

**An EMONS Communication Structure During the Emergency Response Phase\*  
(Community A)**

| <b>Links From Agency Types***</b> | <b>Links to Agency Types**</b> |          |          |          |          |          |          |          |          |           |           |           |           |           |
|-----------------------------------|--------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|-----------|-----------|
|                                   | <b>1</b>                       | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>11</b> | <b>12</b> | <b>13</b> | <b>14</b> |
| 1                                 | 9                              | 3        | 3        | 1        | 1        | 5        | 4        | 2        | 6        | 6         | 3         | 3         | 4         | 4         |
| 2                                 | 3                              | 9        | 1        | 3        | 2        | 2        | 1        | 3        | 6        | 4         | 3         | 1         | 4         | 4         |
| 3                                 | 5                              | 1        | 9        | 5        | 3        | 1        | 2        | 2        | 6        | 6         | 2         | 1         | 3         | 3         |
| 4                                 | 3                              | 4        | 5        | 9        | 3        | 6        | 4        | 4        | 6        | 4         | 6         | 4         | 5         | 5         |
| 5                                 | 1                              | 2        | 3        | 1        | 9        | 5        | 4        | 3        | 6        | 6         | 2         | 3         | 4         | 4         |
| 6                                 | 6                              | 1        | 1        | 5        | 5        | 9        | 3        | 3        | 6        | 6         | 3         | 3         | 2         | 3         |
| 7                                 | 6                              | 1        | 1        | 3        | 3        | 1        | 9        | 3        | 6        | 6         | 5         | 5         | 6         | 6         |
| 8                                 | 2                              | 1        | 1        | 2        | 3        | 3        | 5        | 9        | 6        | 6         | 2         | 1         | 3         | 3         |
| 9                                 | 5                              | 6        | 6        | 6        | 5        | 4        | 6        | 6        | 9        | 6         | 5         | 6         | 6         | 6         |
| 10                                | 6                              | 6        | 6        | 6        | 6        | 6        | 6        | 6        | 6        | 9         | 6         | 6         | 6         | 6         |
| 11                                | 3                              | 1        | 1        | 2        | 2        | 2        | 1        | 2        | 6        | 6         | 9         | 1         | 4         | 4         |
| 12                                | 3                              | 1        | 1        | 3        | 3        | 2        | 2        | 2        | 6        | 6         | 2         | 9         | 3         | 3         |
| 13                                | 5                              | 3        | 5        | 3        | 5        | 3        | 6        | 2        | 6        | 6         | 5         | 3         | 9         | 1         |
| 14                                | 5                              | 3        | 5        | 3        | 5        | 3        | 6        | 3        | 6        | 6         | 5         | 3         | 1         | 9         |

\*Interview item: “Now I want to ask you a series of questions about these agencies. As we review these, please tell me the appropriate code for each based on this card (give Card #2). Let’s start with contact frequency. During the emergency response phase you identified a minute ago, how often did you and your staff have direct contact (e.g., not monitoring of radio) with personnel in each of these agencies?”

\*\*Response categories: 1. “continual”; 2. “about once per hour”; 3. “every few hours”; 4. “about once per day”; 5. “less than once per day”; 6. “no contact during this phase”; 9. “not applicable”

\*\*\*Agency types: 1. County Emergency Management; 2. Sheriff’s Department; 3. City #1 Fire Department; 4. Public Works; 5. Elected Official; 6. Red Cross; 7. Military; 8. Warning Agency; 9. Emergent Group; 10. State Water Resources; 11. City #1 Manager; 12. City #1 Police; 13. City #2 Fire; 14. City #2 Police.

Source: Adapted from unpublished data collected by Drabek, Thomas E. 2003a. “Coordination Strategies Data Set.” Denver, Colorado: Department of Sociology and Criminology, University of Denver.