

MARTHA'S VINEYARD

Island-Wide Emergency Management and Response Coordination Strategic Integration & Implementation Plan

2027–2031



Prepared for Dukes County and the Martha's Vineyard Communities
May 2026

For Official Use Only

RECORD OF CHANGES

Changes to this Strategic Integration and Implementation Plan should be made following each evaluation; additional revisions may be made on an as-needed basis. The Emergency Management Coordinator will have responsibility for making any updates to the plan. The table below will be used to document when changes have occurred.

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ABBREVIATIONS & ACRONYMS

Acronym	Definition
AAR	After-Action Review
BRIC	Building Resilient Infrastructure and Communities (FEMA Grant)
CAP	Corrective Action Program
COOP	Continuity of Operations Plan
COG	Continuity of Government
DCEMA	Dukes County Emergency Management Association
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, Policy
EMC	Emergency Management Coordinator
EMPG	Emergency Management Performance Grant
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HSGP	Homeland Security Grant Program
HVA	Hazard and Vulnerability Assessment
IAP	Incident Action Plan
ICS	Incident Command System
IC/UC	Incident Command/Unified Command

Acronym	Definition
IP	Improvement Plan
IPPW	Integrated Preparedness Planning Workshop
JIS	Joint Information System
KPI	Key Performance Indicator
MAC-G	Multi-Agency Coordination Group
MAC-S	Multi-Agency Coordination System
MACC	Multi-Agency Coordination Center
MEMA	Massachusetts Emergency Management Agency
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NRF	National Response Framework
POETE	Plans, Organization, Equipment, Training, Exercises
REPC	Regional Emergency Planning Committee
SITREP	Situation Report
SOG	Standard Operating Guide
THIRA	Threat and Hazard Identification and Risk Assessment

MARTHA'S VINEYARD ISLAND-WIDE EMERGENCY MANAGEMENT STRATEGIC INTEGRATION AND IMPLEMENTATION PLAN

Purpose and Authority

The Martha's Vineyard Island-Wide Emergency Management Strategic Integration and Implementation Plan (Strategic Plan) provides a coordinated, multi-jurisdictional framework for building and sustaining emergency management capability across Martha's Vineyard, Massachusetts. This plan encompasses the six municipalities of Aquinnah, Chilmark, Edgartown, Oak Bluffs, Tisbury, and West Tisbury, along with the Wampanoag Tribe of Gay Head (Aquinnah), and reflects the shared commitment of all participating jurisdictions to the safety, resilience, and continuity of life on Martha's Vineyard. **All participating jurisdictions retain their independent legal status.** It does not supersede, diminish, or transfer any municipal authority over local emergency management operations.

This plan is issued in accordance with Massachusetts General Law Chapter 639 of the Acts of 1950 (Civil Defense Act), Massachusetts General Laws governing municipal emergency management, the National Incident Management System (NIMS), and the National Response Framework (NRF). Section 11 of Chapter 639 specifically authorizes local civil defense/emergency management organizations and establishes that these organizations "shall perform the civil defense functions within the territorial limits of the political subdivision."

While formal declarations of local emergencies are issued by municipal executive leadership (Select Boards, Town Managers, Town Administrators, or Mayors), this statutory authority provides the operational basis for local Emergency Managers and emergency management organizations to immediately initiate emergency coordination and response activities when incidents threaten public safety, infrastructure, or continuity of government operations. Particularly on Martha's Vineyard where geographic isolation, transportation dependency, seasonal population surges, and shared critical infrastructure create unique operational challenges, immediate emergency coordination actions are essential to protecting life, stabilizing incidents, preserving critical services, and reducing cascading impacts across the Island.

NOTE: Clear delegation of authority for 'no-notice' or rapid-onset events is critical for protecting life, property, and the environment. If clear delegation of authority is not granted, it will become a single point of failure for the Island.

By virtue of the authority vested in us as the duly elected and appointed representatives of our respective jurisdictions within Dukes County, we hereby grant the Emergency Management Coordinator the authority to initiate emergency response operations in accordance Massachusetts General Law Chapter 639 of the Acts of 1950 (Civil Defense Act), Massachusetts General Laws governing municipal emergency management, the National Incident Management System (NIMS), the National response Framework (NRF), and jointly adopt and promulgate this Plan.

Statement of Adoption

This Strategic Plan provides Martha's Vineyard with the policy foundation and implementation roadmap for a unified, island-wide emergency management program. It does not supersede, diminish, or transfer any municipal authority over local emergency management operations. Each municipality retains full authority over its own emergency declarations, response operations, and local resources. This plan establishes a shared governance structure, the Martha's Vineyard Multi-Agency Coordination System (MAC-S), and the programmatic goals through which all participating jurisdictions will collectively advance preparedness, mitigation, response, and recovery capacity.

It is hereby directed that the Martha's Vineyard Emergency Management (EM) Coordinator, or their designee, is authorized to implement the Strategic Plan, administer the Multi-Agency Coordination System (MAC-S), and coordinate island-wide emergency management program activities on behalf of the participating jurisdictions and Dukes County. All participating departments, agencies, municipal officials, and partners are directed to familiarize themselves with this plan and to actively support its implementation.

This plan is effective immediately upon execution by the undersigned authorized representatives and supersedes all previous versions of any island-wide emergency management strategic plan or coordination agreement.

Signatory Jurisdictions

The undersigned authorized representatives of their respective jurisdictions hereby adopt and promulgate this Strategic Plan.

TOWN OF AQUINNAH

[Town Administrator Name]

Town Administrator

Town of Aquinnah

Date:

[Emergency Manager Name]

Emergency Management Director

Town of Aquinnah

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of Aquinnah

Date:

TOWN OF CHILMARK

[Town Administrator Name]

Town Administrator

Town of Chilmark

Date:

[Emergency Manager Name]

Emergency Management Director

Town of Chilmark

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of Chilmark

Date:

TOWN OF EDGARTOWN

[Town Administrator Name]

Town Administrator

Town of Edgartown

Date:

[Emergency Manager Name]

Emergency Management Director

Town of Edgartown

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of Edgartown

Date:

TOWN OF OAK BLUFFS

[Town Administrator Name]

Town Administrator

Town of Oak Bluffs

Date:

[Emergency Manager Name]

Emergency Management Director

Town of Oak Bluffs

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of Oak Bluffs

Date:

TOWN OF TISBURY

[Town Administrator Name]

Town Administrator

Town of Tisbury

Date:

[Emergency Manager Name]

Emergency Management Director

Town of Tisbury

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of Tisbury

Date:

TOWN OF WEST TISBURY

[Town Administrator Name]

Town Administrator

Town of West Tisbury

Date:

[Emergency Manager Name]

Emergency Management Director

Town of West Tisbury

Date:

[Select Board Chair Name]

Chairperson, Select Board

Town of West Tisbury

Date:

WAMPANOAG TRIBE OF GAYHEAD

[Tribe Chairperson Name]

Tribal Council Chair

Wampanoag Tribe of Gay Head

Date:

[Additional Wampanoag Representative Name]

[Title]

Wampanoag Tribe of Gay Head

Date:

DUKES COUNTY

[County Manager Name]

County Manager

Dukes County

Date:

[Commission Chair Name]

Commission Chair

Dukes County

Date:

[INSERT NAME OF JURISIDCTION] – FOR FUTURE USE (IF APPLICABLE)

[Insert Town Administrator Name]

[Insert Name of Administrator]

[Insert Name of Jurisdiction]

Date:

[Emergency Manager Name]

Emergency Management Director

[Insert Name of Jurisdiction]

Date:

[Select Board Chair Name]

Chairperson, Select Board

[Insert Name of Jurisdiction]

Date:

This plan is adopted and promulgated as of the date of the last authorized signature above.

SECTION 1: INTRODUCTION

MISSION AND VISION

Mission Statement

Our mission is to build and sustain a coordinated, whole-community emergency management system for Martha's Vineyard that improves daily preparedness, mitigation, response, and recovery capabilities across all Island jurisdictions, preserving local authority while enabling effective, integrated action when incidents exceed single-jurisdiction capacity.

Vision Statement

Martha's Vineyard is a resilient, coordinated, and well-prepared island community whose residents, visitors, and government partners are protected by effective, professional, and sustainable emergency management.



EXECUTIVE SUMMARY

Martha's Vineyard operates within a unique geographic, governance, and infrastructure environment. The Island comprises six municipalities which includes the Wampanoag Tribal Nation, each retaining independent authority over emergency operations within its jurisdictional boundaries. Functional interdependence, however, means that disruptions to ferry service, the airport, the hospital system, fuel supply chains, or public health services can affect every community simultaneously.

Hazard exposure includes coastal storms, hurricanes, severe winter weather, wildfires, infrastructure disruption, public health emergencies, seasonal population surges, and transportation dependency. The Island's seasonal population increases nearly threefold during peak summer months, creating recurring periods of elevated risk that may convert a manageable incident in November into an overwhelming emergency in late July.

The Martha's Vineyard Island-Wide Emergency Management and Response Coordination Project conducted comprehensive research, plan analysis, a Hazard and Vulnerability Assessment (HVA), stakeholder workshops, and engagement with emergency management professionals to establish the factual basis for this Strategic Plan. That process revealed a consistent and operationally significant finding: **Martha's Vineyard possesses committed local leadership and functional baseline plans but lacks the structured, doctrinal emergency management program and island-wide coordination architecture required to manage a sustained, complex, multi-jurisdictional emergency effectively.** To strengthen the Island's emergency capabilities, Martha's Vineyard must first obtain signatures to create a formal agreement to implement and execute the Strategic Plan.

THE STRATEGIC IMPERATIVE

Key findings from the HVA and stakeholder workshops include:

- Existing hazard identification is broadly accepted and accurate. The core challenge is not hazard awareness but capability depth and operational integration.
- Plans are the most consistently reported capability, but many are not current, not exercised, and not shared across jurisdictions. There is no island-wide accountability for plan completeness or accuracy.
- Trainings and exercises are a persistent gap across all towns and disciplines including emergency management functions. Multi-jurisdictional and cross-sector exercising is especially limited.
- No island-wide coordinating body with authority to coordinate emergency management currently exists. Coordination stops at routine mutual aid response.
- Facilities, resource inventories, and communications systems are inconsistently documented, not interoperable, and not available island-wide.
- Recovery documentation and Federal Emergency Management Agency (FEMA) reimbursement processes are not standardized, leaving Martha's Vineyard communities with unrealized reimbursement opportunities from past disasters.

THE PLAN

This Strategic Integration and Implementation Plan establishes a five-year (2027–2031) framework for the phased implementation of an island-wide emergency management and response coordination program. The Plan pursues two parallel objectives:

First, improvement of Martha's Vineyard's day-to-day emergency management preparedness, mitigation, response, and recovery capabilities through the implementation of a doctrinal program for planning, training, exercising, grant acquisition and management, and reporting, aligned with Massachusetts Emergency Management Agency (MEMA) and FEMA standards and frameworks.

Second, building of coordination capability and capacity through the development and implementation of a Multi-Agency Coordination System (MAC-S), Multi-Agency Coordination Group (MAC-G), and Multi-Agency Coordination Center (MACC), modeled on established Massachusetts examples (Barnstable County, Franklin County) and adapted specifically for Martha's Vineyard's governance structure, culture, and operational realities.

The Multi-Agency Coordination (MAC) framework provides strategic, off-scene support and policy guidance during large-scale or complex incidents. It does not alter municipal command authority. It does not centralize control. It provides the coordination architecture that enables jurisdictions to share situational awareness, prioritize resource allocation, manage public information, and support recovery operations at the island scale.

The plan recognizes that municipal autonomy is a cultural and legal imperative. **Every design choice in this plan preserves local authority** while enabling collaboration. Participation in the island-wide system benefits each town individually through improved training access, better-documented resource inventories, enhanced grant competitiveness, and maximized recovery reimbursements.

SECTION 2: SITUATION OVERVIEW

The following section describes the Martha's Vineyard operational environment within which this Strategic Plan will be implemented. Understanding the Island's ground truth is essential context for the goals, objectives, and implementation roadmap that follow.

THE ISLAND ENVIRONMENT AND INTERDEPENDENCE

Martha's Vineyard is primarily divided into six municipalities: Aquinnah, Chilmark, Edgartown, Oak Bluffs, Tisbury, and West Tisbury, and the Wampanoag Tribe of Gay Head (Aquinnah). Each jurisdiction retains independent authority. Functionally, however, the Island is a single operational system. Critical infrastructure systems cross jurisdictional lines and are shared dependencies:

- Ferry service and port operations (the Island's primary supply and evacuation corridor)
- Martha's Vineyard Airport (alternate logistics and evacuation capability)
- Martha's Vineyard Hospital (the sole acute care facility for approximately 20,000 year-round residents and up to 100,000+ seasonal visitors)
- Fuel supply chains (disruption affects heating, transportation, and generator operations island-wide)
- Public health and emergency medical services systems
- Utility infrastructure (electric, telecommunications)

Disruption to any one of these systems can create cascading effects across all jurisdictions. A multi-day ferry disruption, for example, rapidly impacts food, fuel, and medical supply chains across the entire island. No municipality controls all components of these systems, and no single municipality can manage disruption to these systems alone.

Hazard Environment

The Hazard and Vulnerability Assessment (HVA) conducted for this project confirms that existing island hazard identification, as documented in the Dukes County Hazard Mitigation Plan (HMP) and ResilientMass, is accurate and broadly accepted by island stakeholders. Primary hazards include:

- Coastal storms, nor'easters, and hurricanes
- Severe flooding from storm surge and precipitation
- Severe winter weather, including ice storms and blizzards
- Wildfires
- Infrastructure disruption, including utility outages and supply chain failures
- Transportation dependency disruption (primarily ferry service)
- Public health emergencies, including pandemic or epidemic disease outbreaks
- Seasonal population surge (risk amplification factor)
- Emerging threats: cyber-attacks, intentional hazards, climate-amplified storm intensity

The HVA process confirmed that the core challenge is not hazard identification. Stakeholders broadly understand potential threats to the island. The core challenge is operational readiness and coordination capability depth to manage those hazards when the consequences escalate beyond routine response.

Current Emergency Management Capability Assessment

The HVA and stakeholder workshops produced a consistent and operationally credible picture of current emergency management capability across the Island. Key findings include:

Strengths:

- Committed local leadership and professional first-response personnel
- Some towns have at least one of the several required plans
- Strong informal networks and mutual aid traditions among responders
- Broad, realistic awareness of the island's hazard environment
- Existing coordination forums (REPC, DCEMA) that provide a foundation for expansion

Gaps:

- Doctrine: No consistent, documented doctrine for island-wide coordination. No shared activation thresholds, resource request pathways, or public messaging responsibilities.
- Organization: Situational coordination among Emergency Managers. Coordination is situational and often stops at mutual aid. Many jurisdictions have 'dual-hat' positions where the Emergency Manager is also the tactical Incident Commander, creating a conflict of roles at scale due to a lack of depth in Emergency Management positions.
- Training: Uneven across hazards and disciplines. Limited understanding of Emergency Operations Center (EOC) operations, MAC-level coordination, and elected-official emergency management responsibilities.
- Exercises: The weakest capability area. Multi-jurisdictional and cross-disciplinary exercising is severely limited. Plans are not routinely tested for accuracy or gaps.
- Equipment and Material: Resource inventories are neither comprehensive nor shared. Shelter supplies, logistics pathways, and telecommunications reliability during peak season are concerns.
- Personnel: Emergency management is largely a collateral duty. Shelter operations, public information, and volunteer management are particularly understaffed.
- Facilities: No designated island-wide EOC. Shelter sites lack memorandums of understandings (MOUs), staffing models, and resource strategies.
- Policy/Planning: Many towns lack updated EOPs, Continuity of Operations (COOP) plans, and functional annexes for mass care, public information, volunteer management, and donations management.
- Recovery Documentation: Inconsistent documentation standards have resulted in missed reimbursement opportunities after past disasters, including COVID-19.

THE COST OF INACTION

The assessment data gathered during the project development process and stakeholder input do not indicate a lack of commitment or competence. The data indicates structural coordination gaps that have identifiable impacts on emergency response and recovery. The cost of maintaining the status quo is not abstract. It is operational and fiscal, with multiple negative consequences:

- Fragmented Situational Awareness
- Competition for Resources
- Reduced Reimbursements
- Lost Mitigation Opportunities
- Seasonal Risk Amplification
- Degradation of Public Trust
- Volunteer Sustainability Risk

Fragmented Situational Awareness:

Information may remain siloed within jurisdictions, delaying island-wide mission prioritization, enabling resource competition, and degrading response efficiency.

Uncoordinated Resource Requests:

The island towns have a finite resource inventory at any given time. They are additionally hampered, relative to mainland Massachusetts towns, by the challenge of acquiring and/or replacing resources during an emergency. This poses two significant problems absent a coordinated situational assessment and resource request system:

- Without rapid situational awareness and coordinated damage assessment, all six towns will be competing with one another for supplies, vendors, and materials to solve the same problems, instead of developing a prioritized, integrated response strategy and leveraging their collective procurement resources to obtain a single vendor at a better price.
- When resources must be requested from the Commonwealth, uncoordinated requests risk competition for attention and then for resource allocation. Towns competing for the same MEMA resources during a regional disaster diminish the probability of each town getting adequate support. The more rapidly Martha's Vineyard towns can submit Single Point of Contact mission-based resource requests to MEMA, the more likely they are to get prioritized action and rapid results.

Reduced Reimbursement Efficiency:

Inconsistent documentation standards and recovery tracking can reduce or delay Federal Emergency Management Agency (FEMA) reimbursement. This was demonstrated during the COVID-19 pandemic. Lack of proper documentation and understanding of the FEMA Public Assistance (PA) process left at least tens of thousands of dollars on the table instead of in Martha's Vineyard town coffers.

Lost Mitigation Opportunities:

Mitigation grants require compliance with standards, demonstrated management capability, and coordinated strategy and documentation. Fragmentation weakens competitiveness for grant money that could drive improvements in capability and capacity and fund emergency management programming.

Seasonal Risk Amplification:

The Island's seasonal population surge significantly exceeds year-round healthcare and logistics capacity, representing an annual risk of an incident that could be routinely managed in November becoming an overwhelming incident by late July. That risk comes with potential impacts, including increased loss of life, degraded infrastructure, and services for everyone, whether year-round resident or seasonal visitor, significant fiscal losses, and increased exposure to litigation.

Public Trust Degradation:

Inconsistent messaging, visible inter-jurisdictional disagreement, or delayed recovery can erode public confidence.

Volunteer Sustainability Risk:

Smaller communities rely heavily on what is currently an aging volunteer infrastructure. Improvements to an island-wide emergency management system that include preparedness considerations for volunteer integration and management provide an opportunity to mitigate the loss of volunteer labor, on which the island towns are heavily reliant. However, without integrated volunteer support planning, each community's capacity for resilience decreases over time.

SECTION 3: GOVERNANCE AND MANAGEMENT FRAMEWORK

PRESERVATION OF MUNICIPAL AUTHORITY

The island-wide emergency management and coordination system described in this Strategic Plan is designed to strengthen collective capability without diminishing individual authority. Each municipality including the Wampanoag Tribal Nation retain:

- Full statutory authority under applicable Massachusetts General Laws
- Jurisdiction and operational responsibility within their own boundaries
- Fiscal control over their own resources and expenditures
- Decision-making authority for activation and deactivation of local EOCs
- Command and control of their own response personnel

The island-wide coordination construct specifically does not:

- Issue operational orders or assume tactical command authority
- Control municipal personnel or direct their deployment
- Control municipal expenditures
- Replace town Emergency Operations Centers or supersede local EOPs
- Function as a centralized command entity

The purpose of island-wide coordination is not to centralize authority. It is to align policy, information, resources, and recovery processes when events exceed the practical boundaries of a single jurisdiction. No elected official or emergency manager will be relieved of any authority or responsibility.

GOVERNANCE STRUCTURE

The recommended governance structure places the program administratively under Dukes County, with operational oversight and direction vested in a representative group of island emergency management stakeholders. This structure may be implemented through the existing Dukes County Emergency Management Association (DCEMA) and/or the Regional Emergency Planning Committee (REPC), expanded to include the authorities and responsibilities outlined in this plan. Selecting a specific governance and oversight body will be an initial task for implementation of this strategy.

The governing body will be responsible for:

- Approving and overseeing implementation of this Strategic Plan
- Providing policy guidance for island-wide coordination activities
- Overseeing the Emergency Management Coordinator position
- Approving activation criteria and de-activation protocols for the MAC System
- Providing fiscal oversight for program funding
- Reviewing and approving plan updates and revisions

THE MARTHA'S VINEYARD EMERGENCY MANAGEMENT COORDINATOR

A full-time Martha's Vineyard Emergency Management Coordinator is the critical enabling element of this Strategic Plan. The Coordinator is a program manager, not an incident commander. The Coordinator does not assume operational authority over any town's emergency response. The Coordinator's responsibilities are programmatic and facilitative:

- Strategic Plan implementation and management
- Island-wide training and exercise program coordination
- Resource inventory development and maintenance
- Grant identification, proposal writing, coordination, and management
- Performance tracking and annual program reporting
- MAC System activation facilitation and coordination support
- Planning integration and EOP development support across jurisdictions
- Stakeholder education and relationship management

The Coordinator reports to the governing body and does not function as an independent authority. The Coordinator is a program and planning manager funded by the participating jurisdictions. As the program matures, the position's funding should evolve to include a combination of grant funding and jurisdictional contributions, as defined in the sustainable funding plan (See Goal 7).

MULTI-AGENCY COORDINATION SYSTEM (MAC-S) ARCHITECTURE

The Multi-Agency Coordination System (MAC-S)

The Multi-Agency Coordination System (MAC-S) is the operational coordination architecture for the island-wide emergency management program. The MAC model is already present and effectively used in Massachusetts, including successful implementation and activation in Barnstable and Franklin Counties, and has been adapted for Martha's Vineyard's specific governance structure and operational context.

A MAC System is not a command structure. It is a coordination architecture. It provides the facilities, personnel, policies, procedures, and communications that enable different agencies and jurisdictions to coordinate information and messaging, prioritize incident response objectives, and allocate critical resources. The MAC System components are:

The Multi-Agency Coordination Group (MAC-G)

The Multi-Agency Coordination Group (MAC-G) is a policy and decision-making body comprised of senior officials or authorized representatives from participating jurisdictions. The MAC-G supports mission prioritization, resource alignment, information integration, and executive policy coordination. It does not direct tactical operations, assume command authority, or supersede local governance.

The Multi-Agency Coordination Center (MACC)

The MACC should operate using a standardized operational battle rhythm that includes recurring situational briefings, leadership synchronization meetings, planning meetings, public information coordination updates, and operational transition briefings to ensure continuity between operational periods.

The MACC should maintain standardized Essential Elements of Information (EEl)s to support island-wide situational awareness, including life safety impacts, infrastructure status, healthcare system impacts, transportation disruptions, shelter operations, resource shortages, public information concerns, and unmet needs.

The MACC should support coordination with on-scene Incident Command Posts (ICPs), Emergency Operations Centers (EOCs), state agencies, non-governmental organizations, and private-sector critical infrastructure partners to ensure integrated response and recovery operations.

The Multi-Agency Coordination Center (MACC) is a physical or virtual facility that serves as the operational hub for island-wide coordination. The MACC supports situational awareness, resource management, Joint Information System coordination, and documentation during activations. It may be a designated facility, a flexible combination (hybrid), or virtual.

MAC System activation should be considered when any of the following criteria are met:

- Upon the recommendation of the on-scene incident commander(s)
- At the request of a participating town's Emergency Manager
- Following a disaster declaration

And/or when:

- Multi-town impacts exist or are anticipated
- Shared infrastructure disruption affects multiple jurisdictions
- Resource prioritization requires collective alignment across jurisdictions
- Sustained operational scale and duration exceeds routine communication and mutual aid mechanisms
- Recovery operations, documentation and reimbursement require a coordinated approach

MAC System de-activation occurs when collective coordination needs subside to a level manageable through routine mutual aid and local operations. A partial de-activation process may also be used for situations in which targeted operations supporting all towns and requiring coordinated sustained operations remain active, but the whole system is not required to support these activities. De-activation and demobilization will be the decision of the Governing Body and implemented by the Emergency Management Coordinator or their designee.

SECTION 4: FIVE-YEAR IMPLEMENTATION ROAD

Programmatic Implementation will occur in five phases from 2027 through 2031. Each phase builds upon the previous phase. Advancement within the roadmap is tied to milestone completion, not calendar progression alone. The phases are interdependent: Phase I must establish the governance and staffing foundation before later phases can operationalize the MAC System and training programs. Certain activities identified within the phases (e.g., training, asset inventory, MAC centers, etc.) may be completed independently leveraging existing efforts. The table below outlines a high-level implementation by project phase aligned with an annual timeframe. It provides areas of focus, specific tasks, and basic key performance indicators (KPIs) for each phase.

	Phase I Foundation: No later than 2027	Phase II Integration: No later than 2028	Phase III Operationalization: No later than 2029	Phase IV Maturation: No later than 2030	Phase V Institutionalization: No later than 2031
Focus	Governance & Structure	Planning & Training	MAC System Active	Expansion & Refinement	Sustainability
Key Tasks	- Establish governance body - Hire EM Coordinator - Identify funding sources (i.e., grants)¹ - Develop and adopt shared doctrine	- Island EOP drafted - Jurisdictional EOP updates begin - Core training deployed - MACC facility MOU, lay-out and required resources established	- MAC-G staffed and trained - MACC fully equipped - Drill or Functional exercise conducted - Documentation systems live and practiced every 6 months	- Functional/Full-scale exercise development and conduct - Advanced training - Grant applications - MACC second-year operation - Volunteer development and integration	- Sustainability plan finalized - End-of-cycle evaluation - Next Strategic Plan drafted - EMAP self-assessment - Program fully self-sustaining

¹ <https://www.fema.gov/grants/policy-guidance>

	Phase I Foundation: No later than 2027	Phase II Integration: No later than 2028	Phase III Operationalization: No later than 2029	Phase IV Maturation: No later than 2030	Phase V Institutionalization: No later than 2031
Focus	Governance & Structure	Planning & Training	MAC System Active	Expansion & Refinement	Sustainability
	- Develop and Conduct IPPW - Begin EOP assessments - Identify MACC facility	- Island-wide Resource inventory initiated - First exercises (Tabletop) conducted	- Recovery framework adopted - Mid-cycle review completed	- Identify and secure technology enhancements - Start Sustainability Plan	
KPI Targets	- Governance body formed; - Coordinator hired - Shared Doctrine adopted	- Island EOP complete 80% of personnel complete core training	- MAC System exercised - All plans current - SITREP system operational	- Annual exercise program sustained - Grant applications submitted	- Program self-sustaining - Next plan drafted - EMAP readiness assessed - Used as a metric to assess the overall “health” of the MAC System and its component parts (e.g. Town and stakeholder plans, training and exercise participation)

SECTION 5: STRATEGIC GOALS, OBJECTIVES, AND MILESTONES

The seven goals described in this section are the strategic priorities that will drive implementation of the Martha's Vineyard Island-Wide Emergency Management and Response Coordination program from 2027 through 2031. These goals address two lines of effort:

1. Improved day-to-day emergency management preparedness and capability, and
2. Development and operationalization of the Multi-Agency Coordination System.

Each goal includes supporting objectives and specific milestones with assigned responsibilities. Goals are interdependent; progress in one goal supports progress in others.

GOAL ONE (Phase I – No Later Than 2027): Establish a Coordinated Island-Wide Emergency Management System

Create the governance structure, operational doctrine, and coordination architecture that forms the foundation for island-wide emergency management.

OBJECTIVE 1.1 ESTABLISH THE ISLAND-WIDE GOVERNANCE AND OVERSIGHT BODY

Formal governance is the prerequisite for every subsequent goal. No coordination system is sustainable without defined authority, accountability, and decision-making processes. This objective establishes the organizational framework within which the island-wide program will operate. It is recommended the Dukes County Emergency Management Association (DCEMA) act in the capacity as the Governing Body.

Milestones 1.1

Milestone	Milestone Description	Responsibility
1.1.1	Convene initial governance formation meeting with representatives from all six municipalities, the Wampanoag Tribal Nation, and Dukes County to establish the island-wide emergency management program oversight body.	Governing Body
1.1.2	Adopt a formal charter or memorandum of agreement (MOA) ² defining the Strategic Plan implementation and management governance structure ³ , member responsibilities, decision-making authority(ies), and program oversight expectations. See Appendix C Example MOU and Activation of this Plan.	Governing Body
1.1.3	Define activation criteria and de-activation protocols for the MAC System and formally adopt as program doctrine. ⁴	Governing Body
1.1.4	Establish a recurring governance meeting schedule (at minimum quarterly) and review and reporting cadence for the Strategic Plan.	Governing Body
1.1.5	Address all components of the Strategic plan and make any adjustments to the timeframe and/or methodology to best suit the needs of the Martha's Vineyard Stakeholders	Governing Body

² https://www.fema.gov/sites/default/files/2020-06/Disaster-Specific_MOU.pdf

³ https://www.fema.gov/sites/default/files/documents/fema_nims-guideline-for-mutual-aid.pdf

⁴ https://www.fema.gov/sites/default/files/documents/fema_eoc-quick-reference-guide.pdf

OBJECTIVE 1.2 ESTABLISH AND FILL THE EMERGENCY MANAGEMENT COORDINATOR POSITION

The Emergency Management (EM) Coordinator and participating Martha's Vineyard stakeholders are the enabling mechanism for this entire plan. Without dedicated staffing to drive implementation, monitor progress, and serve as the facilitative hub for island-wide coordination, the goals in this plan will not be achieved. This objective prioritizes establishing the position early in Phase I.

Milestones 1.2

Milestone	Milestone Description	Responsibility
1.2.1	Develop the Emergency Management Coordinator position description, classification, salary range, and reporting structure ⁵ . See Appendix D Example EM Coordinator Job Posting in this Plan.	Governing Body
1.2.2	Identify and secure initial funding sources for the Coordinator position through grant programs, county allocation, or jurisdictional contributions.	Governing Body
1.2.3	Conduct a competitive recruitment and selection process for the Coordinator position.	Governing Body
1.2.4	Onboard the Coordinator and establish a 90-day orientation plan that builds familiarity with all island jurisdictions, plans, stakeholders, and operational systems.	Governing Body / Coordinator

⁵ <https://www.bls.gov/ooh/management/emergency-management-directors.htm>

OBJECTIVE 1.3 DEVELOP AND ADOPT SHARED EMERGENCY MANAGEMENT DOCTRINE

Doctrine is the foundation of consistent, coordinated emergency management. Each Martha's Vineyard jurisdiction should have a set of emergency management plans, structures, protocols and internal understandings of how they address incidents within their jurisdiction and how to request support from neighbors and from the Commonwealth of Massachusetts. In short, their own doctrine regarding how emergency preparedness, mitigation, response, and recovery works within their borders. An island-wide emergency management and response coordination system will require additional development of a shared doctrine. Without a shared doctrine, each jurisdiction will continue to operate independently, with no common language, no shared expectations, and no framework for scaling from local response to island-wide coordination. Shared doctrine includes activation thresholds, communication expectations, resource request pathways, documentation standards, and public messaging responsibilities.

Milestones 1.3

Milestone	Milestone Description	Responsibility
1.3.1	Develop a Martha's Vineyard Emergency Management Standard Operating Guide (SOG) covering MAC System activation, EOC operations, island-wide coordinated resource request standards (e.g., mission-based request), situation reporting, and documentation standards. This will form the "backbone" of the Comprehensive Emergency Management Plan. See the Martha's Vineyard Island-Wide Comprehensive Emergency Management Plan (CEMP) template.	Emergency Management Coordinator
1.3.2	Adopt the SOG through the governance body and distribute to all participating jurisdictions.	Governing Body / Coordinator
1.3.4	Incorporate shared doctrine into island-wide training and exercise activities.	Emergency Management Coordinator

GOAL TWO (Phase II – No Later Than 2028): Reinforce and Standardize Emergency Operations Planning

Improve the completeness, accuracy, consistency, and interoperability of emergency operations plans across all island jurisdictions.

Planning is fundamental to preparedness. The HVA and stakeholder workshops confirmed that plans are the most consistently reported capability on Martha's Vineyard, but also that plan completeness, currency, accuracy, and inter-jurisdictional alignment are unknown or inconsistent. This goal addresses the planning foundation that all other capability areas depend upon.

OBJECTIVE 2.1 CONDUCT A COMPREHENSIVE MARTHA'S VINEYARD EMERGENCY OPERATIONS PLAN (EOP) ASSESSMENT

Before new plans are developed, the current state of all existing plans must be understood. This assessment will produce the first island-wide inventory and quality assessment of emergency management planning. This task was started during the Strategic Plan development project; however, not all relevant plans were available for review, nor may all types of emergency management and response plans exist in each town.

Milestones 2.1

Milestone	Milestone Description	Responsibility
2.1.1	Develop an EOP assessment tool aligned with FEMA Comprehensive Preparedness Guide (CPG) 101 and Massachusetts MEMA planning standards.	Emergency Management Coordinator
2.1.2	Conduct assessments of the existing EOPs and functional annexes across all six municipalities and the Wampanoag Tribal Nation.	Emergency Management Coordinator
2.1.3	Compile assessment results into an Island-Wide Planning Status Report to identify gaps, inconsistencies, and priorities for remediation.	Emergency Management Coordinator

Milestone	Milestone Description	Responsibility
2.1.4	Present findings to the governance body and develop a prioritized EOP Remediation Plan.	Governing Body / Coordinator

OBJECTIVE 2.2 SUPPORT JURISDICTIONAL EOP DEVELOPMENT AND UPDATING

Using the assessment findings as a guide, the Coordinator will work with each jurisdiction to update or develop emergency operations plans that meet professional standards, reflect current hazards and capabilities, and are consistent with island-wide coordination protocols.

Milestones 2.2

Milestone	Milestone Description	Responsibility
2.2.1	Develop a standardized Martha's Vineyard EOP template, including base plan and priority functional annexes (public information, sheltering, mass care, continuity, volunteer management, donations management).	Emergency Management Coordinator
2.2.2	Provide technical assistance and planning support to jurisdictions for EOP development and updating, prioritized by gap assessment findings.	Emergency Management Coordinator
2.2.3	Establish a recurring EOP review cycle (annual review, full update every three years) for all island jurisdictions.	All Jurisdictions / Coordinator
2.2.4	Develop a shared planning repository accessible to all island emergency management stakeholders.	Emergency Management Coordinator

OBJECTIVE 2.3 DEVELOP THE COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

The island-wide EOP provides the operational framework for coordination during incidents that exceed single-jurisdiction capacity. It is the operational extension of the MAC System doctrine and the primary planning tool for the MACC.

Milestones 2.3

Milestone	Milestone Description	Responsibility
2.3.1	Draft the Island EOP base plan, including purpose, scope, situation overview, concept of operations, MAC System activation criteria and structure, and agency roles and responsibilities.	Emergency Management Coordinator
2.3.2	Develop Emergency Support Function (ESF) annexes covering the functions most critical to island-wide response, including communications, mass care, resource support, public information, and transportation.	Emergency Management Coordinator
2.3.3	Conduct a stakeholder review and comment process for the Island EOP draft.	All Jurisdictions / Coordinator
2.3.4	Formally adopt the Island EOP through the governance body and implement a distribution and orientation program for all participating agencies.	Governing Body / Coordinator

OBJECTIVE 2.4 DEVELOP AND MAINTAIN CONTINUITY PLANNING

When disasters strike, continuity of government and continuity of operations are essential. Ensuring that essential government functions continue and that critical services are maintained is a key element of community resilience.

Milestones 2.4

Milestone	Milestone Description	Responsibility
2.4.1	Assess the current status of Continuity of Operations (COOP) and Continuity of Government (COG) plans across all island jurisdictions.	Emergency Management Coordinator
2.4.2	Provide technical assistance for COOP/COG development and updating, prioritized by gap assessment findings.	Emergency Management Coordinator
2.4.3	Develop a Martha's Vineyard COOP planning template aligned with FEMA guidance.	Emergency Management Coordinator

GOAL THREE (Phase II – No Later Than 2028): Build and Operationalize the Multi-Agency Coordination System

Develop, equip, staff, and exercise the MAC-S/MAC-G/MACC coordination architecture for island-wide emergency response and recovery coordination.

This goal implements the MAC System described in Section 4.4. The MAC System is the operational expression of island-wide coordination. Building it requires establishing the MACC facility capability, staffing the MAC-G, developing standard operating procedures, equipping the coordination function, and validating all components through training and exercises.

OBJECTIVE 3.1 ESTABLISH THE MACC FACILITY CAPABILITY

The MACC requires a designated facility, or validated virtual capability, with sufficient space, communications infrastructure, and equipment to support island-wide coordination operations. The facility need not be newly constructed; an existing facility that meets baseline requirements is the preferred approach.

Milestone 3.1

Milestone	Milestone Description	Responsibility
3.1.1	Develop MACC facility requirements and specifications based on anticipated staffing, operational functions, and technology needs.	Emergency Management Coordinator
3.1.2	Conduct a site assessment of potential MACC host facilities across the island, evaluating access, power resiliency, communications infrastructure, and space adequacy.	Emergency Management Coordinator
3.1.3	Select and designate the MACC primary facility and at least one alternate. Execute a facility use agreement with the host organization.	Governing Body / Coordinator

Milestone	Milestone Description	Responsibility
3.1.4	Assess and address facility equipment and technology gaps, including communications (radio, telephone, internet), situational awareness displays, and documentation systems.	Emergency Management Coordinator
3.1.5	Develop and implement an emergency power and generator plan for the MACC facility.	Emergency Management Coordinator

OBJECTIVE 3.2 ESTABLISH AND STAFF THE MULTI-AGENCY COORDINATION GROUP (MAC-G)

The MAC-G is the policy and decision-making body of the MAC System. It is comprised of senior officials or their authorized representatives from all participating jurisdictions and key agencies. The MAC-G is not a standing, full-time body; it activates when the MAC System activates.

Milestones 3.2

Milestone	Milestone Description	Responsibility
3.2.1	Define MAC-G membership, including required jurisdictions, agencies, and functional areas (emergency management, public health, healthcare, transportation, utilities).	Governing Body / Coordinator
3.2.2	Identify primary and alternate MAC-G representatives from each jurisdiction and key agency; document in the Island EOP. See Appendix E MACC Position Task Books of this Plan.	All Jurisdictions / Coordinator
3.2.3	Develop MAC-G activation procedures, position job aids, and decision support tools.	Emergency Management Coordinator
3.2.4	Conduct an initial MAC-G orientation session and tabletop exercise.	Emergency Management Coordinator

OBJECTIVE 3.3 DEVELOP MACC STANDARD OPERATING PROCEDURES AND POSITION JOB AIDS

Position-specific task books and checklists should be developed for all MACC positions, including the MACC Director, Deputy Director, Public Information Officer, Situation/Documentation Unit, Finance and Administration Unit, Logistics coordination functions, and Executive Policy Group representatives. MACC procedures should include standardized operational briefing templates, incident action planning support processes, resource tracking procedures, and documentation standards aligned with ICS and NIMS principles. The MACC must have documented procedures that enable it to activate quickly, operate consistently, and perform its coordination functions effectively. Position-specific job aids ensure that personnel can perform their roles even under stress and with limited prior experience in the MACC environment.

Milestones 3.3

Milestone	Milestone Description	Responsibility
3.3.1	Develop MACC activation and de-activation procedures consistent with the Island EOP and MAC System doctrine.	Emergency Management Coordinator
3.3.2	Develop MACC operational position job aids for all primary MACC functions, including MACC Director, Deputy Director/Liaison Officer, Public Information Officer, Situation/Documentation Unit, Finance/Resource and Administration Unit. See Appendix E MACC Position Task Books of this Plan.	Emergency Management Coordinator
3.3.3	Develop MACC forms and documentation systems for situation reports, resource requests, action plans, and incident logs.	Emergency Management Coordinator
3.3.4	Develop Joint Information System (JIS) procedures to support coordinated public information and messaging during island-wide activations ⁶ . See Appendix H Example MACC JIS Guidelines of this Plan.	Emergency Management Coordinator

⁶ <https://preptoolkit.fema.gov/web/nims-toolkit/jis>

OBJECTIVE 3.4 TRAIN AND EXERCISE THE MAC SYSTEM

The MAC System is only as capable as the people who staff it. Training ensures that MACC personnel understand their roles and can perform them effectively. Exercises validate that the system works as designed under simulated operational stress.

Milestones 3.4

Milestone	Milestone Description	Responsibility
3.4.1	Develop a MACC training curriculum covering NIMS/MAC principles, MACC operations, position-specific functions, and software/technology systems.	Emergency Management Coordinator
3.4.2	Train all identified MACC primary and alternate personnel to their assigned positions.	Emergency Management Coordinator
3.4.3	Conduct an annual MACC tabletop exercise to validate procedures and build team familiarity.	Emergency Management Coordinator
3.4.4	Conduct a full-scale MAC System activation exercise by end of Plan Year 3 (2029).	Emergency Management Coordinator

GOAL FOUR (Phase III – No Later Than 2029): Strengthen Response and Recovery Capabilities

Improve Martha's Vineyard's operational readiness for response and recovery through standardized procedures, resource inventories, documentation systems, and recovery frameworks.

OBJECTIVE 4.1 DEVELOP A COMPREHENSIVE ISLAND-WIDE RESOURCE INVENTORY

Understanding what resources exist across the island, and where they are, is a prerequisite for effective resource management during a disaster. The resource inventory is also the foundation for mutual aid planning and MACC resource coordination functions.

Milestones 4.1

Milestone	Milestone Description	Responsibility
4.1.1	Develop a standardized resource inventory methodology and template consistent with NIMS resource typing standards ⁷ . See Appendix I Resource Inventory Methodology and Template of this Plan.	Emergency Management Coordinator
4.1.2	Coordinate with all jurisdictions, key agencies, utilities, healthcare, and transportation partners to compile a comprehensive island-wide resource inventory (See foot note 7 below).	All Jurisdictions / Coordinator
4.1.3	Establish a resource inventory management system accessible to the MACC and participating jurisdiction EOCs. See Appendix I Resource Inventory Methodology and Template in this Plan.	Emergency Management Coordinator

⁷ <https://rtlt.preptoolkit.fema.gov/Public>

Milestone	Milestone Description	Responsibility
4.1.4	Implement a semi-annual resource inventory review and update process.	Emergency Management Coordinator

OBJECTIVE 4.2 STANDARDIZE SITUATION REPORTING AND DOCUMENTATION

Situation reporting processes should establish standardized reporting intervals, incident escalation thresholds, and island-wide reporting criteria to support rapid decision-making and coordinated resource prioritization. Documentation procedures should include operational activity logging, decision tracking, resource mission assignment documentation, and records management processes to support reimbursement, legal defensibility, and historical continuity. Appendix F presents an example situation report (SITREP) and template.

Consistent situation reporting and documentation supports decision-making at all levels, enables accurate resource requests to the Commonwealth, and ensures that disaster expenditures are documented to support reimbursement claims.

Milestones 4.2

Milestone	Milestone Description	Responsibility
4.2.1	Develop standardized Situation Report (SITREP) templates for jurisdictional and island-wide use, consistent with Massachusetts MEMA reporting formats ⁸ .	Emergency Management Coordinator
4.2.2	Develop standardized resource request forms and processes consistent with MEMA and FEMA requirements.	Emergency Management Coordinator

⁸ <https://training.fema.gov/icsresource/icsforms.aspx>

Milestone	Milestone Description	Responsibility
4.2.3	Develop disaster cost-tracking procedures and templates ⁹ aligned with FEMA Public Assistance eligibility requirements ¹⁰ .	Emergency Management Coordinator
4.2.4	Train emergency management personnel across all jurisdictions on SITREP, resource request, and cost-tracking procedures.	Emergency Management Coordinator

OBJECTIVE 4.3 DEVELOP A MARTHA'S VINEYARD DISASTER RECOVERY FRAMEWORK

Recovery from a major disaster on Martha's Vineyard will require coordinated action across all jurisdictions, with the state, and with federal agencies. A defined recovery framework clarifies roles, streamlines resource access, and maximizes reimbursement.

Milestones 4.3

Milestone	Milestone Description	Responsibility
4.3.1	Engage recovery stakeholders, including all jurisdictions, Dukes County, MEMA, nonprofit partners, and the business community, in a recovery planning process.	Emergency Management Coordinator
4.3.2	Develop a Martha's Vineyard Recovery Framework consistent with the National Disaster Recovery Framework (NDRF) and Massachusetts recovery guidance, including Recovery Support Function assignments.	Emergency Management Coordinator
4.3.3	Develop a FEMA Public Assistance orientation and documentation program to ensure all jurisdictions understand reimbursement eligibility and documentation requirements before a disaster occurs.	Emergency Management Coordinator

⁹ statics.teams.cdn.office.net/evergreen-assets/safelinks/2/atp-safelinks.html

¹⁰ https://www.fema.gov/sites/default/files/documents/fema_pa_pappg-5.0-amended.pdf

GOAL FIVE (Phase III – No Later Than 2029): Coordinate a Multi-Year Training and Exercise Program

Implement a structured, needs-based training and exercise program that builds core competencies, validates plans and procedures, and is aligned with FEMA and MEMA standards.

The HVA and workshop findings consistently identified training and exercises as the weakest Martha's Vineyard capability areas. Addressing this gap requires a systematic approach: an annual Integrated Preparedness Planning Workshop (IPPW) to identify needs, a multi-year training schedule that addresses those needs, and a recurring exercise program that validates progress. Training must address not only tactical responders but also EOC staff, elected and appointed officials, and island-wide non-profit/NGO partner organizations who may never have understood their emergency management roles.

OBJECTIVE 5.1 ESTABLISH AND MAINTAIN AN ANNUAL INTEGRATED PREPAREDNESS PLANNING PROCESS

The *Integrated Preparedness Planning Workshop* (IPPW) is the annual mechanism through which Martha's Vineyard will collectively identify training and exercise priorities, review gaps, and update the Integrated Preparedness Plan (IPP).

Milestones 5.1

Milestone	Milestone Description	Responsibility
5.1.1	Convene the first Martha's Vineyard IPPW in Year 1 (2027) with representation from all jurisdictions and key partner agencies.	Emergency Management Coordinator
5.1.2	Produce an annual Integrated Preparedness Plan (IPP) documenting training and exercise priorities, scheduled activities, and resource requirements.	Emergency Management Coordinator

Milestone	Milestone Description	Responsibility
5.1.3	Maintain the IPP as a living document, updated annually and aligned with this Strategic Plan.	Emergency Management Coordinator

OBJECTIVE 5.2

Implement a Structured Training Program

Training must be systematic, needs-based, and aligned with identified gaps. The training program will address emergency management fundamentals, EOC and MAC operations, position-specific competencies, elected official orientation, and functional areas such as public information and sheltering.

Milestones 5.2

Milestone	Milestone Description	Responsibility
5.2.1	Develop a Martha's Vineyard core training curriculum matrix defining required courses by role category (emergency manager, EOC staff, first responder, elected/appointed official, key partner). For Milestones in Section 5.2, see Martha's Vineyard Island-Wide Comprehensive Emergency Management Plan (CEMP) Appendix Q MACC Training Program Guideline.	Emergency Management Coordinator
5.2.2	Coordinate and schedule delivery of FEMA and MEMA training courses to address identified gaps, with emphasis on IS-700 (NIMS), IS-800 (NRF), ICS courses, G-775 (EOC Management), and MAC System courses.	Emergency Management Coordinator
5.2.3	Develop and deliver elected and appointed official emergency management orientation briefings to all island jurisdictions.	Emergency Management Coordinator
5.2.4	Track training completion across all personnel and maintain comprehensive training records.	Emergency Management Coordinator

Milestone	Milestone Description	Responsibility
5.2.5	Ensure training is aligned with all applicable state and federal requirements, including NIMS compliance requirements.	Emergency Management Coordinator

OBJECTIVE 5.3

Implement a Progressive Exercise Program

Exercises validate training, test plans, and build operational readiness that cannot be achieved through training alone. The exercise program will be progressive, moving from discussion-based exercises to operations-based exercises as the program matures, and will be tied to the corrective action process to ensure identified gaps are addressed.

Milestones 5.3

Milestone	Milestone Description	Responsibility
5.3.1	Conduct at least two discussion-based exercises (seminars, tabletop exercises) annually, addressing a range of island-relevant hazard scenarios.	Emergency Management Coordinator
5.3.2	Conduct at least one operations-based exercise (drill, functional exercise, or full-scale exercise) annually beginning in Year 2 (2028).	Emergency Management Coordinator
5.3.3	Conduct a full-scale, island-wide multi-jurisdictional exercise by end of Year 3 (2029).	Emergency Management Coordinator
5.3.4	Implement a formal After-Action Review (AAR) and Improvement Plan (IP) process for all exercises and all actual MAC System activations.	Emergency Management Coordinator

Milestone	Milestone Description	Responsibility
5.3.5	Maintain a Corrective Action Program (CAP) to track, prioritize, and monitor resolution of identified areas for improvement.	Emergency Management Coordinator

GOAL SIX (Phase IV – No Later Than 2030):

Modernize Information Management, Communications & Technology Systems

Improve situational awareness, interoperability, and information sharing across all island jurisdictions through shared systems, protocols, and technology adoption.

Effective emergency management depends on timely, accurate, and interoperable information. The HVA and workshop findings confirmed that Martha's Vineyard's communications and information management systems are inconsistently developed, poorly interoperable, and not organized to support island-wide coordination. This goal addresses the technology, communications, and information infrastructure required to support the MAC System and improve day-to-day emergency management effectiveness.

OBJECTIVE 6.1 CONDUCT AN ISLAND-WIDE COMMUNICATIONS AND TECHNOLOGY ASSESSMENT

Before systems can be improved, current capabilities and gaps must be understood.

Milestones 6.1

Milestone	Milestone Description	Responsibility
6.1.1	Assess current communications systems across all jurisdictions, including radio systems, mass notification platforms, alert and warning systems, and data-sharing platforms.	Emergency Management Coordinator
6.1.2	Identify interoperability gaps and develop recommendations for improvement.	Emergency Management Coordinator
6.1.3	Develop a Martha's Vineyard Communications Plan that defines primary, alternate, contingency, and emergency (PACE) communication pathways for routine operations and MACC activations.	Emergency Management Coordinator

OBJECTIVE 6.2 IMPLEMENT A SHARED SITUATIONAL AWARENESS SYSTEM

A shared situational awareness system provides the island-wide common operating picture that is currently absent. This system enables the MACC to track resources, incidents, and impacts across jurisdictions in real time.

Milestones 6.2

Milestone	Milestone Description	Responsibility
6.2.1	Evaluate available situational awareness and EOC software platforms (e.g., WebEOC, VEOCI, Rave, or equivalent) for suitability to Martha's Vineyard's operational environment.	Emergency Management Coordinator
6.2.2	Select, procure, and configure a shared situational awareness platform for MACC and participating jurisdiction EOC use.	Governing Body / Coordinator
6.2.3	Train all MACC and EOC personnel on the selected platform.	Emergency Management Coordinator
6.2.4	Integrate the situational awareness platform into MACC activation procedures and exercise activities.	Emergency Management Coordinator

OBJECTIVE 6.3 DEVELOP A UNIFIED PUBLIC INFORMATION AND WARNING STRATEGY

The public information framework should include pre-scripted emergency messaging templates, rumor control procedures, coordinated Joint Information System (JIS) activation protocols, and multilingual/public accessibility considerations to support timely and consistent public messaging during emergencies.

Public messaging coordination should include mechanisms for integrating municipal officials, public safety agencies, healthcare partners, schools, transportation providers, and critical infrastructure stakeholders into the emergency communications process.

Consistent, accessible, and coordinated public information is a critical emergency management function. Martha's Vineyard currently lacks a unified approach to public information, risk communication, and public warning. This objective addresses that gap.

Milestones 6.3

Milestone	Milestone Description	Responsibility
6.3.1	Assess current public information and warning capabilities across all jurisdictions, including Wireless Emergency Alerts, mass notification systems, social media management, and Joint Information System procedures.	Emergency Management Coordinator
6.3.2	Develop a Martha's Vineyard Public Information and Warning Plan defining roles, responsibilities, message approval processes, and platform management.	Emergency Management Coordinator
6.3.3	Ensure the Public Information Plan meets federal accessibility requirements (Section 508) and includes provisions for non-English speaking and access/functional needs populations.	Emergency Management Coordinator
6.3.4	Incorporate public information operations into all exercises.	Emergency Management Coordinator

GOAL SEVEN (Phase V – No Later Than 2031): Ensure Sustainable Funding & Long-Term Program Governance

Develop a diversified, sustainable funding strategy and governance framework that ensures the island-wide emergency management program operates effectively beyond the initial implementation period.

OBJECTIVE 7.1 DEVELOP AND IMPLEMENT A DIVERSIFIED FUNDING STRATEGY

Long-term program sustainability requires diversified funding that does not depend entirely on any single grant program or jurisdictional contribution. The Coordinator's role in grant management is a key element of this strategy. Note that grant management can be complex, and as the program evolves, this is a likely area where additional support will be needed.

Milestones 7.1

Milestone	Milestone Description	Responsibility
7.1.1	Identify and map all applicable federal and state grant programs that can support Martha's Vineyard emergency management program activities, including FEMA BRIC, BSIR, HSGP, and EMPG programs.	Emergency Management Coordinator
7.1.2	Develop a multi-year grant strategy that aligns funding opportunities with Strategic Plan implementation priorities.	Emergency Management Coordinator
7.1.3	Develop a jurisdictional cost-sharing model for program operating costs not covered by grant funding.	Governing Body / Coordinator
7.1.4	Develop a program financial sustainability plan for years beyond the initial grant-funded period.	Governing Body / Coordinator

OBJECTIVE 7.2 ESTABLISH PROGRAM PERFORMANCE MEASUREMENT AND REPORTING

Accountability requires measurement. The program's performance will be tracked through a set of key performance indicators (KPIs) aligned with each goal (see the following section on *Performance and Accountability*). Annual performance reports will provide transparency to participating jurisdictions and the governing body.

Milestones 7.2

Milestone	Milestone Description	Responsibility
7.2.1	Develop a program performance measurement framework with KPIs for each Strategic Plan goal.	Emergency Management Coordinator
7.2.2	Publish an annual program progress report to the governing body and all participating jurisdictions.	Emergency Management Coordinator
7.2.3	Conduct a comprehensive mid-cycle Strategic Plan review at the end of Year 3 (2029) to assess progress and adjust implementation priorities as needed.	Governing Body / Coordinator
7.2.4	Conduct a formal end-of-cycle evaluation at the conclusion of Plan Year 5 (2031) to inform development of the next Strategic Plan.	Governing Body / Coordinator

SECTION 7: PERFORMANCE AND ACCOUNTABILITY

Program performance will be measured through a set of Key Performance Indicators (KPIs) aligned with each Strategic Plan goal. The Emergency Management Coordinator will compile performance data and publish an Annual Program Progress Report to the governing body and all participating jurisdictions. Metrics assess system maturity and program effectiveness, not municipal ranking.

Goal Area	Key Performance Indicator	Target Timeframe
Governance & Structure	Governance body established and meeting regularly; Coordinator position filled; MOA executed	Year 1 (2027)
Planning	Island EOP adopted; % of jurisdictions with updated EOPs; Missing annexes developed	Year 2–3 (2028–2029)
MAC System	MACC facility established; MAC-G staffed and trained; MAC System exercised	Year 2–3 (2028–2029)
Training	% of required personnel completing core training curriculum; Training records maintained	Annual (2027–2031)
Exercises	Exercises conducted per schedule; AAR/IP completed for all exercises; Corrective actions closed	Annual (2028–2031)
Resources	Island-wide resource inventory complete and current; SITREP system operational	Year 2–3 (2028–2029)
Recovery	Recovery Framework adopted; Cost-tracking procedures in use; PA documentation training complete	Year 3 (2029)
Funding	Grant applications submitted; Cost-sharing model adopted; Sustainability plan complete	Annual (2027–2031)

The Governing Body will conduct a mid-cycle Strategic Plan review at the end of Year 3 (2029) to assess progress, adjust implementation priorities, and ensure the program remains responsive to evolving island needs and capabilities. A comprehensive end-of-cycle evaluation at the conclusion of Year 5 (2031) will inform development of the next Strategic Plan.

PLAN IMPLEMENTATION & MAINTENANCE

Implementation activities should include recurring stakeholder engagement sessions, annual leadership briefings, corrective action tracking, and periodic validation of operational coordination processes through drills, workshops, and exercises.

Program implementation should prioritize building role familiarity, operational comfort, and coordination confidence among participating jurisdictions through repeated training, orientation, and practical application.

PLAN IMPLEMENTATION

This Strategic Integration and Implementation Plan is a roadmap, not a checklist. Its goals and objectives are interdependent, and implementation requires sustained commitment, leadership engagement, and dedicated resources. The Emergency Management Coordinator is the primary driver of plan implementation, supported by the governing body and all participating jurisdictions.

Implementation success depends on:

- Sustained political will and executive-level support from all participating jurisdictions
- Adequate and stable funding for the Coordinator position and program activities
- Consistent stakeholder engagement and participation in training, exercises, and planning activities
- Willingness to share plans, resources, and information across jurisdictional lines
- Commitment to the corrective action process, acting on identified gaps, not simply identifying them

PLAN MAINTENANCE

This Strategic Plan is a living document. It will be reviewed and updated according to the following schedule:

- Annual review: The Coordinator will conduct an annual review of plan progress and present findings to the governing body. Minor updates may be made at this time.
- Mid-cycle review: A comprehensive review will be conducted at the end of Year 3 (2029) to assess progress, realign priorities, and adjust the implementation roadmap.
- End-of-cycle evaluation: A formal evaluation will be conducted at the conclusion of Year 5 (2031) to inform development of the next Strategic Plan.
- Trigger-based review: The plan will be reviewed and updated following any significant incident that activates the MAC System, any major change in jurisdictional structure or authority, or any significant change in state or federal guidance that affects the plan's assumptions or frameworks.

CONCLUSION

The residents, government, and institutions of Martha's Vineyard demonstrate consistent resilience, capability, and commitment to public safety. This Strategic Plan does not argue that those qualities are absent. It argues that they are not yet organized into the systemic, doctrinal emergency management program and island-wide coordination architecture that the Island's operational realities require.

The evidence is clear. The hazard environment is well understood. The gaps are known. The cost of inaction is documented, not abstractly, but in missed reimbursements, untested plans, uncoordinated responses, and the compounding risk of an aging volunteer infrastructure meeting a growing seasonal population without a coordination system capable of managing a major island-wide event.

This plan provides a roadmap. It preserves every jurisdiction's authority and identity. It builds a coordination capability that serves each town's interests individually and all towns' interests collectively. It aligns with national and Massachusetts emergency management frameworks, maximizing grant competitiveness and reimbursement potential. And it does so through a phased, milestone-based approach that prevents premature expansion and ensures foundation precedes complexity.

The Island strengthens resilience and minimizes losses.

The work ahead is significant. But the Martha's Vineyard Island-Wide Emergency Management and Response Coordination project team's engagement with island stakeholders confirms that the will to do this work exists. The professional expertise, community relationships, and the genuine commitment to the island's residents and visitors are present across every jurisdiction that participated in this process. This plan gives that commitment direction, structure, and a measurable path forward.

The following operational integration considerations support implementation of the Martha's Vineyard island-wide emergency management and response coordination framework and reflect best practices identified throughout the planning development process.

- Establish a recurring MACC operational battle rhythm with standardized briefing and reporting cycles.
- Develop position-specific MACC task books and operational checklists to improve staffing readiness and continuity.
- Maintain standardized Essential Elements of Information (EELs) for incident coordination, resource prioritization, and executive decision-making.
- Implement pre-scripted emergency messaging templates and coordinated public information release procedures.

- Develop standardized resource request, mission assignment, and cost-tracking documentation processes.
- Ensure integration between local Incident Command Posts (ICPs), municipal EOCs, healthcare partners, transportation providers, and critical infrastructure stakeholders.
- Conduct annual island-wide coordination exercises validating communications, resource management, public information, and recovery coordination processes.

APPENDIX A: LIST OF APPENDICES

The table below provides a description of the Strategic Plan Appendices include in the following sections.

Appendix	CEMP Document
Appendix A	List of Appendices
Appendix B	Example MACC Demobilization Checklist
Appendix C	Example Memorandum of Understanding (MOU) and Activation
Appendix D	Example Emergency Management Coordinator Job Posting
Appendix E	MACC Position Task Books
Appendix F	Example Situation Report (SITREP) and Template
Appendix G	Incident Documentation and Fiscal Tracking
Appendix H	Example MACC Joint Information System (JIS) Guidelines
Appendix I	Resource Inventory Methodology and Template

APPENDIX B: EXAMPLE MACC DEMOBILIZATION CHECKLIST

MARTHA'S VINEYARD MULTI-AGENCY COORDINATION CENTER (MACC) DEMOBILIZATION CHECKLIST

This checklist is designed to support the organized, safe, and accountable demobilization of the Martha's Vineyard Multi-Agency Coordination Center (MACC) following all-hazards incidents, planned events, or sustained emergency operations.

1. Demobilization Decision & Authorization

- ☐ Confirm incident stabilization and reduction of operational requirements
- ☐ Coordinate demobilization recommendation with Incident Command, EOCs, and partner agencies
- ☐ Obtain approval from MACC Director and Executive Policy Group (if applicable)
- ☐ Establish official demobilization operational period and timeline
- ☐ Notify all participating agencies of planned demobilization actions

2. Operational Coordination

- ☐ Conduct final operational briefing
- ☐ Ensure unresolved operational issues are transitioned appropriately
- ☐ Confirm continuity of essential services and emergency response capabilities
- ☐ Coordinate transition of any remaining responsibilities to local jurisdictions or agencies
- ☐ Document outstanding recovery or follow-up actions

3. Situation Reporting & Documentation

- ☐ Complete final Situation Report (SITREP)
- ☐ Finalize Incident Action Plans (IAPs) and operational documentation
- ☐ Collect ICS forms, activity logs, and incident records
- ☐ Ensure all documentation is properly archived and stored
- ☐ Verify FEMA Public Assistance (PA) documentation requirements are completed

4. Resource Demobilization

- ☐ Account for all personnel assigned to the MACC
- ☐ Release mutual aid resources in coordination with originating agencies
- ☐ Recover issued equipment, radios, badges, and access credentials
- ☐ Inventory consumable supplies and remaining resources
- ☐ Coordinate return of leased or borrowed equipment

5. Communications & Information Systems

- ☐ Deactivate temporary communications systems as appropriate
- ☐ Ensure critical communications redundancy remains available if needed
- ☐ Archive incident communications logs and recordings
- ☐ Secure sensitive operational and cybersecurity information
- ☐ Restore normal communications operating posture

6. Public Information & Messaging

- ☐ Issue final public information statement or media release
- ☐ Coordinate demobilization messaging through the Joint Information System (JIS)
- ☐ Update websites, social media platforms, and public alert systems
- ☐ Deactivate rumor control operations if appropriate
- ☐ Document public messaging actions and media inquiries

7. Financial & Administrative Actions

- ☐ Finalize personnel timekeeping and overtime records
- ☐ Compile procurement and expenditure documentation
- ☐ Document emergency contracts and mutual aid costs
- ☐ Ensure FEMA reimbursement and audit records are complete
- ☐ Coordinate finance closeout procedures

8. Facility & Security Actions

- ☐ Inspect MACC facility for damages or deficiencies
- ☐ Remove temporary signage and operational materials
- ☐ Secure all sensitive documents and equipment
- ☐ Restore facility to normal operational condition
- ☐ Coordinate final access control and facility closure procedures

9. Recovery & Transition Coordination

- ☐ Coordinate transition from response to recovery operations
- ☐ Identify long-term recovery coordination requirements
- ☐ Provide recovery contact information to partner agencies
- ☐ Coordinate follow-up meetings and recovery planning sessions
- ☐ Ensure continuity for unresolved community impacts

10. After-Action & Improvement Planning

- ☐ Schedule After-Action Review (AAR) meetings
- ☐ Collect agency feedback and operational observations
- ☐ Document strengths, gaps, and lessons learned
- ☐ Develop Improvement Plan (IP) assignments
- ☐ Track corrective actions and preparedness improvements

Demobilization Approval Signatures

Position	Name	Signature	Date/Time
MACC Director			
MACC Deputy Director/Liaison Officer			
Situation/Documentation Unit			

APPENDIX C: EXAMPLE MEMORANDUM OF UNDERSTANDING (MOU) AND ACTIVATION

FICTIONAL MARTHA'S VINEYARD ALL-HAZARDS INCIDENT RESPONSE RESOURCE MEMORANDUM OF UNDERSTANDING (MOU)

This fictional Memorandum of Understanding (MOU) establishes a framework for coordinated all-hazards emergency response resource support between participating Martha's Vineyard jurisdictions, Dukes County, and supporting agencies during incidents requiring multi-agency coordination.

1. Purpose

The purpose of this MOU is to establish procedures, responsibilities, coordination mechanisms, and operational expectations for sharing emergency response resources, personnel, equipment, facilities, and support capabilities during all-hazards incidents impacting Martha's Vineyard and Dukes County.

2. Participating Agencies

This fictional MOU applies to participating municipalities, Dukes County, public safety agencies, public health organizations, transportation stakeholders, utilities, and emergency management partners.

3. Authorities

This MOU is established consistent with the Massachusetts Civil Defense Act (Chapter 639 of the Acts of 1950), Massachusetts emergency management authorities, local emergency management ordinances, mutual aid agreements, and the National Incident Management System (NIMS).

4. Scope

This agreement applies to severe weather, hurricanes, flooding, hazardous materials incidents, public health emergencies, transportation disruptions, utility failures, mass casualty incidents, and other emergencies requiring coordinated support.

5. Resource Support

Participating agencies may provide personnel, vehicles, communications equipment, generators, shelter supplies, medical resources, transportation assets, logistical support, and technical expertise when available.

6. Coordination Structure

All coordination activities shall occur through the Martha's Vineyard Multi-Agency Coordination System (MACS), Multi-Agency Coordination Center (MACC), Incident Command System (ICS), and local Emergency Operations Centers (EOCs), as applicable.

7. Financial Considerations

Participating jurisdictions are responsible for tracking operational costs, personnel time, procurement activities, and reimbursement documentation consistent with MEMA and FEMA guidance.

8. Liability and Workers Compensation

Personnel operating under this MOU remain employees of their home agency for purposes of liability, workers compensation, benefits, and supervision unless otherwise specified.

9. Communications and Information Sharing

Participating agencies agree to share operational information, situational awareness updates, and resource status information necessary to support coordinated decision-making.

10. Duration and Review

This fictional MOU remains in effect until modified or terminated and should be reviewed annually.

MOU Activation Criteria

Activation of this MOU may occur when one or more of the following conditions exist:

- An incident exceeds the capabilities or resources of a single jurisdiction
- Multiple municipalities are impacted by the same incident
- Transportation disruptions significantly affect island logistics or access
- Emergency sheltering or evacuation operations require regional coordination
- Critical infrastructure failures impact multiple jurisdictions
- Resource prioritization and coordinated allocation decisions are required
- Mutual aid resources or state assistance are requested
- The Martha's Vineyard MACC or regional coordination structures are activated
- Public health or medical surge conditions exceed local capacity
- A formal emergency declaration is issued by local or state authorities

Signature Blocks (Fictional)

Jurisdiction Representative	Signature	Date
Name, A. Representative		Date:
Name, B. Representative		Date:
Name, C. Representative		Date:

APPENDIX D: EXAMPLE EMERGENCY MANAGEMENT COORDINATOR JOB POSTING

Job Posting: Regional Emergency Management Coordinator

Location: Martha's Vineyard, MA (Dukes County)

Position Type: Full-Time, Exempt

Residence Requirement: Mandatory on-island residency within 90 days of hire.

Position Summary

Dukes County is seeking a highly skilled and adaptable **Regional Emergency Management Coordinator (REMC)**. This pivotal role serves as the primary liaison and strategic lead for emergency preparedness, mitigation, response, and recovery across the seven island towns: Aquinnah, Chilmark, Edgartown, Gosnold, Oak Bluffs, Tisbury, and West Tisbury.

The REMC ensures a unified island-wide approach to disaster management, navigating the unique logistical challenges of an island environment while fostering collaboration between local municipal leaders, county officials, and state/federal partners, including the Massachusetts Emergency Management Agency (MEMA).

Compensation & Benefits

Salary Range: \$98,500 – \$124,000 (Commensurate with experience and credentials)

- Comprehensive health, dental, and vision insurance via the Massachusetts GIC.
- Participation in the Dukes County Contributory Retirement System.
- Relocation assistance and potential housing stipend options for qualified candidates.

Essential Roles and Responsibilities

- **Regional & State Coordination:** Facilitate communication and resource sharing between the seven island municipalities, Dukes County administration, and the Massachusetts Emergency Management Agency (MEMA) along with other state EM partners.
- **Plan Development:** Oversee the creation, maintenance, and regular updating of the Comprehensive Emergency Management Plan (CEMP) and Hazard Mitigation Plans in alignment with state and federal standards.
- **Grant Management:** Identify, apply for, and administer state and federal homeland security and emergency management grants (e.g., EMPG, BRIC).
- **Training & Exercises:** Design and execute multi-jurisdictional tabletop and functional exercises to test island-wide readiness and state-local interoperability.

- **EOC Leadership:** Support the activation and operation of the Regional Emergency Operations Center (REOC) during significant events, ensuring seamless communication with the State EOC.
- **Public Outreach:** Coordinate community preparedness campaigns and manage the island-wide emergency notification systems.

Position-Specific Tasks

Category	Specific Functional Tasks
Logistics	Develop specialized protocols for the transport of emergency supplies and personnel via ferry or air when standard supply chains are disrupted, coordinating with state transportation partners.
Agreements	Draft and maintain formal Memorandums of Understanding (MOUs) between the seven towns and state entities to ensure legal and operational clarity during resource sharing.
Engagement	Lead monthly meetings with town Emergency Management Directors (EMDs), healthcare providers, and utility companies, and participate in MEMA regional briefings.
Analysis	Conduct vulnerability assessments specific to the island, including coastal erosion, hurricane impacts, and seasonal population surges.
Recovery	Assist towns with FEMA and MEMA Public Assistance (PA) and Individual Assistance (IA) documentation following a declared disaster.

Minimum Credentials and Education

Education

- **Required:** Bachelor's degree in Emergency Management, Public Administration, Homeland Security, or a closely related field.
- **Preferred:** Master's Degree in a related discipline.

Experience

- Minimum of 5–7 years of progressive experience in emergency management, public safety, or military operations.
- Demonstrated experience in a leadership role involving multi-agency and state-level coordination.

Certifications

- **NIMS/ICS:** Completion of ICS-100, 200, 300, 400, 700, 800, and L0146 (HSEEP)
- **Professional:** Completion of the Massachusetts Professional Emergency Manager (MPEM) Program or equivalent, Certified Emergency Manager (CEM) or Associate Emergency Manager (AEM) through IAEM is highly preferred.
- **Driver's License:** Valid driver's license and clean driving record.

Physical and Environmental Requirements

Must be able to respond to emergencies 24/7, including nights, weekends, and holidays. Ability to operate in austere environments during disaster response operations. **Mandatory on-island residency is required due to geographical isolation.**

APPENDIX E: MACC POSITION TASK BOOKS

The Martha's Vineyard Multi-Agency Coordination Center (MACC) Position-Specific Task Books were developed to provide standardized operational guidance for personnel assigned to support all-hazards coordination activities across the island. The task books define position-specific roles and responsibilities, Essential Elements of Information (EEIs), operational expectations, coordination requirements, and task checklists necessary to support effective MACC operations.

The purpose of the task books is to ensure personnel understand both their individual responsibilities and how their role supports the overall MACC mission of coordinating resources, maintaining situational awareness, supporting incident operations, and facilitating interagency communication during emergencies, planned events, severe weather incidents, transportation disruptions, public health emergencies, and other complex incidents impacting Martha's Vineyard.

By establishing clear guidance and standardized processes, the task books increase role familiarity, improve operational consistency, and enhance personnel confidence during MACC activations. Personnel from multiple agencies and disciplines may have varying levels of experience operating within a coordination center environment. These task books provide a common operational framework that helps reduce uncertainty, improve coordination, and support more efficient decision-making during high-tempo operations.

The inclusion of position-specific checklists and operational guidance also supports continuity between operational periods, strengthens accountability, and improves the MACC's ability to maintain an effective common operating picture while supporting on-scene incident management activities.

In addition to supporting real-world operations, the task books serve as valuable training and exercise resources that can be used to familiarize personnel with MACC processes and coordination responsibilities prior to an activation.

Overall, the Martha's Vineyard MACC Position-Specific Task Books enhance the MACC's ability to provide organized, efficient, and coordinated support operations by improving role clarity, operational comfort, interagency coordination, and overall preparedness across the island.

The Martha's Vineyard example position-specific task books are provided on the following page. The format used to develop the task books can be replicated as a template to include any additional functional and/or partner organizations

MARTHA'S VINEYARD MACC TASK BOOK

EXECUTIVE POLICY GROUP (EPG)

Objective: Provide coordinated executive leadership and policy direction to support life safety, incident stabilization, continuity of government, and recovery.

Position Roles & Responsibilities

- Provide strategic policy direction and executive decision-making support
- Coordinate elected officials, senior leadership, and policy-level priorities
- Approve emergency declarations, public policy actions, and major resource commitments
- Support continuity of government and strategic community stabilization
- Coordinate with MEMA, state agencies, and federal partners

Position-Specific Essential Elements of Information (EElS)

- Current life safety impacts and major incident conditions
- Status of critical infrastructure and transportation systems
- Major resource shortages or unmet needs
- Public information and community concerns
- Economic and tourism impacts
- Emergency declaration thresholds and legal authorities

Activation Checklist

- ☐ Confirm MAC System activation and executive notification procedures
- ☐ Identify participating executive representatives from all jurisdictions
- ☐ Establish executive coordination battle rhythm and briefing schedule
- ☐ Review incident overview, operational priorities, and major risks
- ☐ Confirm legal authorities, declarations, and policy considerations

Operational Task / Activity Checklist

- ☐ Review executive briefing materials
- ☐ Confirm strategic priorities and policy guidance
- ☐ Review resource allocation conflicts and funding requirements
- ☐ Approve major emergency actions if required
- ☐ Review public messaging consistency
- ☐ Coordinate state and federal support requests

- ☐ Document executive decisions and approvals

Recovery Checklist

- ☐ Support transition from response to recovery operations
- ☐ Establish long-term recovery priorities and policy direction
- ☐ Review continuity of government requirements
- ☐ Coordinate financial recovery and reimbursement priorities
- ☐ Document strategic decisions and policy actions

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

MARTHA'S VINEYARD MACC TASK BOOK

EMERGENCY MANAGEMENT COORDINATOR / MACC DIRECTOR

Objective: Maintain and lead a unified island-wide operational posture by coordinating resources, information, and priorities across jurisdictions.

Position Roles & Responsibilities

- Lead overall MACC operations and strategic coordination
- Maintain the Common Operating Picture (COP)
- Coordinate interagency operations and resource prioritization
- Coordinate with MEMA, Dukes County, and federal partners
- Support transportation, healthcare, and infrastructure continuity

Position-Specific Essential Elements of Information (EElS)

- Island-wide operational posture and incident status
- Critical infrastructure disruptions and cascading impacts
- Resource allocation priorities and shortages
- Transportation and healthcare system status
- Public safety and life-safety concerns
- Mutual aid and external support requirements

Activation Checklist

- ☐ Establish MAC coordination structure and operational rhythm
- ☐ Confirm town EOC and ICP status across all jurisdictions
- ☐ Establish Common Operating Picture (COP) procedures
- ☐ Initiate island-wide resource status tracking
- ☐ Coordinate with transportation and infrastructure partners

Operational Task / Activity Checklist

- ☐ Maintain island-wide situational awareness
- ☐ Conduct operational briefings
- ☐ Coordinate resource prioritization and mutual aid support
- ☐ Approve operational priorities and objectives
- ☐ Coordinate with municipal leadership and partner agencies to facilitate operational synchronization
- ☐ Monitor transportation, ferry, and aviation operations

- ☐ Validate resource assignments and requests
- ☐ Review SITREPs and IAPs
- ☐ Monitor operational tempo and staffing
- ☐ Ensure continuity of operations
- ☐ Coordinate with MEMA and external support agencies

Planning & Forward Outlook Checklist

- ☐ Develop 12–72 hour operational outlook
- ☐ Identify emerging risks and future resource shortfalls
- ☐ Document operational assumptions and constraints
- ☐ Review contingency plans and escalation triggers
- ☐ Prepare operational period summaries and briefings

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

MARTHA'S VINEYARD MACC TASK BOOK

DEPUTY DIRECTOR / LIAISON OFFICER

Objective: Ensure effective execution of island-wide coordination and maintain operational continuity. The Deputy Director also functions as the MACC Liaison Officer, serving as the primary coordination link between the MACC and external agencies, organizations, and partner jurisdictions. This role ensures effective information sharing, coordination, issue resolution, and integration with supporting agencies, critical infrastructure partners, transportation providers, healthcare organizations, utilities, non-governmental organizations, and state/federal representatives.

Position Roles & Responsibilities

- Support MACC Director with daily coordination activities
- Manage operational battle rhythm and task tracking
- Coordinate branch and unit activities
- Monitor resource status and operational assignments
- Support continuity and operational documentation

Position-Specific Essential Elements of Information (EEl)s

- Branch operational status updates
- Open resource requests and task assignments
- Communications and coordination issues
- Public information and stakeholder coordination
- Operational staffing concerns
- Transportation and infrastructure support requirements

Operational Task / Activity Checklist

- ☐ Maintain operational status boards
- ☐ Track MAC-G decisions, assignments, and follow-up actions
- ☐ Confirm briefing schedule and reporting timelines
- ☐ Coordinate branch/unit synchronization meetings
- ☐ Monitor operational deadlines and reporting timelines
- ☐ Support shift transition briefings
- ☐ Track unresolved issues and escalation needs
- ☐ Ensure continuity between operational periods

Resource & Task Tracking Checklist

- ☐ Monitor status of assigned and requested resources
- ☐ Track completion of MAC-directed tasks
- ☐ Identify overdue or stalled assignments
- ☐ Resolve resource conflicts and duplication of effort
- ☐ Maintain accountability tracking systems

Continuity Checklist

- ☐ Ensure shift handoffs are documented and completed
- ☐ Update decision logs and operational trackers
- ☐ Validate COP accuracy and dissemination
- ☐ Prepare to assume REMC responsibilities if required
- ☐ Ensure documentation continuity across operational periods

Liaison Officer Coordination Checklist

- ☐ Support integration of non-governmental and volunteer organizations
- ☐ Document coordination actions, issues, and external support requests
- ☐ Ensure external partners receive current operational updates and priorities
- ☐ Coordinate with transportation, utility, healthcare, and private-sector stakeholders
- ☐ Maintain liaison with MEMA, state agencies, and external partners
- ☐ Track unresolved interagency coordination issues and elevate as needed
- ☐ Coordinate external agency representation within the MACC
- ☐ Establish and maintain contact with assisting and cooperating agencies

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

MARTHA'S VINEYARD MACC TASK BOOK

PUBLIC INFORMATION OFFICER (PIO)

Objective: Provide coordinated, accurate, and actionable public information supporting life safety and public trust.

Position Roles & Responsibilities

- Develop and coordinate public messaging
- Support Joint Information System (JIS) operations
- Monitor media coverage and misinformation
- Coordinate emergency alerts and public advisories
- Maintain consistent messaging across agencies

Position-Specific Essential Elements of Information (EElS)

- Public information priorities and media inquiries
- Rumor and misinformation trends
- Protective action messaging requirements
- Transportation and public safety impacts
- Community concerns and public sentiment

JIS/JIC Activation Checklist

- ☐ Establish Joint Information System coordination
- ☐ Identify jurisdictional PIO representatives
- ☐ Establish message approval and release procedures
- ☐ Activate rumor control and media monitoring processes
- ☐ Confirm public information battle rhythm

Public Messaging Checklist

- ☐ Develop and disseminate public safety messaging
- ☐ Coordinate transportation and access messaging
- ☐ Ensure consistency across jurisdictions and agencies
- ☐ Monitor media inquiries and public sentiment
- ☐ Coordinate protective action messaging

Media & Stakeholder Checklist

- ☐ Conduct press briefings and media coordination
- ☐ Monitor misinformation and social media narratives
- ☐ Coordinate messaging with state and federal partners
- ☐ Support communication with vulnerable populations
- ☐ Archive released messages and communication logs

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

MARTHA'S VINEYARD MACC TASK BOOK

SITUATION / DOCUMENTATION UNIT

Objective: Provide timely, accurate, and actionable information supporting coordinated decision-making and operational continuity.

Position Roles & Responsibilities

- Maintain situational awareness and incident documentation
- Develop SITREPs, status boards, and operational summaries
- Track incident progression and operational actions
- Archive ICS forms and incident records
- Support planning and intelligence integration

Position-Specific Essential Elements of Information (EEl)s

- Current operational status and incident conditions
- Resource assignments and shortages
- Infrastructure impacts and service disruptions
- Operational objectives and completed actions
- Intelligence updates and future projections

COP & Reporting Checklist

- ☐ Collect and validate operational information from all jurisdictions
- ☐ Update Common Operating Picture (COP)
- ☐ Produce and distribute SITREPs
- ☐ Track incident status and resource assignments
- ☐ Maintain operational dashboards and status boards

Documentation Checklist

- ☐ Maintain decision logs and incident records
- ☐ Ensure ICS forms are completed and archived
- ☐ Track operational actions and coordination activities
- ☐ Maintain version control and document integrity
- ☐ Support operational period handoff documentation

Information Management Checklist

- ☐ Validate data accuracy and consistency
- ☐ Identify information gaps and reporting deficiencies
- ☐ Ensure dissemination of updated information products
- ☐ Maintain interoperability between information systems
- ☐ Prepare briefing materials for MAC leadership

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

MARTHA'S VINEYARD MACC TASK BOOK

FINANCE / RESOURCE & ADMINISTRATION UNIT

Objective: Ensure financial accountability, resource tracking integrity, and reimbursement compliance.

Position Roles & Responsibilities

- Track personnel, equipment, and operational costs
- Maintain FEMA reimbursement documentation
- Track procurement, contracts, and mutual aid costs
- Support resource accountability and administrative coordination
- Maintain financial and operational records

Position-Specific Essential Elements of Information (EEl)s

- Personnel overtime and staffing costs
- Equipment usage and resource tracking
- Mutual aid expenditures and reimbursement status
- Contract and procurement actions
- FEMA Public Assistance documentation requirements

Financial Tracking Checklist

- ☐ Track personnel, equipment, and operational costs
- ☐ Monitor cost burn rates and projected expenses
- ☐ Maintain procurement and contract tracking logs
- ☐ Coordinate reimbursement documentation requirements
- ☐ Track transportation and logistics costs

Resource Accountability Checklist

- ☐ Track resource requests and fulfillment status
- ☐ Associate costs with deployed resources
- ☐ Monitor high-cost resource utilization
- ☐ Coordinate with logistics and documentation units
- ☐ Identify duplicate or unnecessary requests

Audit & Recovery Checklist

- ☐ Maintain audit-ready documentation files
- ☐ Validate personnel timekeeping records
- ☐ Ensure reimbursement eligibility documentation
- ☐ Coordinate cost recovery reporting
- ☐ Prepare financial summaries for leadership

Operational Notes

Use this section to document operational observations, significant actions, coordination issues, resource concerns, and follow-up items during the operational period.

APPENDIX F: EXAMPLE SITUATION REPORT (SITREP) AND TEMPLATE

A Martha's Vineyard Situation Report (SITREP) is a critical emergency management tool that provides a common operating picture for all agencies involved in all-hazards incident response, coordination, and recovery operations across the Island. The SITREP ensures that emergency managers, public safety agencies, municipal leaders, healthcare organizations, transportation partners, utilities, and state and federal agencies receive timely, accurate, and coordinated information regarding incident conditions, operational priorities, resource needs, infrastructure impacts, and public safety concerns.

the SITREP is essential for maintaining situational awareness, supporting decision-making, coordinating resources, tracking operational actions, and ensuring continuity of emergency operations during rapidly evolving incidents. SITREPs also provide critical documentation for FEMA reimbursement, legal accountability, information sharing, public information coordination, and post-incident recovery and after-action activities.

The example SITREP on the following page includes fictional information as a guide for SITREP development. The second document provides a blank template for use during emergencies and MACC activations.

MARTHA'S VINEYARD MULTI-AGENCY COORDINATION CENTER (MACC)

EXAMPLE SITUATION REPORT (SITREP)

Incident Name: Island Shield 26

Operational Period: 0600 hrs. – 1800 hrs.

Date: May 7, 2026

Report Number: SITREP #3

Prepared By: Martha's Vineyard Multi-Agency Coordination Center Planning Support Unit

Distribution: Executive Policy Group, MACC Command and General Staff, Municipal EOCs, Public Safety Agencies, Healthcare Partners, Transportation Partners, Utility Providers, State and Federal Liaison Officers

1. Executive Summary

The Martha's Vineyard Multi-Agency Coordination Center (MACC) remains activated at a Level II Enhanced Coordination posture in response to a credible and escalating cyber-physical threat environment impacting critical infrastructure and transportation systems serving the Island.

During the previous operational period, state and federal intelligence partners identified coordinated cyber intrusion attempts targeting ferry reservation systems, fuel distribution monitoring systems, municipal communications infrastructure, and public-facing emergency information platforms across southeastern Massachusetts. While no catastrophic system failures have occurred, multiple indicators suggest ongoing hostile reconnaissance activities focused on disrupting transportation access, emergency communications, and public confidence during the upcoming high-occupancy tourism period.

At approximately 0415 hrs., Steamship Authority network administrators reported intermittent outages affecting online reservation processing and internal scheduling communications. Concurrently, a telecommunications provider servicing portions of the Island experienced sporadic degradation of cellular voice and data coverage in the western sector of Martha's Vineyard. Utility providers also identified unauthorized remote login attempts into supervisory control and data acquisition (SCADA) systems associated with fuel storage and electrical distribution assets.

The cumulative impact of these activities has increased concern regarding the potential for coordinated disruption operations intended to isolate portions of the Island, degrade emergency response coordination, generate public panic, and impact continuity of essential services.

The MACC is actively coordinating with municipal emergency management agencies, local law enforcement, fire/EMS agencies, utility providers, transportation operators, healthcare organizations, Massachusetts Emergency Management Agency (MEMA), the Massachusetts State Police Fusion Center, Cybersecurity and Infrastructure Security Agency (CISA), and federal law enforcement partners.

Current operational priorities remain:

- Protection and continuity of critical communications systems
- Stabilization and monitoring of transportation infrastructure
- Protection of healthcare and life-safety services
- Coordinated public information management
- Continuity of government and emergency operations
- Resource readiness for cascading infrastructure failures
- Intelligence sharing and threat monitoring
- No confirmed loss of life or significant injuries have been reported associated with the threat activity at this time.

2. Current Situation Overview**A. Threat Environment****Current Threat Assessment**

- State and federal intelligence partners assess the threat as credible and evolving
- Indicators suggest coordinated cyber reconnaissance activities directed at:
 - Transportation systems
 - Public safety communications infrastructure
 - Utility control systems
 - Public information platforms
 - Healthcare network systems
- No attribution has been publicly released
- Authorities are investigating possible coordinated influence operations designed to spread misinformation and create panic regarding ferry availability and fuel shortages.

Threat Indicators Observed

- Multiple failed remote access attempts into utility control environments
- Intermittent denial-of-service activity impacting transportation reservation platforms
- Increased phishing attempts targeting municipal personnel
- False social media claims regarding ferry shutdowns and evacuation orders

- Unauthorized scanning activity against public safety radio network gateways

Intelligence Coordination

- MEMA Regional Coordination Center remains engaged
- Massachusetts State Police Fusion Center distributing intelligence bulletins
- CISA providing cybersecurity advisory support
- FBI Cyber Task Force conducting investigative coordination
- Coast Guard Sector Southeastern New England monitoring maritime implications

B. Transportation & Access Status

Ferry Operations

- Steamship Authority operating at reduced digital capability
- Manual reservation contingency procedures partially activated
- No complete ferry service suspension at this time
- Passenger processing delays averaging 35–50 minutes
- Additional law enforcement presence established at ferry terminals
- Fuel delivery schedules under enhanced monitoring

Airport Operations

- Martha's Vineyard Airport operating normally
- Airport administration increased cybersecurity monitoring posture
- FAA coordination ongoing regarding aviation communication resilience
- No impacts to runway or flight safety systems identified

Roadway & Traffic Conditions

- Increased congestion observed near ferry terminals
- Public concern contributing to elevated fuel purchasing activity
- Local law enforcement monitoring traffic flow and crowd conditions
- No major roadway closures currently reported

Maritime Security

- Harbor patrols increased around critical maritime infrastructure
- U.S. Coast Guard maintaining elevated awareness posture

- No confirmed maritime threats identified

3. Critical Infrastructure Status

A. Electrical Infrastructure

- Island electrical grid remains stable
- Utility providers report no active service interruptions
- Additional cybersecurity protections implemented on operational systems
- Backup generation readiness verified for critical facilities
- Concerns remain regarding potential future cyber disruption attempts

B. Communications Infrastructure

- Sporadic cellular service degradation reported in western service areas
- Public safety radio systems remain operational
- Redundant communications channels activated for emergency management coordination
- Satellite communication assets placed on standby
- Municipal IT departments conducting network integrity assessments

C. Fuel Supply Infrastructure

- Fuel terminals operational
- Increased consumer demand observed
- Fuel resupply operations continue without interruption
- Law enforcement coordinating security presence at select fuel distribution locations
- Fuel conservation messaging under development

D. Water & Wastewater Systems

- No operational impacts currently reported
- Municipal utility operators conducting enhanced monitoring
- Cybersecurity vulnerability assessments initiated
- Backup power systems verified operational

4. Public Safety Operations

A. Law Enforcement

Operational Actions

- Increased patrol visibility at transportation hubs and critical infrastructure
- Protective security assessments conducted at key facilities
- Cybercrime investigative coordination ongoing
- Crowd management planning initiated for potential transportation disruptions

Resource Status

- Staffing levels remain sustainable
- Mutual aid law enforcement coordination discussed but not requested
- Tactical response teams placed on increased readiness

B. Fire & Rescue Services

Operational Actions

- Fire departments reviewing continuity plans for communications failures
- Fuel supply contingencies reviewed for emergency apparatus operations
- Departments verifying generator readiness
- Fire prevention inspections increased at critical occupancy locations

Resource Status

- Island-wide fire service coverage remains stable
- No major resource shortfalls reported
- Island-wide mutual aid coordination channels tested

C. Emergency Medical Services (EMS)

Operational Actions

- EMS agencies reviewing mass casualty and transportation disruption plans
- Ambulance providers verifying fuel and communications contingencies
- Healthcare coalition coordination calls conducted

Resource Status

- EMS system operating within normal capacity
- No healthcare surge conditions reported
- Air medical coordination procedures reviewed

5. Healthcare System Status

Hospital & Healthcare Facilities

- Martha's Vineyard Hospital remains fully operational
- Hospital IT staff implementing enhanced cybersecurity monitoring
- Pharmaceutical supply chains currently stable
- Emergency generators verified operational
- Healthcare facilities reviewing patient evacuation contingencies

Public Health

- Public Health officials monitoring misinformation trends
- Behavioral health concerns related to public anxiety increasing
- No infectious disease concerns associated with the incident

6. Public Information & Community Impacts

Public Information Environment

- Significant public concern observed on social media platforms
- False claims regarding ferry shutdowns and fuel shortages circulating online
- Public inquiries to municipal agencies increased substantially
- Joint Information System (JIS) partially activated

Public Messaging Actions

- Unified messaging coordinated through the MACC
- Public advised to rely on official information sources
- Transportation continuity messaging released
- Fuel supply stabilization messaging under development
- Rumor control webpage activated

Community Impacts

- Increased fuel purchasing behavior observed
- Ferry terminal congestion elevated
- Tourist concerns increasing regarding return travel reliability
- Businesses requesting continuity guidance

7. MACC Coordination Activities

Coordination Actions Completed

- MACC operational briefing conducted at 0700 hrs.
- Multi-agency cyber coordination call completed
- Utility coordination group established
- Transportation coordination group activated
- Intelligence synchronization briefing initiated
- Redundant communication testing completed

Current MACC Priorities

1. Maintain continuity of emergency communications
2. Prevent public panic and misinformation escalation
3. Sustain transportation operations
4. Protect critical infrastructure systems
5. Coordinate intelligence sharing
6. Prepare contingency plans for prolonged infrastructure disruptions
7. Maintain continuity of healthcare operations

Outstanding Coordination Issues

- Long-term communications resilience if outages worsen
- Potential fuel delivery delays if ferry operations degrade
- Public information synchronization across jurisdictions
- Resource sustainability for extended operational periods
- Cybersecurity staffing limitations among smaller municipalities

8. Resource Status

Current Resource Commitments

Resource Type	Status	Notes
Law Enforcement Personnel	Adequate	Increased patrols active
Fire/EMS Resources	Adequate	Normal response capability maintained
Public Works Resources	Adequate	Monitoring infrastructure systems
Utility Repair Teams	Elevated Readiness	Cyber and field support teams activated
Communications Support Assets	Limited	Additional portable systems requested
Emergency Generators	Available	Distributed across critical facilities
Fuel Supplies	Stable	Consumption trending upward
Healthcare Resources	Stable	Monitoring continuity posture

9. Projected Operational Concerns (Next 24–48 Hours)

Anticipated Risks

- Escalation of cyber intrusion attempts
- Expanded communications degradation
- Increased misinformation campaigns
- Transportation delays and congestion
- Public anxiety and panic purchasing behavior
- Potential staffing fatigue during sustained operations
- Cascading infrastructure impacts if systems become unavailable

Contingency Planning Priorities

- Emergency communications fallback procedures
- Fuel rationing contingency planning
- Transportation disruption management
- Continuity of government operations
- Shelter and mass care readiness
- Expanded law enforcement security posture
- Island mutual aid coordination

10. Planned Actions Next Operational Period

Operational Objectives

1. Maintain uninterrupted life-safety communications
2. Enhance cybersecurity monitoring and defensive actions
3. Sustain public confidence through coordinated messaging
4. Protect transportation continuity
5. Ensure continuity of healthcare and emergency services
6. Expand situational awareness across all critical infrastructure sectors
7. Validate continuity and redundancy capabilities

Planned Coordination Activities

- Conduct Executive Policy Group briefing
- Continue intelligence synchronization meetings
- Conduct full communications interoperability test
- Coordinate fuel supply contingency planning
- Expand public information rumor-control operations
- Conduct critical infrastructure tabletop contingency review

11. Preparedness Recommendations

The MACC recommends all partner agencies:

- Review continuity of operations plans
- Verify redundant communication capabilities
- Ensure generator fuel readiness
- Increase cybersecurity awareness among staff
- Report suspicious cyber or physical activity immediately
- Maintain staffing accountability and fatigue monitoring
- Prepare for potential sustained operational periods
- Reinforce coordinated public messaging protocols

12. Overall Incident Outlook

The operational environment remains stable but dynamic. While no catastrophic failures have occurred, the convergence of cyber threats, communications instability, misinformation activity, and transportation concerns presents a credible risk of cascading operational impacts to Martha's Vineyard.

The MACC assesses that proactive coordination, unified communications, infrastructure protection measures, and continuity planning are currently limiting operational degradation. Continued vigilance, interagency coordination, and disciplined information management will remain essential during the next operational periods.

13. Approval

Prepared By:

Planning Support Unit Leader
Martha's Vineyard Multi-Agency Coordination Center

Reviewed By:

MACC Planning Section Chief

Approved By:

MACC Director

NOTE: The Martha's Vineyard blank SITREP template is located on the follow page.

MARTHA’S VINEYARD MULTI-AGENCY COORDINATION CENTER (MACC)

SITUATION REPORT (SITREP) TEMPLATE

NOTE: This SITREP template contains text box tables that will expand (as needed). If the resource table (Section 8 – Resource Status) does not contain enough rows, please “insert rows” as needed or required.

Incident Name	
Operational Period	
Date	
Report Number	
Prepared By	
Distribution	

1. Current Situation Overview

2. Current Situation Overview

A. Threat Environment

Current Threat Assessment

--

Threat Indicators Observed

--

Intelligence Coordination

--

B. Transportation & Access Status

Ferry Operations

--

Airport Operations

--

Roadway & Traffic Conditions

--

Maritime Security

--

3. Critical Infrastructure Status

A. Electrical Infrastructure

--

B. Communications Infrastructure

--

C. Fuel Supply Infrastructure

--

D. Water & Wastewater Systems

--

4. Public Safety Operations

A. Law Enforcement

Operational Actions

--

Resource Status

--

B. Fire & Rescue Services

Operational Actions

--

Resource Status

--

C. Emergency Medical Services (EMS)

Operational Actions

--

Resource Status

--

5. Healthcare System Status

Hospital & Healthcare Facilities

--

Public Health

--

6. Public Information & Community Impacts

Public Information Environment

--

Public Messaging Actions

--

Community Impacts

--

7. MACC Coordination Activities

Coordination Actions Completed

--

Current MACC Priorities

--

Outstanding Coordination Issues

--

8. Resource Status

Current Resource Commitments

Resource Type	Status	Notes

9. Projected Operational Concerns (Next 24–48 Hours)

Anticipated Risks

Contingency Planning Priorities

10. Planned Actions Next Operational Period

Operational Objectives

Planned Coordination Activities

11. Preparedness Recommendations

12. Overall Incident Outlook

--

13. Approval

Prepared By	Position / Title	Jurisdiction/Organization
Reviewed By	Position / Title	Jurisdiction/Organization
Approved By	Position / Title	Jurisdiction/Organization

APPENDIX G: INCIDENT DOCUMENTATION AND FISCAL TRACKING

INCIDENT MANAGEMENT AND COST RECOVERY FORM

Effective incident management requires more than real-time coordination—it demands disciplined documentation that captures who did what, where, when, why, and at what cost. This Incident Management and Cost Recovery Form is designed to unify operational tracking with financial accountability, ensuring that response activities are both mission-effective and reimbursement-ready.

Developed in alignment with Incident Command System (ICS) principles and federal disaster recovery requirements under the Robert T. Stafford Disaster Relief and Emergency Assistance Act and 2 CFR Part 200, this tool enables field personnel, Emergency Operations Center (EOC) staff, and Finance/Admin Sections to document essential incident data in a single, streamlined format. By consolidating personnel time, equipment usage, materials, contracted services, and mission-specific activities, the form reduces duplication across systems while strengthening the audit trail required for FEMA Public Assistance reimbursement.

This form is intentionally concise to support use in dynamic operational environments, including field response, EOC coordination, Family Assistance Centers (FACs), and regional coordination structures. At the same time, it preserves the critical data elements necessary to demonstrate work eligibility, cost reasonableness, and compliance with federal procurement and documentation standards. When used consistently, it serves as both an operational log and a financial record—bridging the gap between response execution and recovery funding. The Incident Management and Cost Recovery Form template is provided on the following page.

INCIDENT MANAGEMENT & COST RECOVERY FORM TEMPLATE

SECTION 1: INCIDENT OVERVIEW

- Incident Name: _____
- Incident Number: _____
- Operational Period: _____
- Date: _____ Start Time: _____ End Time: _____
- Location (Site/GPS): _____
- ICS Section / Division: _____
- Supervisor: _____

SECTION 2: MISSION / WORK ACTIVITY

- Mission / Task: _____
- Description of Work:

-
- Justification (Immediate Threat / Emergency Work):

-
- PA Category (A–G): _____
 - Work Status: ☐ Assigned ☐ In Progress ☐ Complete

SECTION 3: PERSONNEL (FORCE ACCOUNT LABOR)

Name	ID	Reg or OT	Hours	Rate	Total

Supervisor Approval: _____

SECTION 4: EQUIPMENT

Equipment ID	Type	Hours	Rate	Operator	Total

SECTION 5: MATERIALS & SUPPLIES

Item	Quantity	Unit Cost	Total	Vendor

SECTION 6: CONTRACTOR (IF APPLICABLE)

- Vendor Name: _____
- Contract: _____
- Procurement Method: _____
- Work Performed: _____
- Invoice: _____ Amount: _____

SECTION 7: COST SUMMARY

- Labor Total: \$_____
- Equipment Total: \$_____
- Materials Total: \$_____
- Contract Total: \$_____
- **Total Cost:** \$_____

SECTION 8: DOCUMENTATION CHECK (CRITICAL)

- ☐ Timesheets
- ☐ Equipment Logs
- ☐ Receipts / Invoices
- ☐ Photos (Before/During/After)
- ☐ GPS / Location Data
- ☐ Procurement Documentation
- ☐ Insurance (if applicable)

SECTION 9: VALIDATION / FINANCE

- Work Eligibility Verified: ☐ Yes ☐ No
- Documentation Complete: ☐ Yes ☐ No
- Finance/Admin Review: _____
- Date: _____

INCIDENT TRAVEL LOG & COST RECOVERY FORM

The Incident Travel Log & Cost Recovery Form provides a streamlined, audit-ready framework that captures all essential elements required to document, justify, and recover travel-related costs associated with incident response and recovery operations. Each section is purpose-built to align operational activity with financial accountability—linking travel authorization and incident duty justification to ICS 214 documentation, while capturing mileage, expenses, and receipts necessary to support FEMA Public Assistance (PA) reimbursement.

Completion of this form ensures that all travel is demonstrably disaster-related, necessary, reasonable, and properly authorized, meeting federal requirements under 2 CFR Part 200. The integrated structure enables jurisdictions to efficiently respond to audits and Requests for Information, while providing a clear, defensible chain from activity to cost to reimbursement.

From a governance and liability standpoint, the form establishes formal oversight, validates expenditures, and protects the agency by creating a complete, verifiable record of travel actions and associated costs—reducing the risk of disallowed costs, financial discrepancies, or legal exposure. The Incident Travel Log & Cost Recovery Form template is provided on the following page.

INCIDENT TRAVEL LOG & COST RECOVERY FORM TEMPLATE

Incident Name: _____ | Op Period: _____ | Traveler: _____

ICS Role: _____

SECTION 1: AUTHORIZATION & JUSTIFICATION

Travel Overview

From	To	Depart	Return	Purpose

Travel Type

☐ Personal ☐ Gov Vehicle ☐ Rental ☐ Air ☐ Other: _____

ICS / FEMA LINKAGE

ICS Unit	ICS 214 Ref #	Work Category		
		☐ A	☐ B	☐ C-G

Justification (Required for FEMA Eligibility)

Eligibility (Check All)

☐ Disaster-related ☐ Necessary ☐ Reasonable ☐ Directly tied to incident work

Authorization

	Printed Name	Signature	Date
Supervisor			
Finance/Resource & Admin			

Incident Name: _____ | Op Period: _____ | Traveler: _____ ICS Role: _____

SECTION 2: MILEAGE LOG

Date	From-To	Purpose	Start Odo	End Odo	Miles	Rate	Cost	ICS Ref

Mileage Rate (Circle One): IRS / State / FEMA → Rate Used: _____

SECTION 3: EXPENSE LOG

Date	Type	Vendor	Amount	Receipt	ICS Ref
	Lodging			☐ Y ☐ N	
	Meals			☐ Y ☐ N	
	Fuel			☐ Y ☐ N	
	Other			☐ Y ☐ N	

SECTION 4: COST SUMMARY (PA/PW SUPPORT)

Category	Total	Category	Total
Mileage		Meals	
Lodging		Other	

TOTAL: \$_____**SECTION 5: CERTIFICATION**

"I certify costs are accurate, necessary, reasonable, and compliant with FEMA Public Assistance and **2 CFR Part 200.**"

	Printed Name	Signature	Date
Traveler			
Supervisor			

APPENDIX H: EXAMPLE MACC JOINT INFORMATION SYSTEM (JIS) CONCEPT

MARTHA'S VINEYARD JOINT INFORMATION SYSTEM (JIS) CONCEPT WITHIN A MULTI-AGENCY COORDINATION SYSTEM (MACS)

This document provides a conceptual overview of how a Martha's Vineyard Joint Information System (JIS) would operate within an island-wide Multi-Agency Coordination System (MACS) during all-hazards incidents. The JIS supports coordinated public information management, situational awareness, rumor control, protective action messaging, and intergovernmental communication across all participating jurisdictions and partner organizations.

1. Purpose of the Martha's Vineyard JIS

The Martha's Vineyard Joint Information System (JIS) serves as the coordinated framework for managing public information during emergencies affecting one or more jurisdictions on Martha's Vineyard. The JIS ensures that all participating agencies and jurisdictions communicate with a unified voice, providing accurate, timely, accessible, and coordinated information to residents, visitors, businesses, media outlets, and partner organizations.

2. Relationship to the MAC System

The JIS operates as a coordinated function within the Martha's Vineyard Multi-Agency Coordination System (MACS) and supports the operational priorities established by the Multi-Agency Coordination Center (MACC). The JIS does not direct tactical operations but ensures that public messaging reflects current operational conditions, protective actions, transportation impacts, infrastructure disruptions, and recovery activities.

3. Participating Jurisdictions and Organizations

The Martha's Vineyard JIS would integrate Public Information Officers (PIOs), communication representatives, and partner agencies from:

- Town of Aquinnah
- Town of Chilmark
- Town of Edgartown
- Town of Oak Bluffs
- Town of Tisbury
- Town of West Tisbury
- Wampanoag Tribe of Gay Head (Aquinnah)
- Dukes County
- Martha's Vineyard Hospital

- Martha's Vineyard Airport
- Steamship Authority
- Public Safety Agencies (Fire, EMS, Law Enforcement)
- Public Health Organizations
- Utility Providers
- School Systems
- Transportation and Infrastructure Partners
- Massachusetts Emergency Management Agency (MEMA)
- State and Federal Partner Agencies (as applicable)

4. Operational Structure

The JIS would function through a combination of virtual and physical coordination mechanisms depending upon incident complexity. During major incidents, a Joint Information Center (JIC) may be established within or adjacent to the MACC to support coordinated operations. The JIC would provide a centralized location for media coordination, message approval, public information planning, rumor control, and interagency communication synchronization.

5. Core Functions of the Martha's Vineyard JIS

Core JIS functions would include:

- Coordinated emergency public messaging
- Protective action guidance (evacuation, sheltering, travel restrictions)
- Transportation and ferry operations messaging
- Public health and medical information coordination
- Infrastructure disruption updates
- Media monitoring and engagement
- Rumor control and misinformation management
- Social media coordination
- Situation awareness support for leadership
- Accessibility and multilingual messaging support
- Visitor and tourism population messaging

6. Information Flow within the MAC System

Operational information would flow from Incident Command Posts (ICPs), municipal Emergency Operations Centers (EOCs), partner agencies, transportation stakeholders, utilities, healthcare organizations, and field operations into the MACC. The JIS would coordinate closely with the MACC Director, Deputy Director/Liaison Officer, Situation/Documentation Unit, and operational branches to ensure messaging accurately reflects operational realities and current priorities.

7. Island-Specific Operational Considerations

The Martha's Vineyard JIS must address several island-specific operational challenges including:

- Seasonal population surges and tourism impacts
- Ferry and aviation transportation dependencies
- Limited evacuation and logistics routes
- Geographic isolation from mainland support resources
- Coordinated messaging across independent municipal governments
- High public interest and media visibility during transportation disruptions or severe weather
- Public messaging requirements for both residents and transient populations

8. Coordination with MEMA

The JIS would coordinate closely with the Massachusetts Emergency Management Agency (MEMA) to ensure alignment between local, regional, and state messaging. This coordination would support:

- State emergency messaging integration
- Emergency alert coordination
- Public warning synchronization
- State resource and response information dissemination
- Joint press briefings and coordinated media messaging when necessary

9. Benefits of a Martha's Vineyard JIS

An island-wide JIS operating within the MAC System strengthens emergency coordination by:

- Reducing conflicting information between jurisdictions
- Supporting unified public confidence and trust
- Improving public compliance with protective actions
- Enhancing operational coordination through synchronized communications
- Supporting rapid rumor control and misinformation correction
- Improving situational awareness across agencies and leadership
- Supporting continuity between operational periods and recovery operations

Conclusion

The Martha's Vineyard Joint Information System (JIS) provides the communication coordination architecture necessary to support island-wide all-hazards emergency operations within a Multi-Agency Coordination System. By integrating local jurisdictions, Dukes County, partner organizations, transportation stakeholders, healthcare systems, and MEMA into a unified communication framework, the JIS enhances public safety, operational coordination, and emergency management effectiveness across Martha's Vineyard.

APPENDIX I: RESOURCE INVENTORY

METHODOLOGY AND TEMPLATE

This document provides an example methodology for establishing and maintaining a resource inventory system within the Martha's Vineyard Multi-Agency Coordination Center (MACC) during all-hazards incidents. The methodology supports island-wide situational awareness, resource accountability, prioritization, mutual aid coordination, and operational decision-making.

1. Purpose

The purpose of the resource inventory system is to establish a standardized process for identifying, tracking, prioritizing, allocating, and managing emergency response resources across Martha's Vineyard during all-hazards incidents.

2. Operational Objectives

The resource inventory system supports the following objectives:

- Establish and maintain island-wide resource visibility
- Support coordinated resource prioritization and allocation
- Identify resource shortages and capability gaps
- Facilitate mutual aid coordination and state assistance requests
- Improve situational awareness and operational planning
- Support reimbursement and cost recovery documentation
- Enhance continuity between operational periods

3. Resource Categories

The inventory system should organize resources into standardized categories including:

- Personnel
- Emergency apparatus and vehicles
- Medical resources and ambulances
- Shelter and mass care resources
- Communications equipment
- Generators and fuel assets
- Public works and heavy equipment
- Transportation and maritime assets
- Utility restoration resources
- Law enforcement and security resources
- Specialized teams and technical support resources

4. Resource Status Definitions

Standardized resource status definitions should be used across all jurisdictions:

- Available – Ready for assignment
- Assigned – Currently deployed to an incident or mission
- Out of Service – Temporarily unavailable due to maintenance, staffing, or operational limitations
- Committed – Reserved for anticipated operations
- En Route – In transit to assignment location

5. Resource Inventory Methodology

The MACC should maintain a centralized resource tracking system that receives updates from municipal EOCs, Incident Command/Unified Command (IC/UC), partner agencies, transportation providers, utilities, and mutual aid organizations.

Resource information should include:

- Resource identifier
- Resource type/category
- Home jurisdiction or agency
- Current operational status
- Assignment location
- Point of contact
- Estimated availability time
- Operational limitations or special considerations
- Cost tracking and reimbursement requirements

6. Information Flow

Resource information should flow from field operations, IC/UCs, municipal departments, and partner agencies into municipal EOCs and the MACC. The MACC Resource Coordination function should validate, consolidate, and maintain the Common Operating Picture (COP) for all resource activity.

7. Operational Coordination

Resource prioritization decisions should be coordinated through the MACC leadership structure and aligned with life safety priorities, critical infrastructure protection, transportation continuity, healthcare support, and incident stabilization objectives.

8. Island-Specific Considerations

Martha's Vineyard resource management must account for:

- Ferry and aviation transportation limitations
- Delays associated with off-island resource movement
- Seasonal population increases
- Limited staging and logistics areas
- Shared critical infrastructure dependencies
- Weather impacts on transportation and supply chain continuity

9. Documentation and Reporting

The MACC should maintain resource tracking dashboards, operational status boards, assignment logs, resource request forms, and operational summaries to support continuity, accountability, reimbursement, and after-action review processes.

Blank Resource Inventory Template

The following template may be used by the Martha's Vineyard MACC to support standardized resource tracking and inventory management during all-hazards incidents.

Resource ID	Resource Type	Agency/Jurisdiction	Status	Assignment Location	POC	ETA/Availability	Operational Notes