MACC Section (Operations, Planning, Logistics, and Finance/Admin) will be managed by a Section Chief and supported by a staffing structure that is dependent upon the complexity or scope of an incident. The Operations Section will further include the utilization of Emergency Support Functions (ESFs). ESFs will be comprised of members from local and regional entities that are called upon to assist in regional MACC operations as a means to provide support to affected communities.

Figure E: MACC ICS Organization

For Official Use Only
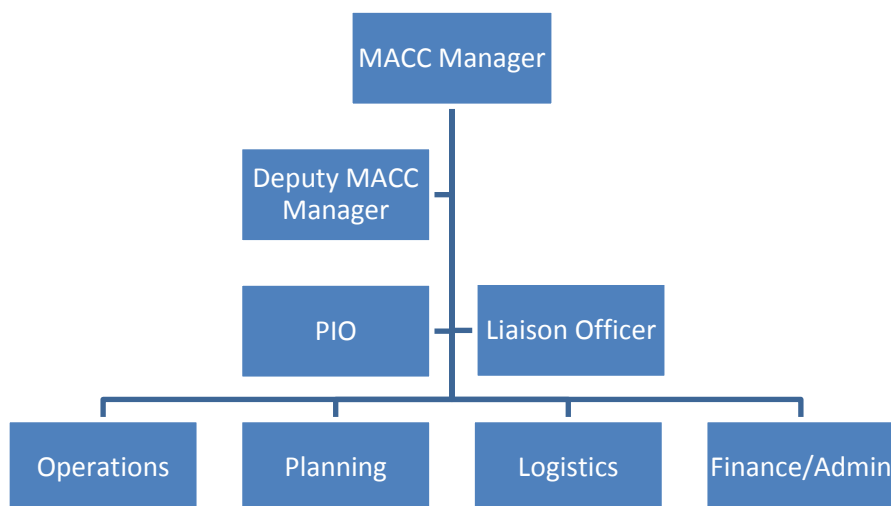
MACC MANAGER

The MACC Manager is the overall manager of the MACC. The MACC Manager exercises overall direction and control of MACC operations, and provides policy, guidance, and direction to MACC emergency operations. All decision-making and coordinative strategies within the MACC will be based upon information received from local area jurisdictions and emergency operations centers. This role is also responsible for resolving differing policy issues that may exist between agencies or facilities within or between counties. During the Recovery phase, the MACC Manager will serve as the MACC Regional Recovery Manager, and will assist communities in managing the recovery process in coordination with MEMA and FEMA. This role may be delegated to a community organization for long-term recovery operations.

DEPUTY MACC MANAGER

The Deputy MACC Manager is responsible for assisting the MACC Manager in carrying out the full scope of emergency management, coordinative, and supportive activities associated with the MACC's role within the County Sub-Region.

PUBLIC INFORMATION OFFICER

The MACC Public Information Officer is responsible for collecting, analyzing, coordinating and disseminating key information related to operational conduct that is consistent with an incident's overall public message. Duties of the PIO include but are not limited to the following:

- Collecting, analyzing, coordinating and disseminating internal and external information pertaining to the hazard status, hazard impact, and ongoing response activities to Incident PIOs
- Advising the MACC Manager on all public information matters.
- Managing media and public inquiries and emergency public information.
- Monitoring the media, including social media, and managing rumors as they arise.
- Preparing and releasing summary information regarding regional MACC activity related to agencies involved in the response (i.e. the MACC, MEMA, local EOCs, etc.).
- Coordinating with other PIOs and/or Joint Information Center (JIC) efforts as required.
- Supporting a Joint Information Center/System and ESF15 as required.
- Utilizing ICS forms as appropriate in order to document PIO activities and messaging.

LIAISON OFFICER

The Liaison Officer is responsible for coordinating with external agencies at the local, regional, state, or federal level throughout the duration of response and recovery operations. This position will act as the primary point of contact and information conduit for non-affected community points of contact looking to provide support to the County Sub-Region.

OPERATIONS SECTION CHIEF

The Operations Section Chief is responsible for interfacing with local emergency operations centers in order to track and coordinate the management of resources. Duties of the Operations Section include but are not limited to the following:

- Identifying essential/critical resources vs. excess resources.
- Coordinating with ESF and/or community/agency representatives regarding the utilization of available resources and assets.
- Coordinating with neighboring MACCs for the fulfillment of resource needs and/or equipment currently unavailable within the existing County.
- Identifying and connecting resources with local needs and requests
- Utilizing ICS forms as appropriate to document resource requests, missions, deployments, and/or demobilization.

PLANNING SECTION CHIEF

The Planning Section Chief is responsible for assisting the MACC Manager in establishing situational awareness, developing situational awareness products and/or incident action plans, performing forward planning and providing technical expertise. Duties of the Planning Section include but are not limited to the following:

- Providing situational awareness to the MACC. Utilizing ICS forms as appropriate to provide situational awareness products, incident action plans, and/or various other incident related documentation.
- Developing projections and plans for future incident activity, estimating gaps, or predicting operational needs.
- Receiving, analyzing, and summarizing data and information received from local communities and providing display. Maintaining and displaying an events log via Web EOC.
- Gathering, maintaining, and updating hazard/threat information including meteorological information and/or hazard related impacts, issues or complexities. This may also include requesting and obtaining situation updates from local EOCs and the MEMA REOC.
- Monitoring the status of impacted and affected populations and ongoing operational activity.
- Tracking of resource requests local, regional and MEMA REOC resource requests and deployment status through the utilization of WebEOC and/or the Resource Management Database.
- Maintaining up-to-date lists of regional specialty teams and current inventories of all regional response assets available for assistance and deployment.

LOGISTICS SECTION CHIEF

The Logistics Section Chief will support the Operations Section Chief by facilitating logistical services required to support operations. Duties of the Logistics Section include but are not limited to the following:

- Assessing the operational status of the MACC and supporting any facility, communications, technology, or supply (administration, food/water, etc.) needs required of MACC operational staff.
- Identifying anticipated operational support requirements.
- Locating resources to support operational response/recovery requirements.
- Coordinating with the Operations Section to determine transportation needs of equipment/staff being deployed or returned.
- Supporting the operation of local or regional staging areas or camps.
- Utilizing ICS forms as appropriate to carry out and document activities.

FINANCE SECTION CHIEF

The Finance/Admin Section Chief is responsible for managing all financial aspects of an emergency event. This role will be inherent in maintaining accurate financial records required for post-disaster reimbursement. Duties of the Finance Section include but are not limited to the following:

- Tracking personnel time and compensation requirements.
- Tracking personnel/equipment and/or related resource financial information that is to be utilized for reimbursement purposes.
- Maintaining a list of preferred emergency contractors and suppliers for provision to local EOCs.
- Ensuring that all obligation documents are properly prepared and completed during and post-emergency.
- Monitoring costs, keeping the MACC manager aware of expenditures, and working with the Operations Section Chief to ensure that personnel and equipment that are not being utilized are demobilized.
- Utilizing ICS forms as appropriate to carry out and document activities.

2.5.2 EMERGENCY SUPPORT FUNCTIONS AND/OR LOCAL/REGIONAL AGENCY REPRESENTATIVES

The MACC will include assistance from Emergency Support Functions (ESFs) and/or local/regional agency representatives willing to support the operation of regional emergency functions within the affected Sub-Region of the County. MACC ESF representatives participating in this capacity will be knowledgeable of their agencies and/or functional assets and capabilities. MACC representatives will be responsible for providing assistance and support to local jurisdictions requesting assets and resources from a specific MACC ESF. MACC ESF representatives will also coordinate with parallel ESF representatives that will be present at the MEMA REOC and/or State SEOC depending upon whether or not state ESF assets have been requested and deployed into the County for support to local jurisdictions.

MACCs will utilize a modified ESF structure in order to support local communities. The following Emergency Support Functions represent the majority of resource requests that are received for a large proportion of small to large-scale emergency incidents that have and continue to occur within Western Massachusetts.

- ESF 2 – Communications, which includes the coordination and support of communications systems (primarily radio). Lead: Berkshire Sheriff.
- ESF 3 – Public Works and Engineering, which includes the coordination and support of personnel, assets, and equipment, supplied by local public works and/or transportation departments. Lead: Berkshire Highway Superintendent Association.
- ESF 6 – Mass Care and Human Services, which includes the coordination of assets and personnel required to support the operation of shelter facilities at both the local and regional level. Lead: ARC
- ESF 7 – Volunteers and Donations, which includes community organizations such as CERTs, COADs (Community Organizations Active in Disasters), Faith Community, MRCs, etc. Lead: Berkshire COAD
- ESF 8 – Health and Medical Services, which includes the coordination of medical staff or medical facility support required at the local or regional level. Lead: Berkshire County Boards of Health Association.
- ESF 13 – Public Safety and Security, which involves the coordination of general law enforcement, fire service, or emergency medical services support to local communities. Generally, most of these types of requests will be handled by local and/or existing mutual aid compacts that operate on a regular basis. Leads: Fire and Police Chiefs Associations.
- ESF 15 – External Affairs, which involves the coordination of regional emergency public information, protective action guidance and media and community relations as part of a regional joint information system; ensuring that local community/EOC PIOs have the resources to provide timely, coordinated, effective and accurate information to the first responders and the public. Lead: Health and Medical Coordinating Coalition (HMCC).

The following ESFs will be supported by the MEMA REOC and MEMA SEOC. If and/or when local communities within a County require assets, teams, equipment, or other capabilities that fall within the following ESF categories, the MACC will receive the local community request from the local emergency operations center and then submit the request to the MEMA REOC. The MACC will then track the resource request in support of the local community.

- ESF 1 – Transportation
- ESF 2 – Communications
- ESF 3 – Public Works and Engineering
- ESF 4 – Fire Fighting
- ESF 5 – Business and Industry
- ESF 6 – Mass Care, Emergency Housing, and Human Services
- ESF 7 – Resource Support
- ESF 8 – Health and Medical Services
- ESF 9 – Search and Rescue
- ESF 10 – Hazardous Materials and Environmental Protection
- ESF 11 – Food and Water
- ESF 12 – Energy

- ESF 13 – Public Safety and Security
- ESF 14 – Recovery
- ESF 15 – Public Information
- ESF 16 – Military Support

2.6 LOCAL, REGIONAL AND STATE OPERATION CENTER RELATIONSHIP AND COORDINATION

MACCs will support the existing emergency response and recovery process and structure presently operating within the Commonwealth. Traditionally, the MEMA SEOC and REOC have provided direct support to local emergency operations centers/EMDs. The utilization of MACCs will improve the span of control and introduce an additional emergency management resource that will coordinate both at the local and the State level. This additional regional support resource will relieve a significant coordinative burden typically placed upon the MEMA REOC during major emergency situations and local communities with limited resources to staff extended EOC operations. The MACC will also utilize staff that is more closely aligned and knowledgeable of operations in local and impacted communities. This in turn will allow for the provision of more rapid support that is to be coordinated amongst neighboring and regional jurisdictions. The following diagram demonstrates the existing coordinative and supporting relationships between existing multi-agency and emergency operations centers within the Commonwealth.

Figure F: MACC/EOC Supporting Relationships
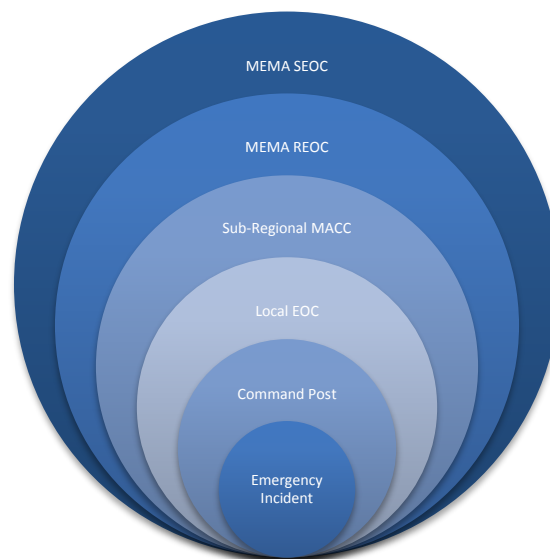
Local communities will be supported by their local Emergency Operations Centers. Local EOCs will support local incident response requirements (staff, equipment, resources, information, etc.) across other departments, organizations, or mutual aid assistance that is available at the local level.

County Sub-Regional MACCs will provide regional support and will coordinate with non-affected local communities, in addition to regional teams and assets, in order to support requests by a local EOC responding to localized impacts.

Large-scale incidents which often significantly stress existing resources that are regularly available at the local and regional level will require increased coordination with the MEMA REOC and SEOC. In order to support the need for increased coordination, Sub-Regional MACCs will coordinate with the MEMA REOC virtually (phone/email and/or between Centers), or via direct in-person and face-to-face contact (i.e. MEMA Regional Representative operating within each Sub-regional MACC).

Throughout the activation of local EOCs, County Sub-Regional MACCs, and the MEMA REOC and SEOC, communication will be through the sharing of information across various available channels. This includes direct point-to-point communication via cellular phone, landline, radio, or face-to-face contact, as well as coordination across operations centers through the support and operation of communication centers (local dispatch or PSAPs, regional dispatch centers, and/or state control).

2.7 MACC DE-ACTIVATION

MACC de-activations will be coordinated with EOC de-activations at the local level, as well as de-activations occurring with the MEMA regional and state emergency operations centers (REOC and SEOC). MACCs will follow a de- activation protocol that operates in parallel with state and federal emergency operations center activation levels.

3.0 APPENDICES AND ANNEXES

3.1 MACC Project Background

3.2 MACC Oversight and Operations Group (MOOG)

3.3 Logistics and Facility Requirements

3.4 MACC Program Management and Maintenance

3.5 Fiscal Responsibility and Sustainability

3.6 Governance and Legal Authority

To Be Developed

3.7 MACC Activation Procedure & MACC ICS Forms

3.8 MACC Incident Action Plan

3.9 MACC Emergency Contact Information / Notification Roster

3.10 MACC Oversight and Operations Group Agreement

3.1 MACC PROJECT BACKGROUND

Resilient communities always begin with communities that are comprehensively prepared to respond to and recover from emergency events that significantly threaten or impact the well-being of populations and local infrastructure. Local police, fire, emergency medical services, public health and medical providers, emergency management, public works, environmental response professionals, and others in the community are often the first to detect a threat or hazard, or respond to an incident. These agencies and individuals are very often the last to leave an incident site or otherwise to cope with the effects of an incident. Today's emergency management director and/or emergency management agency is responsible for ensuring the public safety and welfare of residents. Through the organization and integration of resources and capabilities within a community, across community lines through mutual aid, regionally, from the state, and in partnership with the private sector, emergency management directors operating within the WRHSAC Region are continuously building the foundation for effective response.

In 2013, a MACC Feasibility Study was conducted by the WRHSAC Pandemic Flu Planning Subcommittee to establish the benefits of utilizing MACCs as an appropriate next step toward building emergency operations center (EOC) capacity to support local emergency management within the WRSHAC Region. The need for further exploration surrounding the utilization of MACCs had emerged upon analyzing post-disaster after action reports. These reports, along with recent and past disasters, revealed the need for increased regional response capabilities to provide assistance in establishing situational awareness, managing and tracking resources, supporting protective action strategies, aiding in facilitating public information needs, and coordinating with state level officials during larger emergency events. The utilization of MACCs was initially believed to serve as an effective solution that would ultimately lead to the enhancement of overall emergency response and recovery operations across the region. The Feasibility Study confirmed these beliefs and provided the WRHSAC Pandemic Flu Subcommittee with a roadmap toward implementing a regional MACC.

Following the publication of the MACC Feasibility Study, the WRHSAC Pandemic Flu Planning Subcommittee led the development of a Regional MACC Concept of Operations. The Regional MACC Concept of Operations provided guidance with regard to how the MACC program could be managed within each of the four counties located within Western Massachusetts. This document also addressed how MACCs could be organized, the types of coordinative services that MACCs could offer to each County, and the relationship with local/state emergency management officials and agencies.

After the Regional MACC Concept of Operations had been completed, the next and most appropriate step involved commencing discussions surrounding the development of a Pilot Program that would serve as an example to test and validate the concepts outlined within the Concept of Operations for the rest of the WRSHAC Region. As previously determined in the conduct and development of the MACC Feasibility Study, Berkshire County was selected to serve within this specific capacity due to its ability to host such an operation within the Berkshire County Sheriff's Department. As discussions with Berkshire County surrounding the Berkshire County MACC Pilot Program commenced, additional feedback was received by project stakeholders that would

eventually require an adjustment pertaining to how the Regional MACC Concept of Operations was to be implemented specifically within Berkshire County.

A retooled approach emerged at the onset of planning for the Berkshire County MACC Pilot Program. The major elements of this modified approach also included the following key elements:

- *The MACC Concept of Operations must include a "bottom up" approach.*
  Emergency Management Directors did not want a MACC to be imposed on them, but rather built by locals to support locals when locals felt that a MACC was needed.
- *MACCs must not become just another layer of bureaucracy.* Stakeholders agreed that in order for the MACC to be successful, local officials need to see that the MACC will provide strong value toward enhancing emergency management capabilities while providing the desired level of support at the local level.
- *Emergency Management Directors have little to no desire to relocate from their communities to a distant MACC.*
  As witnessed in several past emergency events and scenarios in which a nearby facility was activated in an MACC capacity or role, local officials operating the center did not wish to relocate too far from the area that was impacted by the emergency event.
- *Emergency Management Directors must have familiarity and trust regarding the personnel staffing the MACC.*
  This element speaks to the need for personnel who greatly understand local communities' needs during emergency events. Knowledge of the hazards, terrain, emergency routes, emergency needs, and immediately available resources specific to Berkshire County will only be familiar to personnel who already live within the area.
- *MACC personnel need to be experts with regards to specific regional resources and response needs.*
  Personnel operating MACCs must remain knowledgeable of localized and regional mutual aid, including resources and assets available on a countywide basis beyond abutting communities.

In addition, instead of a single countywide MACC, Berkshire County Emergency Management Stakeholders determined the need for three sub-county and/or "Sub-Regional" MACCs that would activate and operate to support communities affected by emergencies within their defined geographic area. Such an approach would include a natural alignment with pre-existing REPC planning efforts within the Northern, Central and Southern sub-regions of Berkshire County. MACCs would be staffed by REPC members and IMTs, while also being augmented by local personnel.

As a result of the discussions held to date with Berkshire County stakeholders, this guidance for the Berkshire County Sub-Regional MACC Concept of Operations was developed in order to address the requested adjustments voiced by Berkshire County local officials. The result has led to the development of an operational strategy that has been designed specifically to the conditions of Berkshire County.

Project Objective

The overall objective of MACC operations is to provide emergency coordination and support in order to save lives and to protect property and the environment. The MACC Concept of Operations will follow three key principles in order to ensure that the MACCs continuously support local communities. These three principles are:

- Engaged partnerships
- Unity of effort amongst participating jurisdictions
- Readiness to act

Engaged Partnerships

MACCs will engage the partnership of local communities, community organizations, Local Emergency Planning Committees (LEPCs), Regional Emergency Planning Committees (REPCs), and MEMA in advance of an incident. Preparedness involves a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. In this manner, MACCs will identify personnel, training, and equipment needed in order to provide services that are to support local operational efforts. This process will also include partnering with required local, regional, and state agencies in order to test, validate, and continuously improve upon the MACC Concept of Operations and/or supporting regional operational plans, policies, or tactics.

Unity of Effort

MACCs will be managed by members of local communities and host agencies which seek to provide regional assistance and support to local emergency operations centers through cooperative and unified effort. Management and operation of MACCs will be supported by the host agency and local agencies and/or entities that possess the authority and capability to provide regional support to affected communities and to operate the facility. Assistance in staffing may also be provided by members of LEPCs, REPCs, Incident Management Teams, and affected or non-affected communities that wish to provide regional assistance in facilitating and supporting regional emergency operations.

Readiness to Act

MACCs will be maintained in order to be able to provide support to affected communities within their defined regions quickly and effectively. Acting effectively and with open communication will ensure that processes required to support local operations at the regional level will occur despite any challenges presented by the size, scope, or complexity of no-notice incidents and emergency situations.

3.2 MACC OVERSIGHT AND OPERATIONS GROUP (MOOG)

Strategic, operational, and programmatic oversight of MACCs will be maintained by a MACC Oversight and Operations Group (MOOG). The MOOG will be comprised of leadership from the facility owner/host agency, REPCs, WRSHAC, and other regional representatives responsible for supporting MACC missions and activities.

The MOOG should include representatives from multiple agencies and communities from the REPC region. The expectation is that the MOOG representatives are also active participants in their REPC. The MOOG will meet on a bimonthly basis and/or as needed in order to review MACC projects, coordinative processes, operations, review past operational activations and/or determine corrective actions. The MOOG will also participate in appropriate regional exercises. This process will ensure that MACC programs remain relevant, modern, and prepared to respond if and/or when they are activated to support local communities and emergency operations centers. MACCs will maintain relationships with a variety of local, regional, state, and federal entities. The following is a list of entities that are encouraged to work with MACCs:

- Local and Regional Emergency Planning Committees
- Local City and Town Emergency Operations Centers
- Local and Regional Communication Centers and/or Public Safety Answering Points (PSAPs)
- Local and Regional Medical Facilities
- Local and Regional Facilities designated for Shelter Operations
- Local and Regional Transportation Departments and/or Transportation Authorities (RTAs)
- Utility Companies
- Community Organizations Active in Disasters (COADs)
- Public Health Preparedness Coalitions and/or Health and Medical Coordination Coalitions (HMCC)
- State and Federal Emergency Management Agencies (MEMA, FEMA)
- Private Organizations and Facilities

Regular and cooperative partnerships between MACCs will serve to integrate regional emergency management and coordinative functions into the presently existing response and recovery structure utilized to support local jurisdictions and their emergency operations centers.

3.3 LOGISTICS AND FACILITY REQUIREMENTS

In order for MACCs to support entire counties and regions, facilities must be adequately outfitted to support operations for the staff engaged in conducting regional coordinative activities at MACC facilities. MACC facilities must be equipped with administrative and technologic capabilities that can be sustained by emergency generators in order to provide comprehensive support to locally affected communities, even in the midst of electric power loss for a short or extended period of time. The following section establishes a number of baseline requirements that all MACCs will build upon. Baseline facility requirements will ensure that all three Sub-Regional MACC facilities standardized with minimum facility requirements and by which further progress and additional capabilities can be expanded upon as the program continues to evolve over time.

Room and Space

In order to serve their coordinative functions, MACCs should provide the following spaces/rooms to provide adequate working room:

- Day to day office space for MACC Manager and/or staff
- Meeting and/or executive room
- Communications room for radio/telephone and support equipment
- Operations room for emergency coordination
- Restrooms
- Mechanical/electrical switch room
- Kitchen/break area
- Storage area for maps, procedures, publications, supplies, etc.
- Sleeping facilities (if possible)

Recommended Equipment

The Operations Rooms is where MACC staff and regional or local representatives will assemble. This is the most important room within the MACC and it must provide essential elementals that will be needed in order to coordinate and support ongoing operations occurring at the local level. The Operations Room should be large enough to provide sufficient space for all staff and MACC representatives. This room must include telephone lines and logs, status display capabilities such as maps, charts, and logs, computer and internet/network capability, tables, and chairs. At minimum, the MACC facility should contain the following baseline level of equipment:

- One designated incoming fax line
- One designated outgoing fax line
- One incoming phone line for general use
- One outgoing phone line for each representative in the MACC

- A computer and internet access (Local Area Network or Wide Area Network) for each MACC representative
- A photocopier
- A printer and plotter
- A map of the county and WRHSAC region
- Dry erase situation status board with markers and erasers
- Display capabilities (projector, screen, smart TV or smart board, etc.)
- Other common office supplies such as informational contact lists, paper, writing utensils, staplers, tape, information technology staff and/or administrative support staff should be supporting the MACC when activated.

Communications

Communications is an integral piece of MACC operations and supports coordinative and communicative requirements needed to interface with affected or non-affected local communities. The following is a list of baseline communications capabilities that should be considered in the operation of MACCs:

- Communications Room adjacent to the Operations Room sized to accommodate the maximum staff expected, including amateur radio operators
- Capability to activate local and/or regional warning systems
- Radios with frequencies to communicate with field personnel (police, fire, parks, highways, health, school transportation systems, hospitals, public works, utilities, Red Cross, State personnel, adjacent counties, etc.)
- Radio tower to support radio equipment (on site or remotely located)

Additional capabilities that will enhance situational awareness include:

- Additional phone lines
- Satellite phone capabilities
- Radio communication capabilities (800mhz, UHF, VHF)
- Amateur radio links, antennae and stations

Emergency Power

In order to maintain operations during limited or extended power outages, the MACC should be supported by an emergency electrical power generator that is large enough to supply power to all MACC facilities and key support systems (i.e. HVAC, radios, computer systems, etc). The generator should be permanently wired and equipped to provide an automatic start and transfer of power upon the loss of primary electricity. Additionally, generator units should be located within areas that do not interfere with MACC personnel or communications (due to fumes and/or noise). Staff maintaining generator systems must continuously ensure that the generator(s) have a minimum 5-7 day fuel supply in reserve.

3.4 MACC PROGRAM MANAGEMENT AND MAINTENANCE

Program Management for each Sub-Regional MACC will be the responsibility of each MACC Oversight and Operations Group (MOOG). The MOOG is responsible for managing, improving, and sustaining the MACC program within each Berkshire County Sub-Region. This process will occur on a regular basis as the Oversight and Operations Group participates in preparedness activities or performs debriefings after recent MACC activations in order to enhance operations and capabilities required to provide support to each Berkshire County Sub-Region.

From a programmatic perspective, the MOOG will lead the development of MACC Standard Operating Procedures, a training program for all MACC staff and ESF representatives, and a Training and Exercise program sought to validate staff knowledge.

ConOps and Standard Operating Procedures

Each MACC Oversight and Operations Group will be responsible for maintaining an original copy of the MACC Concept of Operations. The MACC ConOps will serve as the primary document that drives the MACC program within the Berkshire County Sub-Regions and across Berkshire County. Utilization of this ConOps will ensure that all three MACCs have based their operations upon the same principles and foundations that have been outlined within this document. In addition, each MACC should also maintain a copy of the following documents:

- WRHSAC Regional Shelter Toolkit, including the WRHSAC Regional Shelter Plan Concept of Operations, Regional Shelter Plan Standard Operating Guidelines, Regional Shelter Plan Job Action Sheets, Regional Shelter Plan Forms, Regional Shelter Training
- WRHSAC Regional Shelter Plans for each County
- IRAA CEMP Annex
- WRHSAC Regional Evacuation Maps
- WRHSAC Resource Guide
- Western Massachusetts Tactical Interoperable Communications Plan (TICP)
- Statewide Mutual Aid Map
- Statewide Opt-In Mutual Aid Communities Listing (Chapter 40 Section 4J)
- Public Works Opt-In Mutual Aid Communities Listing (Chapter 40 Section 4K)
- Statewide Mutual Aid Snap Shot Listing (Statewide, DPW, Fire)
- Western Massachusetts Community Organizations Active in Disasters Emergency Operations Plan

The MACC Oversight and Operations Group shall also maintain a variety of Standard Operating Procedures and Guidelines (SOPs/SOGs) for all MACC staff and ESF representatives. Standard Operating Procedures will assist staff in conducting their activities while operating within the MACC. All MACC SOP/SOGs will be formatted, structured, and organized in a consistent format. Additionally, all MACC SOP/SOGs will be synchronized on a vertical and horizontal basis in order to warrant the existence of staff accountability, redundancy, and chain of command requirements. Developed in this manner, MACC SOP/SOGs will remain as comprehensive tools that

will support and improve staff knowledge pertaining to their operational and support duties upon activating an MACC.

The following is a list of SOP/SOGs that are to be developed and continuously maintained by the MACC Oversight and Operations Group within each Sub-Region.

- MACC Manager SOP/SOG
- MACC Deputy Manager SOP/SOG
- MACC Liaison Officer SOP/SOG
- MACC Public Information Officer SOP/SOG
- MACC Operations Section Chief
- MACC Planning Section Chief
- MACC Logistics Section Chief
- MACC Finance Section Chief
- MACC Situation Unit Leader SOP/SOG
- MACC Situation Unit Staff SOP/SOG
- MACC Resource Unit Leader SOP/SOG
- MACC Resource Unit Staff SOP/SOG
- MACC Documentation Unit Leader SOP/SOG
- MACC Documentation Unit Staff SOP/SOG
- MACC ESF Representative SOP/SOG
- MACC Local Town/City/Agency Representative SOP/SOG
- MACC Activation and Demobilization SOP/SOG

Training

The MACC Oversight and Operations Group should also develop and offer a training program for all ESF staff. Training will improve and enhance staff knowledge and overall capabilities. Training requirements will vary based upon the specific duties of a MACC staffer; however, additional and more comprehensive training is required for senior-level, managerial, and/or unit leader positions. The following is a list of suggested basic training for MACC personnel.

Basic MACC Training

- IS-700 Introduction to NIMS and Multi Coordination Systems
- IS-800 National Response Framework
- ICS 100 Introduction to the Incident Command System
- ICS 200 Basic Incident Command System

- IS-230 Principles of Emergency Management
- IS-701A NIMS Multi-Agency Coordination System (MACS)
- IS775 EOC Management and Operations

Intermediate MACC Training

- Include of all Basic MACC Training Requirements
- ICS 300 Intermediate Incident Command System

- G-191 FEMA EOC/ICS Interface
- IS-775 EOC Management and Operations
- Discipline-specific knowledge of roles and resources

Advanced MACC Training

- Include all Basic and Intermediate MACC Training Requirements
- ICS 400 Advanced Incident Command System
- Command Staff Position Specific Training

- General Staff Position Specific Training
- Position Specific Training Command and General Staff Training
- IMT training

MACC Position Specific Training

- MACC Manager
- MACC Deputy Manager
- Public Information Officer
- Liaison Officer

- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

Drills and Exercises

The MACC Oversight and Operations Group should also manage an MACC drill and exercise program. The MACC drill and exercise program will be based upon the Homeland Security Exercise and Evaluation Program methodology of designing, developing, conducting, and tracking the delivery of MACC drills and exercises which validate training, simulate real-life MACC operational experiences, and improve MACC staff knowledge and abilities.

Each MACC should facilitate or participate in at least one drill or exercise per year. This requirement will ensure that staff remain prepared throughout the calendar year, and allows for the opportunity to validate or test new staff, tools, technology, or other capabilities which support MACC operations. During scheduled drills and exercises, members of the MACC Oversight and Operations Group will validate various capabilities of the MACC staff as determined within the design of each type of drill or exercise. It will remain important to regularly rotate the types of capabilities that each MACC seeks to test, validate, and improve upon so that overall MACC operations remains capable of supporting many types of incidents and response needs that arise at the local level.

At the conclusion of each drill/exercise and/or actual real event requiring MACC activation, the MACC Oversight and Operations Group will schedule after action conferences which seek to capture strengths and areas of

improvement. This process will allow for the occurrence of a corrective action methodology that will steadily improve weaknesses or gaps that have been observed during drills/exercises or actual activations of the MACC.

3.5 MACC FISCAL RESPONSIBILITY AND SUSTAINABILITY GUIDANCE

Except as specifically agreed in writing by participating agencies and organizations, there will be no financial obligations incurred by any of the parties participating in a MACC. This section serves as general guidelines regarding the fiscal sustainability to facilitate the mutual partnership between the MACC facility owner/host agency, the REPCs, LEPCs and municipalities, in relation to their sharing of the MACC facilities. These entities will continue to remain autonomous in regards to operations and authorities, however, because of the sharing of like duties, responsibilities and geographical factors, the cooperation and mutual support between these offices will be at a high level. Using existing Mutual Aid Agreements, the sharing of available resources, information, documentation and professional efforts will significantly enhance the operations of all offices, and additionally serve to help facilitate a regional approach for the coordination of emergency incidents throughout our region. The MACC facility owner/host agency, the REPCs, LEPCs and municipalities in the interest of supporting and strengthening our mutually beneficial partnership for the provision of public safety-related services within our jurisdictions, are taking collaborative steps to share the Multi-Agency Coordination Center facilities located at the following locations:

- Southern Berkshire County MACC located at the Great Barrington Fire Station, located at 37 State Road, Great Barrington, MA 01230.
- Central Berkshire County MACC located at the Berkshire County Sheriff's Department located at 467 Cheshire Road, Pittsfield, MA 01201.
- Northern Berkshire County MACC located at the North Adams EMS Facility, located at 10 Harris Street, North Adams, MA 01247.

MACC Staff Salaries and Wages
Personnel participating in the utilization of the MACC shall at all times remain employees of their respective employing entity. Nothing in this section shall be construed as incurring any liability for either party to this agreement for salary, overtime, Workers Compensation, FICA, withholding tax, unemployment compensation, or any other payment related to services of another entity's employees.

General Funding and Cost-Sharing
Initial funding for the MACC, in addition to the actual facility and associated site, has been provided by the MACC facility owner/host agency with supplemental funding to be provided by grants and other funding sources as available.

MACC Facility Maintenance and Upkeep
Facility/building maintenance issues as well as on-going operational expenses for the MACC site will remain the responsibility of the MACC facility owner/host agency. In addition, the MACC facility owner/host agency will also retain the following costs: MACC telephones, network connectivity, cell phone service, and other "routine" expenses such as the utility and operational costs for the facility that are currently the responsibility of the MACC host agency. The MACC host agency will provide, as it is able, dedicated phone lines within the MACC that may be utilized during activation, as necessary.

Equipment Procurement, Technological Upgrades and Maintenance

MACC equipment procurement, technological upgrades and equipment maintenance issues will remain the responsibility of the MACC facility owner/host agency. The MACC facility owner/host agency will provide use of radio systems within the MACC that may be utilized by any municipality or agency during activation, as necessary.

Plans and Standard Operating Procedures/Guidelines (SOP/SOGs)
The MACC Oversight and Operations Group will be responsible for the development and maintenance of MACC Plans, Concept of Operations and Standard Operating Procedures/Guidelines, in conjunction with the REPCs and LEPCs as part of the in-kind shared cost and integrated approach to MACC utilization. In addition, future initiatives undertaken to support regionalization such as the previously developed WRHSAC programs for Regional Sheltering and Evacuation Study will need to be integrated into the MACC Plans and SOP/SOGs.

Training
The MACC Oversight and Operations Group will develop, maintain, schedule and coordinate training for MACC positions, in conjunction with the County REPCs and LEPCs as part of the in-kind shared cost and integrated approach to MACC utilization. Training sessions and other educational opportunities for the MACC staff will include local, state and federal training programs.

Drill and Exercises
The MACC Oversight and Operations Group will develop, maintain, schedule and coordinate drills and exercises for the MACC, in conjunction with the County REPCs and LEPCs as part of the in-kind shared cost and integrated approach to MACC utilization.

Reimbursements from Disaster Declarations
Should reimbursement result from a formalized Disaster Declaration, the MACC Oversight and Operations Group will facilitate the documentation and capture of the "facility portion" of the reimbursement directly related to the MACC, and provide it to the MACC facility owner/host agency.

3.6 GOVERNANCE AND LEGAL AUTHORITY

This section serves as general guidelines regarding the governance and legal authority to facilitate the mutual partnership between the MACC facility owner/host agency, the REPCs, LEPCs and municipalities, in relation to their sharing of the MACC facilities. MACCs will operate under the authority of established Commonwealth of Massachusetts, local (town to town), and regional (WRHSAC) mutual aid. The following mutual aid compacts include:

- Statewide Mutual Aid Compact, Massachusetts General Law (MGL) Chapter 40 Section 4J

- Western Massachusetts Intergovernmental Emergency Mutual Aid Agreement

As previously cited in this Concept of Operations, Massachusetts has a Statewide Mutual Aid Agreement and has adopted an opt-in format for its statewide mutual aid law. Once a community has opted in they can send and/or request assets from any other community within the Commonwealth that has also opted into the agreement. This agreement answers questions surrounding liability, workers compensation, payment of resources, etc. This agreement can be activated for any public safety incident/event. Further work has been completed within the WRSHAC region, where communities have participated, authorize, and utilize a region-specific mutual aid agreement regarding the provision of resources and/or assistance during emergency situations. In the case of the MACCs, a separate Memorandum of Understanding (MOU) should be drafted to outline the salient elements delineated in this Concept of Operations. This MOU will provide a similar foundation for sharing the MACC resources that has been established in other jurisdictions (such as Barnstable County) and should contain the following elements at a minimum:

- Introduction
- Purpose and Scope
- Terms of the Memorandum
- MACC Functions
- General Funding and Cost-Sharing, as applicable
- MACC Facility Maintenance and Upkeep
- Equipment Procurement, Technological Upgrades and Maintenance
- Plans and Standard Operating Procedures (SOP/SOGs)
- Training
- Drill and Exercises
- No Separate Legal Status
- Documentation and Reimbursements From Disaster Declarations/ Liability

4.0 LIST OF ACRONYMS

ConOps – Concept of Operations

COP – Common Operating Picture

EOC – Emergency Operations Center

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

Hazmat – Hazardous Materials

HSPD – Homeland Security Presidential Directive

IAP – Incident Action Plan

ICS – Incident Command System

JIC – Joint Information Center

MAC – Multi- Agency Coordination

MACC – Multi-Agency Coordination Center

MEMA – Massachusetts Emergency Management Team

NIMS – National Incident Management System

NPG – National Preparedness Goal

NRF – National Response Framework

PIO – Public Information Officer

PSAP – Public Safety Answering Point

REOC – Regional Emergency Operations Center

SEOC – State Emergency Operations Center

UHF – Ultra High Frequency

VHF – Very High Frequency

WebEOC – Web Emergency Operations Center

WRHSAC – Western Region Homeland Security Advisory Council

HSEEP – Homeland Security Exercise and Evaluation Program