



INTERAGENCY BOARD

BYLAWS

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1. Purpose, Mission, and Scope

The InterAgency Board (IAB) is a voluntary collaborative panel of emergency preparedness and response practitioners from a wide array of professional disciplines that represent all levels of government and the voluntary sector. The IAB provides a structured forum for the exchange of ideas among operational, technical, and support organizations to improve national preparedness and promote interoperability, compatibility, and capability among local, state, and federal response communities. Based on direct field experience, IAB members advocate for and assist the development and implementation of performance criteria, standards, test protocols, and technical, operating, and training requirements for all-hazards incident response equipment with a special emphasis on Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) issues. The IAB also reviews and comments on broader emergency preparedness and response policy, doctrine, and practice.

The mission of the InterAgency Board is to strengthen the nation's ability to prepare for and respond safely and effectively to emergencies, disasters, and CBRNE incidents.

The IAB seeks to be the source for emergency responder insight about any policy, doctrine, practice, standard, research and development program, or training and exercise program that affects interoperability, compatibility, capability, and standardization. The IAB is a trusted, authoritative, representative, and valid repository of field perspective, operational knowledge, and technical expertise. The IAB will accomplish its mission and fulfill its vision by:

- Serving as a conduit for direct feedback from responders currently practicing in the field on the front lines of emergency response at all levels of government.
- Serving as an honest broker that aggregates the diverse views of responders.
- Convening established experts knowledgeable about emergency preparedness and response issues, particularly related to equipment, including requirements, standards, performance, operability, interoperability, and compatibility.

- Representing a broad array of professional response disciplines, sectors, and levels of government, explicitly shunning parochialism in favor of a true multidisciplinary perspective.
- Creating a forum that brings diverse agencies and perspectives together.
- Being proactive by identifying local, national, and global trends that affect the response community, in order to understand the implications of policy and operational choices.

2. Organization Structure

The IAB's organization chart is at Appendix A.

SubGroups

The work of the IAB is accomplished through SubGroups. The IAB's SubGroups are currently: Equipment; Health, Medical and Responder Safety; Information Management and Communications; Science and Technology; Standards Coordination; Strategic Planning; and Training and Exercises. SubGroups may be formed or dissolved as necessary to accomplish the IAB's goals and objectives.

Federal Agency Coordinating Committee

Financial support for the IAB is provided through sponsorship by federal agencies. These federal agencies are represented on a Federal Agency Coordinating Committee (FACC), which is responsible for securing and coordinating financial contributions, and providing the interface between the IAB and sponsoring federal government agencies.

Executive Committee

To assure that the Board functions coherently and to coordinate its work, the Chair, Deputy Chairs, SubGroup Co-Chairs, and FACC Chair form an Executive Committee.

Leadership Team

The IAB Leadership Team is comprised of the FACC Chair, the IAB Chair and the Deputy Chairs. The IAB Leadership Team provides guidance to the Executive Committee on IAB business and work items. The Leadership Team also participates on the Executive Committee.

Size

Size refers to the overall number of people engaged in the IAB enterprise. Larger size (i.e. more people involved in IAB activities) offers important advantages. In particular, the imperative of diversity naturally increases size in that the Board must be large enough to include representatives from as many relevant constituencies as necessary to fulfill its aims. The Board also requires enough members to accomplish its work. On the other hand, the larger the IAB the more difficult it is to manage and the more expensive it is to support. To balance these tensions and size the organization appropriately, the IAB employs the following guidelines:

The IAB generally operates with approximately 150 members. These members are allocated across SubGroups. Each SubGroup requires adequate capacity to accomplish its work, but should not be so large as to be unwieldy. SubGroups will vary in size, but should be no fewer than 15 and no more than 25 voting members. Exceptions to these limits may be made if the SubGroup can justify doing so to the Executive Committee. If a SubGroup is inclined to become very large, then reallocation of members or creation of a new SubGroup may be appropriate. SubGroups can be created or dissolved by approval of a simple majority of the Executive Committee.

The IAB also includes other participants who are important to its work, including Subject Matter Experts (SMEs) and guests, as described below. These participants should not be so numerous as to overwhelm the voice and participation of the regular membership. SubGroup Co-Chairs determine the needs of their SubGroups with regard to non-member participants at meetings and in their other work activities. The IAB Chair is the final authority on how many and which non-members will be invited to IAB meetings.

3. Officers

The IAB is led by a Chairperson (Chair) elected from the ranks of the state and local members of the IAB. The Chair presides over all meetings of the full IAB. The Chair administers, organizes, and facilitates the actions of the IAB, and is the final authority on decisions related to the IAB's administration and execution of its work. The Chair is assisted by Deputy Chairs. The number of Deputy Chairs may be increased or decreased at the discretion of the IAB Leadership Team as necessary to accomplish the IAB's goals and objectives and with the approval of the FACC Chair and Executive Committee. The Deputy Chairs preside over meetings that the Chair is unable to attend, fulfill responsibilities delegated to them by the Chair, and make administrative decisions in the absence of the Chair. The Chair, with the assistance of the Deputy Chairs, is responsible for fulfilling four major administrative functions that allow the IAB to operate effectively: agenda setting, strategic planning, external relations, and communications. (Details of these functions are at Appendix B.) To help accomplish these functions, the Chair may allocate responsibility for these functions to other members of the executive committee. The Chair may also decide to form ad hoc committees drawn from the membership.

Leadership of the IAB is also guided by the Federal Agency Coordinating Committee (FACC), which is a coordination committee that provides the interface between the IAB and sponsoring

federal government agencies. The FACC consists of the federal officials from agencies and departments that contribute funding to support the IAB. The IAB Chair and Deputy Chairs interact directly with, and are ex officio members of, the FACC.

Each IAB SubGroup has a Co-Chair from a state or local government who is assisted by a Co-Chair from a federal department or agency. The SubGroups develop their own internal organization as they see fit to accomplish their work. This may include the formation of teams or working groups within or across the SubGroups. To assure that the Board functions coherently and to coordinate its work, the Chair, Deputy Chairs, SubGroup Co-Chairs, and FACC Chair form an Executive Committee. The Executive Committee reviews the IAB's work plan annually.

The IAB Chair is an actively serving member of the state and local response community. The Chair is elected from among the IAB membership by an electronic vote. Nominations shall open one meeting before the election during the plenary sessions of the winter meeting (typically held in February). The IAB Chair shall be an active first responder affiliated with a state or local response organization with at least 4 years as a voting member. Previous experience as a Deputy Chair is preferred. Confirmation shall occur by a simple majority vote of the IAB members present at the spring meeting (typically in June), just ahead of the agenda-setting process for the coming year. The Chair serves a two-year term starting immediately upon election. Elections for the Chair are conducted in even years. In the absence of a viable candidate to serve as Chair, or should the Chair position become vacant, the senior Deputy Chair will serve as acting Chair until the next election. A Chair may be removed by a supermajority (2/3) vote of IAB members, with the concurrence (determined by majority vote) of the Executive Committee. For more information on the Chair job description, please see Appendix D.

The Deputy Chairs are actively serving members of the state and local response community. The Deputy Chairs are elected from among the IAB membership by an electronic vote. Nominations shall open one meeting before the election during plenary sessions of the winter meeting (typically held in February). The Deputy Chairs shall be active first responders affiliated with a state or local response organization with at least 3 years as a voting member. Previous experience as a SubGroup Co-Chair is preferred. Confirmation shall occur by a simple majority vote of the IAB members present at the at the spring meeting (typically in June), just ahead of the agenda-setting process for the coming year. Each Deputy Chair serves a two-year term beginning immediately upon election. Deputy Chair terms are staggered. One Deputy Chair will be elected in even years (at the same meeting the Chair is elected); the other will be elected in odd years. In the absence of a viable candidate to serve as Deputy Chair, or should a Deputy Chair position become vacant mid-term, the Chair will appoint an acting Deputy Chair who will serve until the next election. A Deputy Chair may be removed by a supermajority vote of IAB members, with the concurrence (determined by majority vote) of the Executive Committee. For more information on Deputy Chair job descriptions, please see Appendix D.

The members of each SubGroup elect a Co-Chair who is a member of the SubGroup from a local or state agency, and a Co-Chair who is a member of the SubGroup from a federal department or agency. Nominees for SubGroup Co-Chair shall have at least 1 full year of voting member experience. Confirmation shall occur by a simple majority vote of the SubGroup members. The election shall be by electronic ballot. Voting will be open for the duration of the spring meeting (typically in May), just ahead of the agenda-setting process for the coming year. In the afternoon of the second day of the meeting, voting is closed and the results are announced. The Co-Chairs serve two-year terms starting immediately upon election. The terms of the Co-Chairs are staggered. Elections for state and local Co-Chairs are held in even years. Elections for federal Co-Chairs are held in odd years. SubGroup Co-Chairs may be re-elected. A SubGroup Co-Chair may be removed by a supermajority vote of Subgroup members, with the concurrence (determined by majority vote) of the Executive Committee. If a SubGroup Co-Chair position becomes vacant, the members of the SubGroup will elect an eligible member (state/local or federal, as appropriate) to serve out the balance of the term. This election takes place at the next meeting of the SubGroup, using the procedures described above.

The Chair of the FACC is elected from among the members of the FACC. Confirmation shall occur by a simple majority vote of the FACC members present at the at the spring meeting (typically in May), just ahead of the agenda setting process for the coming year. The Chair of the FACC serves a one-year term starting immediately upon election.

4. Membership and Participation

Categories of participation

The IAB benefits from broad participation. Participation increases the capacity, visibility, and reputation of the IAB. The main vehicle by which professionals participate in the IAB is through membership. In addition to members, there are two other important ways people may participate in and contribute to the work of the IAB, as Subject Matter Experts and as invited guests. Each of these categories of participation is defined and described below.

Member. A member is a full participant in all business of the IAB, with full voting rights on all matters before the IAB.

According to the IAB's Charter, IAB members may include federal officials or elected officers of State, local, and tribal governments (or their designated employees with authority to act on their behalf), acting in their official capacities. Each IAB member participates as an affiliate of their home organization and their involvement must be formally sanctioned by that organization. At the same time, members also bring their expertise in their respective fields to bear on the work of the IAB, and members therefore also offer perspective and expert insight from their disciplines and specialties.

Members are appointed and serve as described below. In order to be appointed, members must attest in writing that they do not have a financial conflict with the interests of the IAB. Every member, except for the IAB Chair and Deputy Chairs, is assigned to one SubGroup.

All non-federal members receive travel support to attend IAB meetings.

When a member leaves government employment and/or is no longer sanctioned to represent their organization, they can no longer be a member of the IAB. At the discretion of the Executive Committee, they may be asked to continue to participate as an SME.

A member may request a temporary leave of absence for a specific, limited period of time. Members may request leaves through their respective SubGroup Co-Chairs, who will forward their recommendations to the IAB Chair for approval or disapproval. Leaves of absence are generally limited to one year or less.

To remain credible and relevant, the IAB depends crucially on the contributions of its members. Members are therefore expected to fulfill three primary responsibilities:

1. Members must maintain current field and disciplinary knowledge and expertise.
2. Members must be willing and able to actively participate and contribute regularly to the work products of the IAB and their SubGroup. Members are expected to respond to requests for information and assistance from their SubGroup Co-Chairs, the IAB Leadership Team, and the program office. Likewise, it is the responsibility of the SubGroup Co-Chairs to keep the members of their SubGroups engaged and contributing, by keeping them informed, providing clear direction, and offering adequate opportunities for participation in the work of the SubGroup. SubGroup Co-Chairs should assure their expectations for participation by members are appropriate to the volunteer nature of the body.
3. Members must meet eligibility requirements.

Subject Matter Expert (SME). A Subject Matter Expert is a participant who has expertise relevant to the IAB's mission and who can make contributions deemed by the Executive Committee as integral to the work of one or more SubGroups. SMEs may participate in discussions, but do not vote. SMEs may be asked to leave the plenary or SubGroup meetings at any time.

New SMEs complete an application that provides basic contact information and a resume. SMEs must attest that they do not have a financial conflict with the interests of the IAB.

SMEs attend IAB meetings and/or SubGroup meetings at the invitation of the IAB. In advance of each meeting, SubGroup Chairs and Co-Chairs identify those SMEs they would like to invite, and submit these requests through the program office to the IAB Chair, who will approve or disapprove the invitations. SMEs are not automatically invited to any meeting regardless of previous participation.

SMEs may request and obtain travel support from the IAB. SubGroup Co-Chairs request travel reimbursement for the SMEs they are approved to invite through the IAB program office. Travel

reimbursement is evaluated on a case-by-case basis, and is approved or disapproved by the IAB Chair.

Guest. Guests are visitors who are invited to attend and observe an IAB meeting. They may be invited to plenary sessions, SubGroup meetings, or both. Guests do not vote, and may be asked to leave the plenary or SubGroup meetings at any time.

Guests may be invited for many reasons. Typically guests are invited because they can make an important contribution to the IAB's work (such as by making a presentation to the IAB or to one or more SubGroups) or to help them become acquainted with the IAB. Guests may participate in discussions. The member who invited the guest should guide their guest through the meeting, inform them about IAB activities, make appropriate introductions, and assure their guest's participation and contributions are appropriate to the purpose of their visit. It is customary to invite local officials from host cities to attend IAB meetings.

To allow appropriate planning for space, food, and other logistical support, guests must receive an invitation in order to attend. Guests usually fund their own travel, but travel for guests may be authorized by the IAB Chair on a case-by-case basis.

Guests are usually federal, state, or local employees. In general, vendors who have no formal affiliation with a government agency are not invited to participate in IAB meetings. Vendors may on occasion be invited to make a presentation or respond to specific requests for information.

Major national professional and standards associations may be given a standing invitation to IAB meetings, whereby they have a representative regularly attend every IAB meeting as an invited guest. The list of associations that are allocated these slots is determined and maintained by the Executive Committee. Associations that wish to participate regularly in IAB meetings may approach the Executive Committee and request a standing invitation. Association participants are expected to pay their own travel costs. In some cases, these standing invited guests may become involved enough in the work of a SubGroup to also serve as SMEs. This status is determined by the IAB Chair in consultation with the relevant SubGroup Co-Chairs.

Recruiting

Potential members are identified to the IAB through four routes:

1. SubGroups are responsible for systematically analyzing their existing capacity, gaps, and needs with respect to membership, and for actively identifying and recruiting potential members who could fill these gaps.
2. IAB members may also identify and refer individuals who might be valuable members of other SubGroups.
3. Individuals may approach the IAB (by contacting a member or the program office) and express an interest in becoming a member.

4. In some cases, a SubGroup may have excess capacity while another SubGroup has a need. In these circumstances the Executive Committee may decide to realign existing members among SubGroups to better balance the IAB.

Application

Regardless of how they are identified, all those being considered for membership complete and submit an application and a resume to the IAB program office. The IAB program office records the application, confirms eligibility for membership, and forwards these materials to the IAB Chair. The IAB Chair circulates the application to the Executive Committee, which reviews the materials to determine whether the individual is appropriately qualified, and to identify which SubGroup or SubGroups might benefit from the person's participation.

If this review is favorable, the individual is assigned a sponsor from the SubGroup of which the person may become a member. The sponsor is responsible for helping the individual through the membership process, assuring they are invited to meetings, providing a general orientation to the IAB, being available to answer questions, and serving as a liaison with the Executive Committee and Program Office. To help sponsors, an orientation guideline and standard set of orientation materials will be provided by the program office. In addition, the program office will provide the individual a welcome packet that provides information about the IAB's mission, the substantive work of each SubGroup, the organization and general procedures of the IAB, information about the Standardized Equipment List, any relevant administrative procedures (such as travel reimbursements), a copy of the most recent annual report, and any other pertinent materials.

At the first IAB meeting after the Executive Committee's favorable review, the individual will be invited to meet informally with his or her sponsor and the Executive Committee the evening before the plenary session begins.

Appointment

Members are formally appointed by a majority vote of all SubGroup members. At a minimum, members must have attended at least two meetings before such a vote occurs. These meetings need not be consecutive. This period is intended to allow enough time for both the potential new member and the SubGroup to evaluate whether or not the individual is a good fit for the SubGroup and the IAB. SubGroups can decide to call a vote on new members at any time after they have attended two meetings.

To assure all SubGroup members can vote and feel comfortable discussing a candidate's merits, voting is conducted electronically between meetings, and not in person at meetings.

Once a member is elected by majority vote of a SubGroup, they are provisionally offered membership on the IAB. The IAB Chair will send the individual a letter offering them membership. This letter explains the requirements for membership and the expectations of members. The individual's membership is finalized when they submit a letter of support from

their home agency. In addition, new members must review and sign a letter of agreement that makes explicit the terms of their participation, explains their role, and addresses conflicts of interest.

Review

The IAB Executive Committee will review the IAB membership roster annually to ensure appropriate size, composition, and balance. Among the questions the Executive Committee will consider during its review are the following:

- In what areas is the Board over-represented? How can the Board be realigned to achieve a better balance?
- In what areas does the Board have gaps? What other capacities and expertise beyond line emergency response does the Board require? How can these needs and gaps best be addressed through the use of members, SMEs, and guests?
- Is the Board appropriately balanced with respect to fresh new thinking and institutional knowledge of the emergency response profession?

The Executive Committee reviews and reaffirms every IAB member's status every year. This review is based on assessment by each member's SubGroup Co-Chairs, who are responsible for tracking members' performance, participation, and productivity. The Co-Chairs may accomplish this as they see fit, but must be prepared to substantiate the level of each member's participation (e.g. meeting attendance, whether they respond to surveys, whether the support requests for comments, etc.). If a member's involvement or contribution is deemed to be too little, that member's SubGroup Co-Chairs will contact the member and investigate the reason for the member's poor performance. Based on this investigation, the SubGroup Co-Chairs will make a recommendation to the Executive Committee. The Executive Committee will make a recommendation to the Chair about whether the member should be allowed to continue serving on the IAB. In special cases or for cause, the IAB Chair may determine that a member should be reassigned or removed from the IAB. This same evaluation process will be completed by the IAB Leadership Team annually for the SubGroup Co-Chairs.

5. Parliamentary Procedure

General guidelines

The conduct of IAB business is guided by Robert's Rules of Order. Business decisions may only be made by the IAB or its SubGroups when a quorum is present. A majority (more than half) of the total membership of the IAB constitutes a quorum of the IAB. Likewise, a majority of the total membership of a SubGroup constitutes a quorum of that SubGroup.

With specific exceptions identified in these Bylaws, decisions to be made by the full IAB shall be determined by simple majority vote, provided a quorum of IAB members is present. To pass, a

simple majority vote requires that more than half of the members present support a motion, unless the decision is to be made by electronic vote, in which case a simple majority vote requires that more than half of all IAB members support a motion.

In general, votes of the full IAB are required for the following purposes: election or removal of officers; changes to the Charter or Bylaws; and decisions about major substantive positions or actions to be taken by the IAB as a whole. Decisions about more narrow or specialized issues may be delegated by the Chair to the Executive Committee or to a SubGroup. In cases where there are minority or dissenting views, these will be duly recorded. Decisions about routine administrative matters do not require a vote and are made by the Chair, Deputy Chairs, or Executive Committee, as appropriate.

In general, votes of the members of a given SubGroup are required for the following purposes: election or removal of the SubGroup Co-Chair(s); decisions about positions or actions to be taken by the SubGroup; and decisions about proposals to make to the Executive Committee or the full IAB. Decisions about routine administrative matters pertinent to the SubGroup do not require a vote and are made by the SubGroup Co-Chairs.

Voting procedures

Votes may be conducted using any of four mechanisms, as deemed appropriate by the SubGroup Co-Chairs for the purpose at hand. Elections, removals of officers, and changes to the IAB Charter and Bylaws all require recorded votes. Proxy votes are prohibited. The mechanisms described below may be employed for votes conducted by the full IAB or by a SubGroup.

1. *Voice vote.* The Chair or presiding officer will put the question at hand to the membership, making sure that the members understand the effect of an “aye” vote and a “no” vote, and will then ask first for all those in favor of the motion to indicate so verbally, then ask second all those opposed to the motion to indicate so verbally, and finally ask all those who choose to abstain from the vote to indicate so verbally. The decision as to the result of the vote is then decided and announced by the Chair or presiding officer. No names or numbers of who voted for what are recorded. A member may challenge the Chair’s ruling about the result of the vote. In such a case, if a majority of the assembly agrees, a recorded vote takes place (by show of hands, ballot, or electronically).
2. *Vote by show of hands.* The Chair or presiding officer will put the question to the membership, making sure that the members understand the effect of a vote in favor and a vote against, and will then ask first for all those in favor of the motion to indicate so by raising their hand, then ask second all those opposed to the motion to indicate so by raising their hand, and finally ask all those who choose to abstain from the vote to indicate so by raising their hand. The numbers of those who voted in favor, those opposed, and those who abstained are recorded. The result of the vote is then announced by the Chair or presiding officer.

3. *Confidential paper ballot.* One ballot is distributed to each member. If blank pieces of paper are used, the Chair or presiding officer will put the question to the membership, making sure that the members understand what they are to write on their ballots to accurately indicate their preference. If pre-printed ballots are used, the ballot must provide clear directions about how members should mark the ballots to accurately indicate their preference. To be valid, all ballots (blank or pre-printed) must include the printed name and signature of the member who casts the vote. Ballots are collected by a representative from the program office, who assures that all who voted were eligible to do so, and that each voted only once. The program office representative then tallies and records the results of the vote. The results are then announced by the Chair or presiding officer. The nature of each individual member's vote is kept confidential by the program office and may not be revealed to any officer or member of the IAB. Once the vote is confirmed to be valid and the result is recorded, the ballots are destroyed.
4. *Confidential electronic ballot.* An electronic message is distributed to all members with a clear explanation of the question upon which they are to vote and instructions that explain how to register their vote, and how they are to respond to accurately indicate their preference. Responses will be tallied by a representative from the program office, who assures that all who voted are eligible to do so, and that each voter voted only once. The program office representative then tallies and records the results of the vote. The result of the vote is then announced by the Chair or presiding officer. The nature of each individual member's vote is kept confidential by the program office and may not be revealed to any officer or member of the IAB.

Procedures for Election of Officers

IAB Officer Elections. Elections for the IAB Chair and Deputy Chairs shall be conducted during the spring IAB meeting. Nominations will open one meeting prior to the election during the winter meeting (typically held in February). Eligible members can nominate candidates during any of the plenary sessions of the meeting. At the beginning of the first plenary session of the meeting, the Chair appoints an election officer from among the members of the Executive Committee. The election officer presides over the election process. During the first plenary session of the meeting, the election officer opens nominations for the positions to be filled (IAB Chair or Deputy Chair or both, as appropriate). The election officer calls for nominations from the floor. All nominations must be seconded, and the nominee must accept the nomination to be included on the ballot. Nominations remain open through the first plenary session of the second day of the meeting. During the first plenary session of the second day of the meeting, the election officer again calls for nominations from the floor. When no further nominations are forthcoming, the election officer closes nominations. Between the winter and spring meeting, the program office will confirm all nominations and collect updated bios and/or resumes for posting to the IAB website. Candidates must secure approval from their leadership and organization by a specified date. If no candidates can accept their nomination, the program office will open a second nomination period electronically prior to the election. The official

election will be held electronically during the spring meeting (typically held in June). Election results will be announced during the final plenary session.

SubGroup Officer Elections. Elections for IAB SubGroup Co-Chairs shall be conducted during the spring. Nominations for all open positions are conducted electronically and managed by the program office. Thirty calendar days before the spring IAB meeting, the program office notifies each SubGroup that nominations are open and provides instructions to SubGroup members for submitting nominations. The program office contacts each nominee to determine whether he or she accepts or declines the nomination, and candidates must secure approval from their leadership and organization by a specified date. The program office closes nominations seven calendar days before the spring meeting. By the beginning of the spring meeting, the program office provides a slate of candidates to each SubGroup. The program office then opens voting for all open positions. Voting occurs by electronic ballot, as described above on pg. 11 under the “Confidential electronic ballot” guidance. Voting remains open until noon on the second day of the meeting, at which point the program office closes voting. The results are announced electronically and at the final plenary session of the meeting.

6. Business Processes

The IAB must employ business practices that optimize its ability to accomplish its strategic objectives.

Work Management

To contend with the multiplicity of substantive topics the IAB might address and activities it might undertake in the context of its mission and areas of strategic focus, the IAB follows a logical process for identifying, prioritizing, executing, and tracking its work on an annual basis. This allows the IAB to be productive, and makes it easier to communicate to stakeholders about what it is working on, the status of its work, and the results of its work.

In general, the work management process involves three main steps: 1. deciding what work to do, 2. executing that work, and 3. delivering work products. The attached figure (at Appendix C) shows the major milestones in this work management process, including the timing of meetings and other key deadlines. At the beginning of each annual cycle, the IAB determines what objectives it should achieve and sets priorities for this work. This is accomplished through a process of negotiation within and between the FACC, the IAB SubGroups, and the IAB’s Executive Committee. Specifically, the FACC members will meet to discuss amongst themselves what work it would like the IAB to undertake, and it will prioritize these objectives and submit them to the IAB’s Executive Committee for consideration. Likewise, each SubGroup will meet and similarly will decide what its priorities are and submit these to the IAB’s Executive Committee for consideration.

From these meetings will thus emerge a set of potential activities and priorities for the IAB to consider. Typically the IAB will not be able to undertake all of these tasks. The IAB Executive Committee will therefore vet the proposed activities and generate a work plan for the year,

including specific deliverables (with the agreement of the FACC and other stakeholders). This work will then be allocated to the IAB SubGroups as appropriate. The work will be accomplished throughout the year in full plenary meetings and in SubGroup meetings. Work that involves more than one SubGroup will be coordinated by the Executive Committee (especially the leaders of the relevant SubGroups). Ultimately, deliverables will be presented back to the full IAB and the FACC by the SubGroups and Committees. This work is summarized in an annual report that is produced by the end of the federal fiscal year.

Agenda-Setting

An important element of work management is agenda-setting, i.e. deciding what work is of greatest importance to fulfilling the IAB's missions and will be of greatest benefit to the IAB's stakeholders. It is clear that the IAB serves many important functions that directly meet stakeholder needs. To assure the IAB can appropriately identify, prioritize, and respond to the needs of its stakeholders, it is sensible for it to query its stakeholders (including state and local IAB members, the FACC, and possibly others) regularly about how well the IAB is meeting their needs currently and what other needs they have. Thus, the IAB's annual work management process begins when the FACC and SubGroups explicitly identify their priorities.

Providing stakeholders an opportunity to have input into the IAB's agenda does not mean that they have license to prescribe the opinions the IAB will hold or positions it will take. While the IAB has a responsibility to listen to the concerns of its stakeholders and to consider the requests of its sponsors, the IAB's response must remain independent to be credible and valuable. In short, while funders have a reasonable expectation of informing and influencing the direction of the IAB's work, they do not dictate the results of this work.

In many instances, the needs of the IAB's various stakeholders are likely to be aligned—but not always. Sometimes they are different, and occasionally objectives conflict. The challenge the IAB faces is how to identify and address areas of mutual interest, and likewise how to identify and resolve areas of debate, so that multiple interests can be accommodated reasonably. By using a systematic process for identifying needs and priorities, it will be easier for the IAB to make informed decisions about what agenda to pursue. In some cases, at the end of the discussion, there may be a disagreement between the FACC and the state and local members, or among members. Even so, there is benefit to the process: If any stakeholder ultimately disagrees with the position on which the IAB decides, and subsequently decides to pursue a course of action that is at odds with the IAB's position, that stakeholder nonetheless has the benefit of a sound issue vetting process, and an awareness of the implications of its choices.

An important goal is to strike the right balance between what the FACC needs and what the state and local membership needs. To help achieve this, it is incumbent on the FACC to assure that the responder members understand the FACC's goals and role, and that the issues the FACC brings up to the IAB are issues of concern to responders. The FACC is responsible for employing a process by which it can develop and provide a coherent set of manageable inputs about its requirements to which the IAB can then respond. Likewise, the IAB Leadership Team is responsible for implementing a systematic agenda-setting and work planning process that

assures due consideration of stakeholder requirements and effective coordination of achievable outcomes. This also allows the IAB leadership to make the case for the resources required to meet the needs the funders would like the Board to address.

7. Meetings

The IAB shall conduct its mission in accordance with an IAB work management plan developed annually by the Executive Committee.

IAB work is conducted during three formal Board meetings annually, SubGroup/Committee meetings, and additional meetings of specially designated working groups as needed.

Formal IAB meetings shall be held exclusively between Federal officials and elected officers of State, local, and tribal governments (or their designated employees with authority to act on their behalf) acting in their official capacities. Meetings are solely for the purposes of exchanging views, information, or advice relating to the management or implementation of Federal programs established pursuant to public law that explicitly or inherently share intergovernmental responsibilities or administration per Pub. L. 104-4, Sec 204 (b) (2) as implemented by OMB memorandum M-95- 20, as amended.

Meeting management

The IAB uses plenary meetings of the full membership and SubGroup meetings to accomplish much of its work. The content and structure of the plenary meetings will be determined by the IAB Chair and Deputy Chairs, informed by the requirements of the work plan and management process. This section identifies guidelines for how meetings will be structured and conducted.

Venues. Meeting sites should permit as much flexibility as possible to allow for large sessions that include all members and guests, SubGroup break-out sessions, and small ad hoc meetings of a few people. Whenever possible, the general session room should be kept available (rather than assigned to one SubGroup) to allow multiple SubGroups to meet together. When meeting sites are selected, the IAB should make contact with local public safety leaders and senior local officials in the host city. These leaders should be invited to the meeting so they can inform the IAB about their community and so that they can be introduced to the IAB.

Scheduling. The IAB must be respectful of members and their home organizations, and should make efficient use of meeting time. To this end, there will be three two-day plenary meetings each year. These meetings will begin Tuesday at 8:00 am and conclude Wednesday at 5:00 pm. Members are expected to stay through the conclusion of the meeting. The structure of the plenary meetings will be determined by the IAB Chair and Deputy Chairs. The meeting schedule should allow for individual SubGroups to meet and for multiple SubGroups to meet and work together. Monday and Thursday will be travel days. The Executive Committee will meet Monday night. SubGroups may also elect to hold a special meeting Monday night if needed. Likewise, SubGroups can choose to continue meeting through Thursday morning. SubGroup

meetings outside the full IAB meeting require approval of the Chair, who can confirm schedule, cost, and availability of facilities.

Presentations. Meetings of the full membership offer opportunities for IAB members to hear about important issues, trends, initiatives, and technologies. A key mechanism for this is presentations by leaders and experts. It is important to assure that presentations are relevant to the IAB's work and members' interests, and that time devoted to presentations is balanced with adequate time to accomplish IAB and SubGroup business. The number of plenary presentations will therefore be limited to only a few, typically conducted during lunch. There is no requirement to have presentations at every IAB meeting.

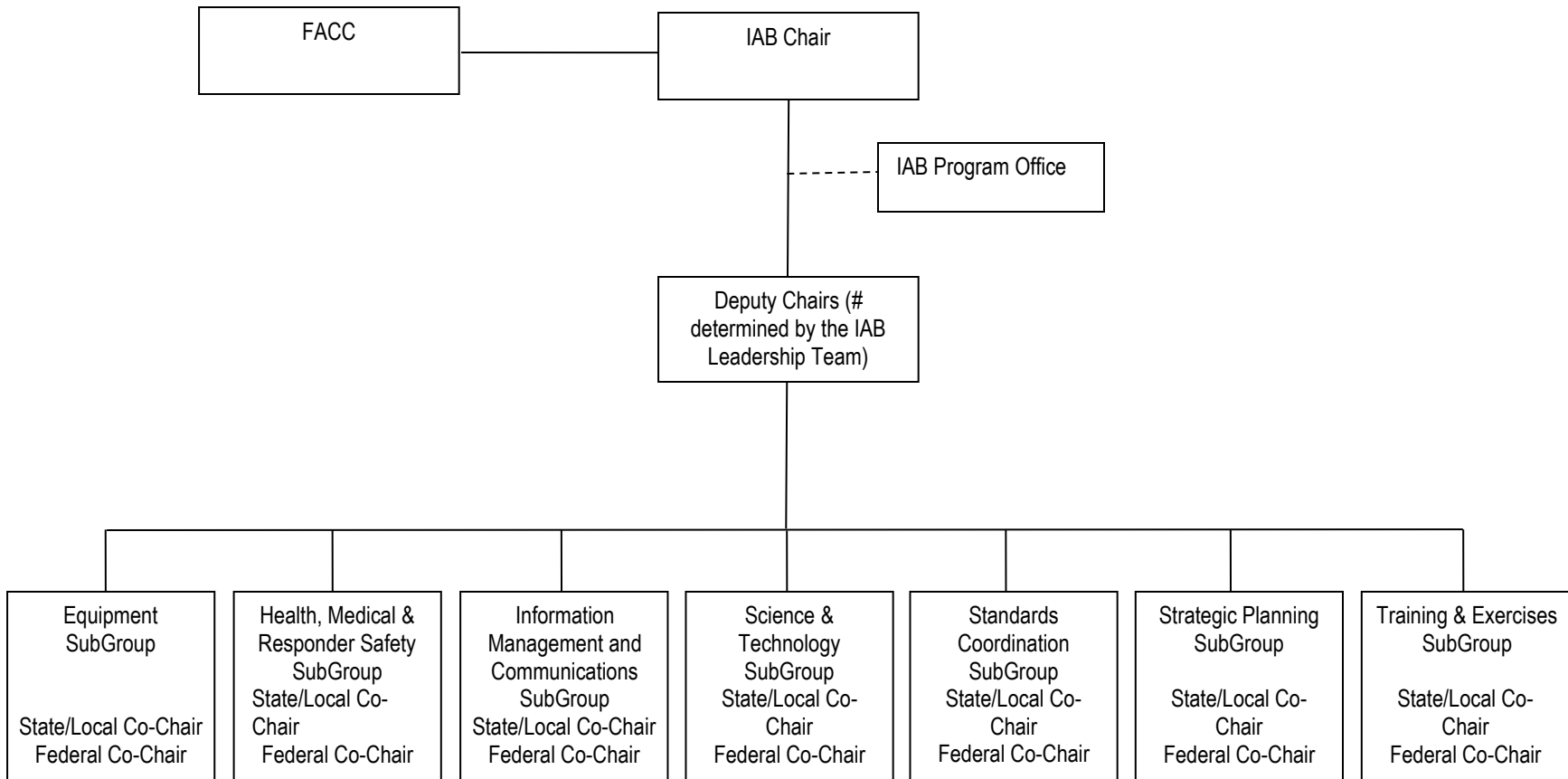
Presentations to the full membership should be conducted as exciting, inspiring keynote addresses focused on major issues. They should not be narrowly construed technical or information briefings with content that much of the membership already knows or that is not relevant to much of the membership. All presentations will be carefully vetted to assure they address a clear objective that is relevant, informative, and interesting to the full membership. In addition, arrangements with speakers will be carefully managed to assure that the presenter and presentation the IAB requests is what is delivered. In areas where there are multiple perspectives or debate that the IAB should understand, efforts will be made to invite panels of speakers who represent the variety of views. In addition to plenary sessions, SubGroups (or sets of SubGroups) can invite presenters to provide technical or information briefings in their area of interest to meet with them. These may occur either during SubGroup time at the full IAB meetings or in separate intervening SubGroup meetings. These should be advertised so other interested IAB members can attend.

Communication, coordination, and cross-pollination. A sound, disciplined process by which each SubGroup can brief the full IAB membership about its activities is essential to communicating and coordinating effectively across SubGroups. Each full IAB meeting will begin with short (approximately ten minute) "brief-ins" by each SubGroup during which the SubGroup will explain what they have accomplished since the last meeting, what they plan to do during the current meeting, and what they might need from any other group. Immediately following the meeting each SubGroup will prepare a short (approximately one page) summary that lays out key issues the SubGroup is working on, provides a brief discussion of each issue, and identifies relevant recommendations and actions. These will be submitted to the program office and posted on the member section of the IAB website, which provides a forum for discussion around key issues and tasks. These briefings keep the membership informed about what other SubGroups are doing, help the Executive Committee track work progress, and also make development of annual report content easier. In addition, the program office will continue to prepare minutes and an executive summary of each IAB meeting that documents, among other things, what decisions were made. The summary will also include an action item list and the lead SubGroup or member for each action.

8. Process for Amendments

These Bylaws may be altered, amended, or abrogated at an announced meeting of the InterAgency Board or at a meeting specifically called for that purpose, upon majority vote by the Members of the Board. In the event of a tied vote, or an impasse to a decision, the Chair will convene the Executive Committee, and vote on the proposal. If resolution due to a tied voted or impasse continues, then the existing Bylaws will remain in effect.

APPENDIX A. IAB organizational structure.



APPENDIX B. Administrative functions of the IAB leadership.

Agenda Management

- a. Manage annual agenda-setting process and set timelines.
- b. Manage annual work-planning process and set milestones.
- c. Allocate work responsibilities to SubGroups.
- d. With the executive committee, coordinate work that involves more than one SubGroup.
- e. Track development of deliverables.
- f. Manage the annual meeting schedule.
- g. Set agendas for plenary meetings.
- h. Coordinate development of the annual report.

Strategic Planning

- a. Develop and implement the IAB's ongoing strategic planning process.
- b. Determine long-range goals for the IAB.
- c. Solicit feedback and conduct analysis to support goal- and agenda-setting.
- d. Refine and adjust the IAB organizational structure as necessary.
- e. Oversee evolution of the IAB charter, rules, and procedures as necessary.

External Relations

- a. Facilitate outreach to partners and collaborators.
- b. Provide IAB presence at national conferences.
- c. Interface with professional associations.
- d. Design and implement an awareness campaign to increase IAB visibility.
- e. Arrange opportunities to visit with government leaders to inform them about the IAB.
- f. Develop talking points, command briefs, and communication guidance for IAB members.

Communications

- a. Respond to ad hoc requests for information and assistance.
- b. Employ the web and other technology to make IAB products broadly available.
- c. Disseminate information to customers, stakeholders, and partners.
- d. Develop and manage a process for vetting and validating IAB products to assure quality.
- e. Generate position papers to inform policymakers.
- f. Develop rigorous methodologies for generating IAB information products.

APPENDIX C. Annual work management process.

Phase 1: Agenda setting

1. Identify and prioritize items for the next year's work (July-September)
 - FACC and SubGroups meet independently to identify required work activities
 - FACC and SubGroups prioritize agenda items
 - FACC and SubGroups propose work to IAB executive committee (NLT Aug 1)
 - IAB executive committee vets proposals and develops work plan
2. Plenary meeting #1 (October) – Set the agenda
 - IAB executive committee presents work plan to Board
 - SubGroups meet to discuss work plan
 - Information sharing activities
3. Intervening SubGroup/Committee meetings (November-January)
 - Identify specific tasks required to fulfill work assignments

Phase 2: Execution

4. Plenary meeting #2 (February) – Status check
 - Working meeting for SubGroups
 - Opportunities for multiple SubGroups to meet together
 - Opportunities to address ad hoc requests
 - Information sharing activities
5. Intervening SubGroup/Committee meetings (March-May)
 - Execute work
 - Produce deliverables
 - Develop annual report content

Phase 3: Reporting

6. Plenary meeting #3 (May/June) – Take stock
 - SubGroups report status of ongoing work and present results of completed work
 - Committees report on their activities
 - Conduct scheduled elections in accordance with IAB Bylaws
 - Finalize annual report content (due out by the end of federal fiscal year)
 - FACC and SubGroups schedule summer agenda-setting process

APPENDIX D. Leadership Team Job Descriptions

The InterAgency Board is led by a Chair and Deputy Chairs. Each Deputy Chair has a set of SubGroups that he or she is responsible for. The Deputy Chairs' duties include standing in for and assisting the Chair when needed at meetings, conference calls, speaking appointments and information meetings with current and potential FACC partners (aka door knocking trips). The Deputy Chairs also must maintain constant contact with the SubGroups and Special Protect Groups to stay abreast of their progress.

The Chair and Deputy Chairs are required to attend several meetings in DC between the regular full IAB meetings. The Chair and Deputy Chairs work closely with the Program Office staff on funding issues, to help look for meeting spaces, attend FACC Meetings, and door knocking trips to potential new FACC Members. The Chair and Deputy Chairs are also required to participate in phone calls and conference calls weekly with SubGroups and other agencies.

Candidates must understand the time requirements required for this position and must have their agency approval to commit to these requirements.