



2007 EMAC Operations Manual

April 2007

**The National Emergency Management
Association**

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supersedes all previous editions.
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NEMA P.O. Box 11910 Lexington, Kentucky 40578

INTRODUCTION

This Nation was founded on the basic principle of “neighbors helping neighbors”. From that simple premise, mutual aid has evolved into a response capability of its own. The Emergency Management Assistance Compact (EMAC) evolved from a regional concept of a few states helping each other as a result of the devastation caused by Hurricane Andrew in 1992, to a national compact of 50-states, Puerto Rico, the U.S. Virgin Islands, and the District of Columbia, in 2006.

The 2007 EMAC Operations Manual contains the official policy and procedures for 1) the implementation and administration of the Emergency Management Assistance Compact (EMAC) system, 2) the conduct of emergency response and recovery operations on behalf of EMAC Member States pursuant to the Compact Articles, and 3) reimbursement of expenses in accordance with internal member state standard operating procedures.

The Operations Manual is divided into five distinct Sections:

- **Section 1 - Organization and Responsibilities** describes the organizational structure and specific responsibilities and functions of the various coordinating elements.
- **Section II - Standard Operating Procedures** describes the Standard Operating Procedures for requesting and providing assistance, establishes the span of control for command, coordination and control of the area of operations whenever EMAC is activated. This Section also defines integration within the National Incident Management System (NIMS) operations concepts, establishes coordination with Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA), and describes both mobilization and demobilization procedures.
- **Section III - Reimbursement** establishes policies and procedures for EMAC mission reimbursements. Reimbursement procedures for interstate use of intrastate resources and NRCC/RRCC A-Team personnel are also provided.
- **Section IV - Training and Exercise** contains information relating to official EMAC-sanctioned training courses for specific targeted groups and exercise recommendations.
- **Section V - Appendices** contains the EMAC Articles of Agreement, the Executive Task Force Operating Protocols, and other supporting documents,

checklists, operations and reimbursement forms referred to throughout the Operations Manual.

This Operations Manual will be reviewed annually by the EMAC Executive Task Force and revised as needed. This document is intended for use as the “go to” book for obtaining EMAC direction and guidance. Any alteration, editing, revision, reproduction or other use by any person for purposes other than official EMAC business without express written permission of the Chair of the EMAC Committee is strictly prohibited.

All EMAC Member State Authorized Representatives and Designated Contacts, and other state level personnel who are likely to comprise an EMAC coordinating component such as a National Coordination Group (NCG), a Regional Coordinating Team (RCT), a National Coordinating Team (NCT), or an Advance Team (A-Team) should become familiar with these policies and procedures in order to be prepared to implement EMAC in a timely manner.

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National Emergency Management Association Contact Information:

Should you have questions/comments or need assistance, the main point of contact for EMAC is the NEMA EMAC Coordinator (see contact information below).

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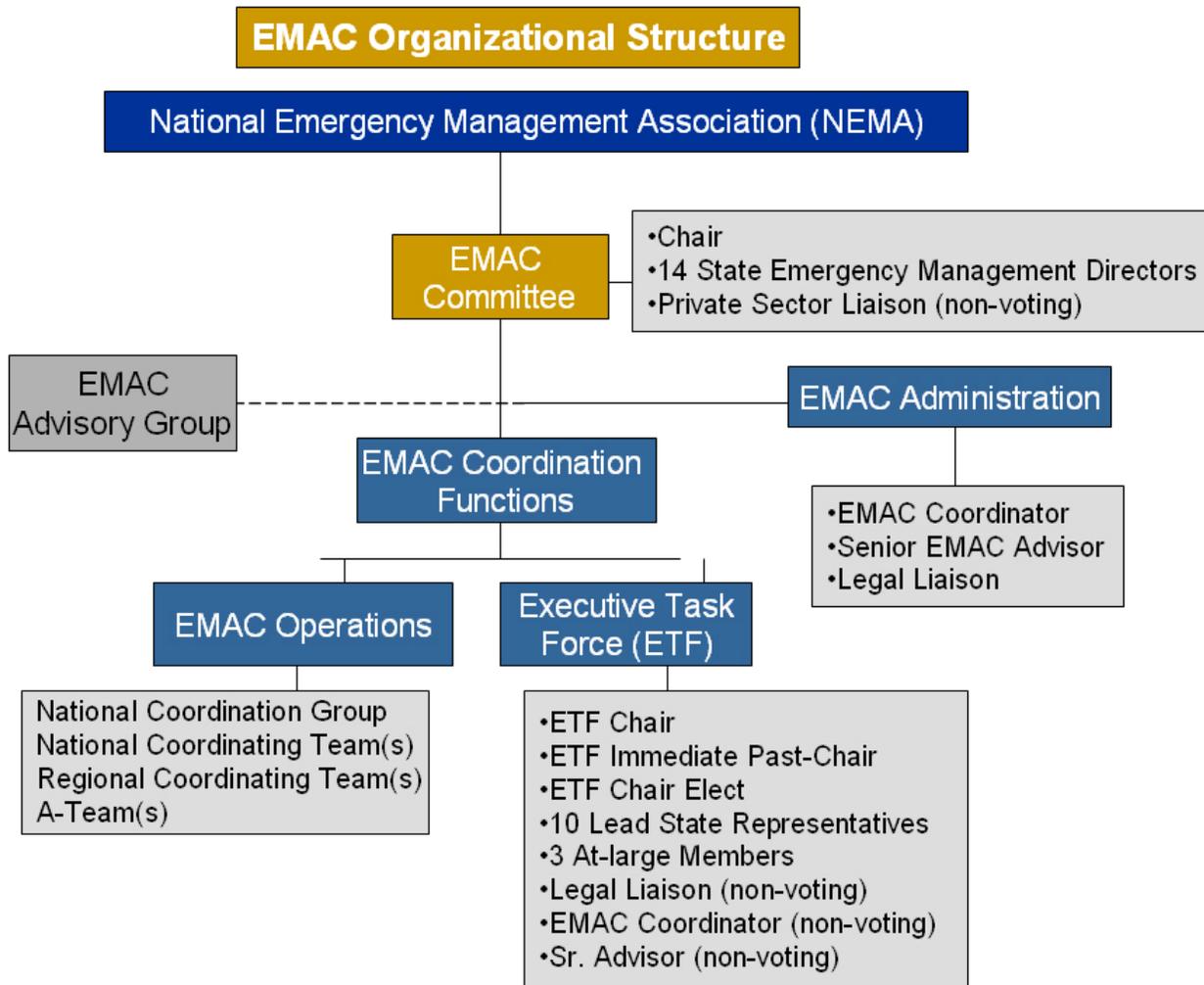
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SECTION I. ORGANIZATION AND RESPONSIBILITIES

Section I describes the components of governance, general responsibilities, functions, and duties for each EMAC organizational component (see figure below).



A. *The National Emergency Management Association*

The National Emergency Management Association (NEMA) is the association of emergency management and homeland security professionals dedicated to enhancing public safety by improving the nation's ability to prepare for respond to and recover from all emergencies, disasters, and threats to our nation's security.

1. NEMA's mission is to provide national leadership and expertise in comprehensive emergency management; serve as a vital emergency management information and assistance resource; and advance continuous improvement in the emergency management system through strategic partnerships, innovative programs, and collaborative policy positions.

2. NEMA serves as the administrative body for EMAC by:
 - a. Providing overall administration and fiscal management.
 - b. Securing and managing grants to sustain EMAC strategic initiatives.
 - c. Serving as an advocate to state elected officials, Congress and the federal government to ensure that EMAC is recognized as the nation's premier interstate mutual aid mechanism.
 - d. Providing day-to-day program administration staff.
 - e. Serving on several national committees under the leadership of the Department of Homeland Security (DHS) devoted to enhancing mutual aid through resource typing, resource management, credentialing, and catastrophic disaster planning initiatives.
 - f. Answering inquiries and keeping Member States/territories informed on new and emerging issues.
 - g. Maintaining the EMAC Web Site and EMAC Operations System.
 - h. Promoting and marketing EMAC as well as mutual aid in general.
 - i. Maintaining EMAC documents.
 - j. Providing instructors to support EMAC Train-the-Trainer courses.
 - k. Providing support to the EMAC Advisory Group.

B. The EMAC Committee

The EMAC Committee, the managing body of the compact, is a standing committee under the NEMA organizational structure that maintains oversight of EMAC and the EMAC Executive Task Force. The EMAC Committee consists of a chair, fourteen (14) state directors (or their designees) and a non-voting private sector liaison. The emergency management director and Governor from every state and territory that has passed EMAC legislation and signed EMAC into (state) law are invited to participate.

1. All Member States have agreed to accept EMAC Committee decisions made within the purview of the NEMA By-Laws.
3. The EMAC Committee Chair is selected annually by the NEMA President.
4. The EMAC Committee is responsible for policy oversight of the Compact and has delegated responsibility for conducting day-to-day business and emergency operations responsibilities on its behalf to the EMAC Executive Task Force and NEMA staffing.

5. The EMAC Committee receives recommendations for the ETF Chair-Elect and votes on representation.

C. EMAC Advisory Group

The EMAC Advisory Group (EAG) is comprised of invited representatives from the national based organizations who represent the first responder community and other mutual aid stakeholders. The mission is to facilitate the effective integration of multi-discipline emergency response and recovery assets for nationwide mutual aid through the Emergency Management Assistance Compact.

1. Goals
 - a. Promote a better understanding of EMAC for multi-discipline emergency response and recovery entities, and mutual aid partners.
 - b. Create a forum for mutual aid stakeholders to provide input and feedback to NEMA to enhance mutual aid through EMAC.
 - c. Advance interstate and intrastate mutual aid.
2. Roles and Responsibilities
 - a. Represent the issues, positions, resource capabilities and requirements of the respective disciplines and national organizations.
 - b. Share information with national memberships, solicit feedback and provide responses to NEMA on EMAC-related issues.
 - c. Facilitate outreach, education and training opportunities on EMAC.
 - d. Share situational awareness information with national memberships, organizations and agencies during major EMAC activities.
 - e. Participate in conference calls, meetings, and after action reviews on behalf of national memberships.
 - f. Identify and share best practices.
 - g. Provide guidance for the strategic direction of EMAC.
 - h. Provide a connection between other mechanisms (FEMA, ESAR-VHP, Citizen Corps, etc.) and EMAC to provide aid.
 - i. Information gathering and sharing.
 - j. Network in the states to pre-plan for EMAC deployments.

D. The EMAC Executive Task Force

The EMAC Executive Task Force (ETF) conducts the day-to-day work of the EMAC Committee. It is the work of this group that makes EMAC so unique among mutual aid compacts. The ETF is comprised of sixteen (16) voting Lead State Representative members and three (3) non-voting members. Refer to Section V C. EMAC ETF Operating Protocols for procedures of the ETF.

The composition of leadership and duties of the ETF is as follows:

1. The ETF Chair:

- a. Is elected by the members of the ETF and voted on by the EMAC Committee. The ETF Chair Elect must have a letter of support signed by his or her state emergency management director and must have served on the EMAC ETF in some capacity in the past.
- b. Manages and conducts all ETF meetings and conference calls.
- c. Directs the activities of the NCG.
- d. Resolves any policy or procedural issues that may arise during the activation and implementation of EMAC operations.
- e. Serves a one year term commencing at the NEMA Annual Conference (generally September or October) until the next NEMA Annual Conference.
- f. Is elected by the members of the ETF and voted on by the EMAC Committee. The ETF Chair Elect must have a letter of support signed by their state emergency management director and must have served on the EMAC ETF in some capacity in the past.
- g. Establishes a command and control structure for EMAC activities.
- h. Maintains the EMAC concept of operations as a function of the emergency management system.
- i. Serves as the main communication link with the NEMA EMAC Coordinator for operational and non-operational policies and procedures.

2. The ETF Past Chair:

The ETF Past-Chair provides experience to and mentors the current Chair and Chair-Elect during their year of service.

3. The ETF Chair Elect:

The ETF Chair-Elect is assigned duties by the ETF Chair and becomes the ETF Chair at the conclusion of the term of office of the current Chair.

4. The Lead State Representative:

The Lead State Representative (LSR) is appointed to the ETF by a consensus of the state emergency management directors in each of the ten (10) FEMA regions to serve as a liaison and a conduit between the EMAC ETF and the Member States within their region.

A. LSR Non-operational responsibilities

- 1) Serve on the ETF and attend meetings.
- 2) Participate in ETF conference calls.
- 3) Serve as the main communication link with the EMAC Authorized Representative(s) (AR), Designated Contact(s) (DC), or and other state emergency management agency personnel in their respective region. Suggested information to communicate include:
 - a. Information sharing from conference calls.
 - b. EMAC activities.
 - c. Changes to the web page.
 - d. Information sharing on new/revised procedures for capturing data; forms; etc.
 - e. Point of contact for requesting planning, training, and exercise assistance as well as requesting speakers for conferences.
 - f. Point of contact through which a Designated Contact can make suggestions and recommendations concerning EMAC operations and policy.
 - g. Provide feedback on comments and suggestions received from the ETF.
 - h. Serve as a conduit for distributing EMAC surveys to Designated Contacts within their region that can be forwarded to local responders within their state.
 - i. Periodically contact Designated Contacts to update their state contact information on the EMAC Web Site.

- 4) As requested by other states in the region either conduct or help facilitate identification of qualified individuals to conduct training and speak at annual conferences and other key meetings that address EMAC.
- 5) Participate on Special Assignment Task Forces when appointed by the ETF Chair.
- 6) Recruit regional states' Designated Contacts to participate on Special Assignment Task Forces.
- 7) Ensure communication lines are open with FEMA Regional office to keep them informed of key EMAC issues and activities.
- 8) Participate in exercises designed to test EMAC capabilities and processes.
- 9) Facilitate and encourage the development of intrastate mutual aid agreements that will allow for quick deployment of specialized teams and other resources.

B. Lead State Representatives (LSR) Operational Duties

LRS Operational Duties are listed on Page II-3 under Section 2: A.

Lead State Responsibilities (LSR) Operational Duties.

C. LSR Selection Process and Term of Office

1. Selection Process - No later than sixty (60) days prior to the NEMA Annual Conference, the current LSR shall poll the state directors of each Member State within the appropriate FEMA Region to select a successor state to serve as LSR for the next two (2) year term. The current LSR shall then notify the Executive Task Force Chair and provide the name of the successor LSR.
2. Term of Office - The term of office shall be two (2) years in duration commencing at the EMAC Executive Task Force meeting at the NEMA Annual Conference. An LSR can serve more than one term; however, efforts should be taken to rotate the LSR responsibility among Member States within every Region at the conclusion of each two (2) year term. If for any reason an LSR is unable to complete their term of office, the LSR will follow the selection process protocol (as given above) to select a replacement for the unexpired portion of the term.

3. Term of Office Rotation - To ensure continuity and avoid having all new LSRs on the board at once, LSRs representing a FEMA Region that is oddly numbered will rotate on odd years and LSRs representing a FEMA Region that is evenly numbered will rotate on even years.
5. **At-Large Members:**
 - a. The three (3) At-Large Members are selected from the public or private sector at the discretion of the Chair. These At-Large Members are selected because of a particular expertise and commitment to the mutual aid ideals.
 - b. Term of Office – At-Large Members serve a term of one year.
 - c. The At-Large Members are voting members.
6. **Legal Committee Liaison:**

The NEMA Legal Counsel Committee Chair, or any other member of the NEMA Legal Committee selected by the Legal Committee Chair will serve as the Legal Committee Liaison. They provide legal opinions and advice on matters that have legal implications or issues pending action by the officers or staff. The Legal Committee Liaison is a non-voting position on the ETF.
7. **NEMA Staff:**

NEMA staff serves as the administrator of EMAC and comprise two (2) non-voting positions on the ETF: The NEMA EMAC Coordinator and the NEMA EMAC Sr. Advisor.

 - a. The NEMA EMAC Coordinator provides administrative support to both the EMAC Committee and the ETF. The NEMA EMAC Coordinator is the national point of contact for EMAC, coordinates all EMAC activities on behalf of the ETF, the EMAC Committee, and Member States. The EMAC Coordinator also maintains the EMAC Web Site, databases, and EMAC Operations System.
 - b. The NEMA EMAC Senior Advisor is responsible for providing guidance on mutual aid matters to all EMAC organizational components, expertise in conducting the EMAC system processes,

and for accomplishing work elements associated with the annual work plan.

E. The National Coordination Group (NCG)

1. The National Coordination Group (NCG) is the operational arm of EMAC. Oversight of all EMAC emergency response and recovery operations is the responsibility of the NCG. Serving as Group Leader of the NCG is a collateral duty of the Chair of the EMAC Executive Task Force. The NCG is the initial point of contact for an affected state whenever activating the EMAC system is anticipated or warranted.
2. The NCG ensures that operational procedures are followed, coordinating teams are adequately staffed, and that timely status reports on EMAC deployments are issued. In coordination with other ETF members and the EMAC Committee Chair, the NCG Leader resolves any policy or procedural issues during the activation and implementation of EMAC functions within the emergency management systems command and control structure.
3. Additional response operations functions and standard operating procedures for the NCG are contained in Section II of this Manual.

F. The Advance Team (A-Team)

A coordinating team deployed to an affected state is referred to as an A-Team. The purpose of the A-Team is to assist the Requesting State in coordinating the provision of assistance from one or more EMAC Member States to another under the Compact. Standard operating procedures for the A-Team are contained in Section II.

G. The Regional Coordinating Team (RCT)

For a major, multi-state disaster, a coordinating team may, upon the request of DHS/FEMA and the approval of both NEMA and the NCG, be deployed to a FEMA Regional Response Coordination Center (RRCC). A coordinating team deployed to a RRCC is referred to as a Regional Coordinating Team (RCT). Standard operating procedures for the RCT are in Section II. The RCT may be comprised of two or more state personnel trained and knowledgeable of EMAC procedures. The composition of the RCT is dependent on mission requirements.

H. *The National Coordinating Team (NCT)*

For a major disaster with the potential for widespread impacts or catastrophic results, an EMAC coordinating team may, upon the request of FEMA and the approval of both NEMA and the NCG, be deployed to the National Response Coordination Center (NRCC) at DHS/FEMA Headquarters in Washington, D. C. A coordinating team deployed to the NRCC is referred to as a National Coordinating Team (NCT). Standard Operating Procedures for the NCT are in Section II. The NCT may be comprised of two or more persons experienced in EMAC operations. The composition of the NCT is dependent on mission requirements.

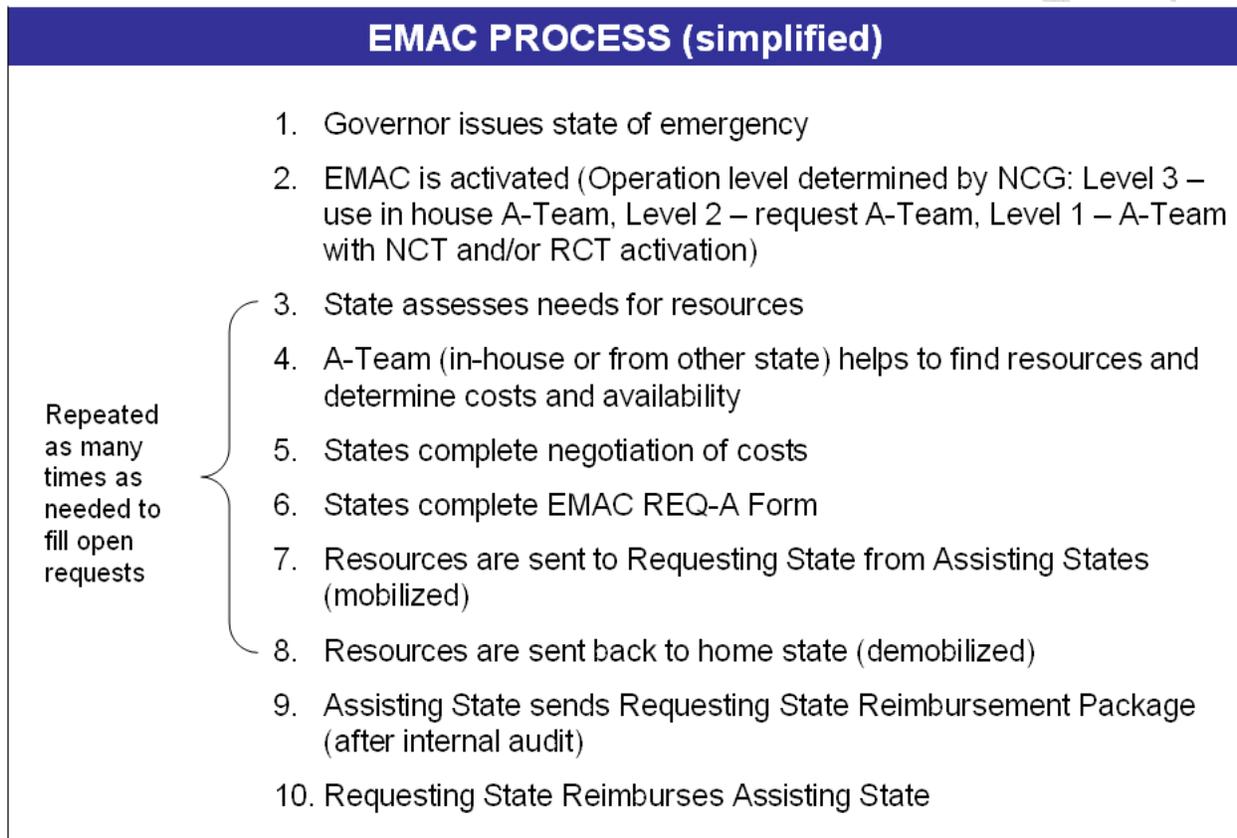
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SECTION II. STANDARD OPERATING PROCEDURES

Section II delineates the responsibilities incumbent upon each EMAC Member State and establishes Standard Operating Procedures for requesting, providing, receiving, mobilizing, and demobilizing EMAC assistance. A simplified checklist for the EMAC Assistance process is depicted below.



A. *Member State Duties and Responsibilities*

Under EMAC Article III, it is the duty of each Member State to formulate internal procedural plans and programs and to stand prepared to request interstate mutual aid or provide it to other Member States. By following the guidelines provided in this Section, the states will be better able to comply with this provision.

1. Member State internal procedures should, at a minimum:
 - a. Define the 24/7 systems for receiving and dispersing EMAC notifications and communiqués.

- b. Establish procedures for requesting and receiving assistance under the compact.
 - c. Establish process for utilizing local/state government level and other resources to fill both intrastate and EMAC requests.
 - d. Establish pre-deployment briefing process/checklist for personnel assigned to EMAC missions in another state.
 - e. Develop procedures for transitioning EMAC duties back to the NCG or the Requesting State following an A-Team demobilization and return to Level 3 operation or normal conditions.
2. Each state should designate a sufficient number of Authorized Representatives and Designated Contacts (defined in Section V, Appendix A. Definitions, Terms, & Acronyms) to implement EMAC.
3. Each Member State should designate and train at least two or three qualified personnel from emergency management or other agencies or disciplines to function as an A-Team cell within their own state EOC or to deploy to another state EOC as an A-Team (usually on 24-hours notice for a minimum deployment of seven (7) days).
4. Each Member State should follow the "typing" guidance shown in Section V. Appendix F when requesting and deploying A-Team assets.
5. All interstate assistance brokered by EMAC personnel must be on behalf of Member States or between Member States. It can also be brokered on behalf of affected or non-affected, non-EMAC state which legally executed an "incident-specific" mutual-aid agreement with any EMAC Member State in accordance with relevant party state statutes. In these instances, non-EMAC Member state parties shall agree to abide by the EMAC procedures for providing, receiving, and reimbursing for assistance.
6. States should anticipate requesting an A-Team at some future time and thus be prepared to provide adequate workspace and logistics support to an A-Team whenever one is deployed to their state EOC or other duty station.
 - a. An EMAC A-Team location should be established and reflected in the state EOC organization chart and floor plan.
 - b. Workspace should consist of two workstations (at a minimum) with telephones and computers with Internet e-mail capability.
 - c. If a member state uses a particular operations management software (i.e., E-Team, WebEOC, etc.), an IT staff person familiar with the

Requesting State's computer information and mission tracking system software should be accessible to connect and train the A-Team members on use of the system upon arrival.

- d. The A-Team should have access to the Requesting State's survivable communication network at the SEOC in order to facilitate and maintain the REQ-A process.
 - i. A good quality fax machine or other fax technology must be available for EMAC use.
 - ii. If the Requesting State relocates to a (Joint Field Office) JFO and connects to a federal communications system, the state should also arrange for access to these networks by the A-Team.
 - iii. If the Requesting State receives donated communications from a vendor to replace normal communications capabilities damaged by the disaster, the state should also arrange for donated equipment to be used by the A-Team.

B. Lead State Representatives (LSR) Operational Duties

1. Encourage member states in their region to identify and train qualified individuals who can participate as a component of an EMAC coordinating Team; such as an Advance Team (A-Team), Regional Coordinating Team (RCT), or National Coordinating Team (NCT).
2. Serve as their region's (2-person) EMAC Coordinating Team, ready to rapidly deploy, if readily available, as an A-Team or an RCT within hours upon notification by the NCG or NEMA (under designation by the NCG to carry out this function).
 - a. Work to identify states within the region who will agree to serve in a coordinating team capacity as an A-Team, RCT, NCT or NCG support Team or provide personnel to serve as a component of a composite coordinating team.
 - b. Undertake steps to develop a rotating schedule of identified A-Teams, RCTs, NCTs, and NCG Support Teams from states in their region.

- c. Maintain a schedule of on-call teams within the region to support these roles.
- 3. Actions to be taken during declared events on behalf of Requesting States, as requested and able:
 - a. Participate on information and coordination conference calls.
 - b. When requested by the NCG, poll states within their respective regions to identify individuals that are EMAC trained with deployment experience who may be available for immediate deployment as part of an RCT, NCT, or A-Team.

C. Requesting EMAC Assistance

Any Member State may request EMAC assistance when the Governor of the affected state has declared a state of emergency for an actual or impending disaster. When a state suffers, or expects to suffer, from a major disaster or emergency and needs assistance from other states, the Authorized Representative (AR), will initiate the EMAC procedures for requesting assistance. The REQ-A is not valid until it is signed by both the Requesting and Assisting States EMAC Authorized Representatives at which time it becomes a binding contract.

1. Initial Activation of the EMAC Process

- a. Requesting State responsibilities:
 - i. Confirms that the Governor has declared a State of Emergency in his or her state
 - ii. Verifies the need for assistance (personnel, equipment, skills, etc.)
 - iii. Notifies the NCG and/or NEMA and opens an EMAC Event within the EMAC Operations System.
 - iv. Posts a SITREP (situation report) on the EMAC Web Site and send it to states as deemed appropriate.
- b. National Coordination Group responsibilities:
 - i. Establish communications with the Requesting State to determine the need for A-Team personnel.

- ii. Requests the EMAC Coordinator to establish an EMAC event within the EMAC Operations System.
 - iii. Schedule daily or as required conference calls among EMAC leadership and Requesting State.
 - iv. Notify the EMAC NCG by the fastest means available that assistance may soon be requested.
 - v. In conjunction with the NEMA EMAC Coordinator, catalog a list of resources being offered by member states.
- c. NEMA EMAC Coordinator responsibilities:
- i. Assist Requesting State with EMAC Operations System as needed.
 - ii. Coordinate communications with EMAC leadership, Requesting State(s), and Assisting State(s), and EMAC Advisory Group membership. In coordination with the NCG, catalog a list of resources being offered by member states.
 - iii. Work with NCG to schedule conference calls as needed.
 - iv. Direct policy and procedure issues to the NCG.
- d. Assisting State responsibilities:
- i. Upon receipt of a request for assistance, the Assisting State's key EMAC personnel confirm the availability of the resources being requested.
 - ii. Upon verbal approval by the Assisting State Authorized Representative, the Assisting State's key personnel may notify the Requesting State that they have the needed resource and have authorization to move forward with a REQ-A.
 - iii. Assisting States should offer no more than what can be actually and expeditiously provided to fill the request so that other options can be pursued by the Requesting State to fill mission shortfalls.

2. EMAC Broadcast Functionality

The EMAC Broadcast functionality is to be used for sending messages related to EMAC, deliver reports on a state's status during a disaster, and make announcements that may result in the sharing of resources through EMAC. It should not be used to locate non-EMAC resources (those that will not result in an EMAC mission) or to send general information that is not related to EMAC.

All non-EMAC related messages should be sent via NEMA e-mail by NEMA staff.

3. Procedures for Executing the Request for Assistance (REQ-A)

a. EMAC allows for Member States to request and provide assistance verbally and in writing, but verbal agreements made between Authorized Representatives must be confirmed by completing the REQ-A Form within 30-days of the verbal request (EMAC Article III. B.). Caution should be used for verbal agreements as they are legally binding.

b. In an effort to provide the right resources, Requesting and Assisting State Designated Contacts are encouraged to use clear and concise communication that will clarify the request and assist in the understanding of both the request and offer. Direct coordination among Requesting and Assisting State program managers, ESF counterparts, operations personnel or others who are ultimately engaged in using or proving the specific resource is essential. All parties are encouraged to communicate directly, to the fullest extent possible, during REQ-A negotiations to ensure that a clear understanding of what is being requested and provided and the terms of the assistance provided are clearly understood by both parties.

c. Completing the REQ-A Form. A complete copy of the EMAC REQ-A Form and REQ-A Amendment Form can be found in Section V. G. EMAC Forms.

i. REQ-A Form Header: The header of the REQ-A form (see below) contains the basic information for the event: Event Name, EMAC Broadcast Tracking number (if the resource was sent out via the EMAC Broadcast), the Date requested, Time requested, From the State of (Requesting State), Requesting State Mission #, Mission Type (circle either state or National Guard), To the State of (Assisting State), Assisting State Mission #, and if the mission is a National Guard mission to identify if it is under State Active Duty or Title 32.

Event Name:		EMAC Broadcast Tracking #:	
Date:		Time:	
From the State of:		Requesting State Mission #:	Mission Type (circle):
To the State of:		Assisting State Mission #:	If NG (Circle):
			State or National Guard
			State Active Duty Title 32

ii. REQ-A Section I. To officially request assistance, the Requesting State completes Section I of the REQ-A form. The form can be completed on paper and faxed or scanned/e-mailed and will soon be integrated into the EMAC Operations System as in interactive on-line form. Section I of the REQ-A Form, as can be seen below, must be completed as completely as possible in order to receive back from potential assisting states accurate cost estimates.

SECTION I TO BE COMPLETED BY THE REQUESTING STATE			
State Contact Person:		Telephone:	
Email:		Fax:	
Mission Assignment:			
Resources Needed:			
Mobilization:			
Date Needed:		Time needed:	hrs
Demobilization:			
Date Released:		Time released:	hrs
Special Deployment Considerations (details on page 2 - circle yes or no): yes no			
Resource Coordination Contact:	Name/title	Phone	E-mail
Staging Area - report upon arrival:	Location:	Address:	
Name of EMAC Authorized Representative: drop down from database for authorized representative for that state			
Signature of EMAC Authorized Representative:			Date:
EMAC A-Team representative certifies signature of REQ-A by EMAC Authorized Representative:	<input type="checkbox"/> Checking this box certifies that the EMAC A-Team representative (listed below) has received signature from the in-state EMAC Authorized Representative for this mission. REQ-A VOID if box is not checked AND name is not visible below.		
EMAC A-Team Representative:	Last Name:	First Name:	Home State:

Section I should include the following information:

1. State Contact Person with their phone, e-mail, and fax.
2. Mission Assignment.
3. Describe the type assistance/resource needed. Refer to A-Team Typing Scheme in Section V. Appendix D. when requesting A-Teams. Use DHS/FEMA NIMS Resource Typing when possible.
4. Date and time needed.
5. Anticipated demobilization date and time (when resources will be released).

6. Special deployment considerations (yes/no) to be detailed on REQ-A page 2.
7. Resource Coordination Contact: the in-state person who is the main contact for that resource.
8. Staging area location and address (where resources should report to or be delivered).
9. Name of EMAC Authorized Representative.
10. Signature of EMAC Authorized Representative and date signed.
11. EMAC A-Team representative certification, name, and home state – EMAC A-Team representative should check the box indicating that the signature of the Authorized representative has been acquired and the REQ-A is ready to be sent to the potential Assisting State.

iii. REQ-A Section II. The states' that may potentially provide resources should complete Section II of the REQ-A Form and return to the Requesting State as soon as possible of receipt for consideration, rejection or acceptance. Note: Many states may be working on filling the same request and speed if of the essence. As shown below, the following items must be completed on Section II along with the cost estimate (see below):

SECTION II TO BE COMPLETED BY THE ASSISTING STATE			
State Contact Person:		Telephone:	
Email:		Fax:	
Type of Assistance Available:			
In-state Resource Point of Contact:	Name:	phone	E-mail:
Date & Time Resources Available From:	Date	hrs	Until: Date hrs
Estimated Cost of this Deployment (details on page 3):		\$	

1. Name and contact information of the Assisting State Point of Contact (name, phone, e-mail, and fax).
2. Type of Assistance available – A description of what is being offered (could include DHS/FEMA NIMS Resource Typing). This may also include a general description of the skill sets possessed by personnel assigned to the mission, a description of any equipment being requested, and any

special provisions associated with the offer of assistance such as maintenance rates, replacement values, & etc.

3. In-state Resource Point of Contact: The person in the Assisting State that is most knowledgeable about the resource (team leader, etc.).
4. Date and time resources are available for deployment
5. Total estimated cost of the deployment (with details to be completed in the detailed cost estimate (REQ-A Page 3). The breakout of cost estimate will print on Page 3 of the REQ-A for reference.

BREAKOUT OF COST ESTIMATE AND MISSION INFORMATION:					
Travel Costs:					
# of fuel consuming equipment:		# of non-fuel consuming equipment:			
Personal Vehicle:		Vehicle Rental/Fuel/Mileage:			
Air Travel:		Governmental Vehicle Costs:			
Meals/tips:		Lodging:			
Equipment Costs (insert lines as needed):					
	Description			\$Cost	
	Description			\$Cost	
Commodity costs (insert lines as needed):					
	Description			\$Cost	
	Description			\$Cost	
Other costs (insert lines as needed):					
	Description			\$Cost	
	Description			\$Cost	
Personnel and Costs:					
Total # of Personnel on Mission:		Total Daily Personnel Costs:			
Detail for Personnel costs (insert lines as needed):					
Name:	Salary: \$/hr for x hrs	Overtime: \$/hr for x hrs	Fringe: \$	Total Daily Cost \$	# of Mission Days

6. Completing the Breakout of Cost Estimate and Mission information on the breakout of cost estimates and mission information should include the following:
 - a). # of fuel consuming equipment.
 - b). # of non-fuel consuming equipment.

c). Travel costs for all deployed personnel (to and from staging area). Note: If mileage is claimed the estimate cannot include the cost of fuel as mileage charges incorporate fuel.

1) Ground transportation expense for rental vehicles, personal vehicles, and/or government vehicles.

2) Meals and Tips or per diem.

3) Lodging.

4) Laundry expenses are eligible if the mission lasts longer than one week in duration (include as "Other costs").

d). Equipment Costs

Equipment considerations:

i) Gasoline, Diesel, motor oil supplies.

ii) Operator's required/not required.

iii) Maintenance provisions.

iv) Replacement parts .

v) Equipment purchased by an Assisting State to support the mission that is charged to the Requesting State belongs to the Requesting State when the mission is completed.

vi) If equipment hardware comprises the request, include these items: Cost estimate based on hourly operating rates. Specify if hourly rate includes or does not include gas, oil and maintenance. Specify provisions for equipment damaged or destroyed while performing EMAC mission (i.e., special rate or actual replacement cost).

e). Personnel and Costs:

i. Total # of personnel on mission.

- ii. Total Daily Personnel Costs.
- iii. Detail for personnel costs – name of personnel, salary (at rate with hours), overtime pay, fringe, total daily costs, # of mission days personnel are assigned on mission.
- iv. REQ-A Section III.

The Assisting State EMAC Authorized Representative signs the offer of assistance on Section III of the REQ-A Form and submits the REQ-A to the Requesting State for their review (see Section III below).

SECTION III SIGNATURES FROM REQUESTING AND ASSISTING STATES				
Requesting State	EMAC Authorized Representative:		Title:	
Agency:				
EMAC Authorized Representative Signature:				
Date:		Time:		hrs
Assisting State	EMAC Authorized Representative Name:		Title:	
Agency:				
EMAC Authorized Representative Signature:				
Date:		Time:		hrs

The Requesting State reviews the Part II information (with Breakout of Cost Estimate and Mission Information) submitted by states that may make an offer of assistance.

If the services offered, for any reason, do not meet the needs desired by the Requesting State, the Requesting State can reject the offer by simply not executing Part III and by notifying the Assisting State that the offer is rejected.

If the services being offered and the terms and conditions reflected in Part II of the REQ-A fulfill the needs of the Requesting State, the EMAC Authorized Representative accepts the assistance and signs Part III of the REQ-A form thus authorizing resource deployment and obligating compliance with EMAC Articles of Agreement.

By officially executing Part II and Part III of the Form REQ-A, the Authorized Representatives from both the assisting and Requesting

States have, in effect, constituted a legal contract to provide and to reimburse for services to be rendered under the Form REQ-A as stipulated in Article IV of the EMAC Articles of Agreement.

v. REQ-A Special Deployment Conditions.

If the mission requires that special considerations should be known for that deployment, they should be detailed on page 2 of the REQ-A. The Requesting State should circle any/all special considerations that may apply on the deployment and also detail any considerations that may need to be detailed.

Personnel deployment considerations can be any of the following:

- 1) Specialized equipment needed to support the mission.
- 2) Personnel clothing needed due to hazardous environment.
- 3) Personal health protection needed
- 4) Immunization or inoculation for certain diseases
- 5) Lodging & transportation provisions (come self contained or will be provided by Requesting State).
- 6) Right-to-work / Union considerations.
- 7) Licensure and certification requirements preferences.
- 8) Security provisions in hostile areas.

Special Deployment Considerations (please circle what applies):
Working Conditions: <input type="checkbox"/> Health & Safety Concerns <input type="checkbox"/> Protective Measures Needed <input type="checkbox"/> Supplies and Equipment Needed
Living Conditions: <input type="checkbox"/> Normal – all amenities available <input type="checkbox"/> Minimal – some hotels/restaurants operational <input type="checkbox"/> Base Camp (or similar) – meals/lodging provided <input type="checkbox"/> Primitive – self sustaining for all amenities
Work Location/Facilities: State EOC: <input type="checkbox"/> Local EOC <input type="checkbox"/> Field – impacted area <input type="checkbox"/> Joint Field Office <input type="checkbox"/> Other
Additional Conditions Comments:
Safety Concerns/Remarks:

vi. REQ-A Amendment

Should the assistance provided or the terms and conditions change at any time through the course of the mission, or should an extension of the deployment period be necessary, the REQ-A should be amended and accepted by the Authorized Representatives of the party states.

AMENDMENT TO THE ORIGINAL REQ-A MISSION – RECORD ONLY CHANGED FROM THE ORIGINAL REQ-A – LEAVE ALL UNCHANGED BOXES BLANK					
State Contact Person:		Telephone:		Fax:	Email:
Change In Mission Assignment:					
Change in Special Deployment Considerations:					
Working Conditions:		Living Conditions:		Work Location/Facilities:	
Additional details for equipment/safety/living conditions/working conditions:					
Change in Staging Area to report to upon arrival:		Location:		Address:	
Revised Deployment Date:		Date	hrs	Revised Demobilization Date:	
		Date	hrs		
Revised Estimated Cost of this Deployment (detail below):				\$	
CHANGES IN THE BREAKOUT OF COST ESTIMATE					
Changes in Travel Costs: (Details should be completed in Section IV – such as mileage, equipment cost details, etc.)					
Air Travel:		Auto Rental/Fuel/Mileage:		Personal Vehicle:	
Meals/tips:		Lodging:		Governmental Vehicle Costs:	
Equipment costs:		Commodity costs:			
Other costs:					
Description _____ Cost \$ _____					
Total Daily Costs:					
Total # of Personnel:		# of fuel consuming equipment:		# of non-fuel consuming equipment:	
Changes in Total Personnel costs:					
Name:		Salary: \$/hr for x hrs		Overtime: \$/hr for x hrs	
				Fringe: \$ OR %	
				Total Daily Cost \$	
				# of Mission Days	
SECTION VI SIGNATURES FROM REQUESTING AND ASSISTING STATES					
Requesting State	EMAC Authorized Representative:	Drop down box for rep	Title:	Auto-fill from drop down	
Agency:	Auto-fill from drop down				
EMAC Authorized Representative Signature:					
Date:		Time:	hrs		
Assisting State	EMAC Authorized Representative Name:	Drop down box for rep	Title:	Auto-fill from drop down	
Agency:	Auto-fill from drop down				
EMAC Authorized Representative Signature:					
Date:		Time:			

D. EMAC Coordination and Control

The National Coordination Group (NCG) exercises overall EMAC coordination and control.

1. National Coordination Group Operational Responsibilities

- a. Depending on the size or complexity of an event, and on the requirements for operational Span of Control, the NCG may be asked by a Requesting State to

take the initial steps to stand up an A-Team to assist the state in acquiring resources from other member states.

- b. The NCG may be asked by FEMA Headquarters through NEMA to deploy an EMAC Coordinating Team to a federal facility pursuant to the procedures found on Section II.E. EMAC Coordinating Teams are comprised of Member State personnel trained and skilled in EMAC operational procedures who may be deployed to a Regional Response Coordination Center (RRCC) or to the FEMA National Response Coordination Center (NRCC) pursuant to the procedures found in Section II.E.
- c. The NCG will, in coordination with other Executive Task Force members and the EMAC Committee Chair, resolve any problematic policy or procedural issues during the activation and implementation of EMAC.
- d. If the NCG chain of command should be rendered inoperative for any reason, the line of succession for the NCG function is as follows:
 - a. **First:** State of ETF Immediate Past Chair
 - b. **Second:** State of ETF Chair-Elect
- e. Mobilization and Deployment of EMAC Coordinating Teams

2. Advance Team (A-Team)

When EMAC is activated and assistance is requested by an affected EMAC Member State, the NCG may coordinate with other Member States on behalf of an affected Member State and arrange for mobilization and deployment of an A-Team to a Requesting State's EOC. The mission of the A-Team is to implement EMAC on behalf of the Requesting State by coordinating and facilitating the provision of assistance from other Member States in accordance with the EMAC Articles and the procedures set forth in this Operations Manual. The A-Team will also coordinate with DHS/FEMA regarding any federal assistance being provided in order to reduce redundant effort and ensure rapid deployment of needed resources to the Affected State.

The A-Team may be comprised of two or more persons but whose team composition is wholly dependent on the Requesting State and the requirements of the disaster event.

- a. **Standing up the A-Team** - While awaiting final execution of the Form REQ-A by the party states, these procedures are recommended to expedite deployment:

- i. The Assisting State should pre-arrange travel, transportation and lodging accommodations for deploying personnel.
- ii. The Assisting State's EMAC Designated Contact, or designee should arrange a briefing for deploying personnel prior to their departure.
 - a. The briefing should include specific mission related information and personnel skill sets requested.
 - b. Duty location.
 - c. Designation of a team leader if multiple personnel are being deployed or identifying team leader if person is part of a composite team.
 - d. Name and contact information of the Requesting State POC to whom personnel should report to upon arrival at the Requesting State staging area.
 - e. Type of working conditions to expect; such as State EOC or forward command facility within the disaster area. Ensure Requesting State POC knows the arrival time of deploying personnel.
 - f. Review supporting equipment and supplies (i.e., EMAC forms, cell phones, laptops, dedicated fax machine, EMAC Operations Manual, current contact lists downloaded from EMAC web site, etc.)
 - g. Records and documents required to perform the mission and to record deployed personnel mission expenses for reimbursement purposes by the state providing the assistance.
 - h. Authorize cash advance or use of state credit card, or personal credit card to be used for expenses to sustain personnel in the field during deployment tour of duty. In many instances, ATMs and other electronic means of meeting financial needs are inoperable and sufficient cash on-hand is needed.
 - i. A-Team personnel should deploy with the following resources:

- 1) Current EMAC Operations Manual
 - 2) Current member state contact lists, phone and fax numbers
 - 3) A CD containing all official EMAC forms, etc. to perform initial operations (Section V: G. Operations Checklists and Section V: G. EMAC Forms and www.emacweb.org).
 - 4) A minimum of the following to set up REQ-A record tracking. Additional supplies should be supplied through the Requesting State as needed.
 - a. Two 3-ring 3-inch binders to begin REQ-A record maintenance.
 - b. One box of Avery Clear Plastic Sheet Protectors (PV119) for 3-ring binders to maintain REQ-A records.
 - c. One package of 5-Avery #23075 Write-On (erase & reuse) Tab Dividers.
- b. Actions taken by the A-Team Leader upon arrival to the designated duty station:**
- i. Report to Requesting State POC and sign in team members
 - ii. Report to assigned duty station and establish communications with NCG and home state POC
 - iii. Receive operations briefing and orientation from the Requesting State POC
 - iv. Establish Internet connection with EMAC web site
 - v. Assign operations functions to A-Team members (see A-Team resource typing in Section V. Appendix F.)
- c. Actions taken by the A-Team upon arrival to the designated duty station:**
- i. Confirm communications connectivity with the EMAC Web Site and access into the EMAC Operations System (primary)
 - ii. Confirm all EMAC paper records and EMAC Operations System are accurate and in-sync.
 - iii. Ensure in-coming A-Team members are fully briefed on all open requests to Assisting States as well as all open offers of assistance.
 - iv. Participate in conference calls scheduled by the NCG or designee.

- iv. Confirm access to a good quality fax machine for transmitting and re-transmitting the REQ-A form.

d. Duties of the A-Team (minimum requirements):

- i. Assist the Requesting State to identify needed resources.
 - a) A-Teams do not have the authority to authorize or execute a REQ-A, prioritize, pool, or allocate resources, and they cannot obligate state funds. This authority remains with the Requesting State's Authorized Representatives.
 - b) The Requesting State may consider adding "trusted agents" to the A-Team to coordinate and de-conflict resource issues.
 - c) As circumstance warrants, the A-Team Leader may request the Requesting State consider adding on A-Team personnel to meet increased work load. For positional duties, refer to A-Team Typing Scheme in Section V. Appendix D. of this Manual.
- ii. Contact other Member States by broadcast message or telephone to acquire resource support.
- iii. Assist the Requesting State with writing, transmitting and completing Form REQ-As. (Only party state Authorized Representatives can officially "execute" REQ-As.)
- iv. If an EMAC requested resource is depleted or otherwise unavailable, the A-team advises the Requesting State and recommends that the Requesting State consider alternatives to securing the needed resource through other means.
- v. Document offers of assistance in response to specific requests in the order received. The A-Team brokers available resources on a first-come, first-serve basis on behalf of the Requested State. In cases where there are numerous offers of the same resource, the Requesting State will decide which offer to accept.
- vi. Route all outgoing requests for assistance to EMAC Member States and incoming offers of assistance from EMAC Member States through the EMAC A-team.
- vii. Coordinate with the Requesting State's EMAC Designated Contact and EMAC Coordinator throughout the deployment.

- a) An A-Team may identify a need for direct coordination with a state or federal Emergency Support Team member(s) to procure critical resources through an Emergency Support Function (ESF). Approval for the A-Team to coordinate directly must come from the NCG, Requesting State AR, or EMAC Coordinator collectively. ESF members may be assigned to coordinate with the A-Team located at the EMAC workstations in the Requesting state's Emergency Operations Center. For example, ESF-4 may be needed to set up base camps for incoming EMAC resources.
- viii. A-Team activities must be fully integrated into the Requesting State's EOC/ICS organization and response and recovery procedures.
- ix. A-Team personnel should not be expected to perform other miscellaneous duties as assigned. The A-Team mission is restricted to the mission parameters specified in the REQ-A unless otherwise negotiated by party state authorities.
- x. Monitor and assist EMAC personnel deployed from other states, providing logistical and technical support as requested and able.
- xi. Document and track missions requested and assigned to EMAC assets.
- xii. EMAC resources deployed to areas outside the A-Team duty station will be instructed by the best means available to report to the A-Team Leader upon arrival and departure and to advise of any change in status.
- xiii. The A-Team in each Requesting State EOC will maintain all mission related records. It is the responsibility of the A-Team Leader to ensure all official records are maintained and handed-off to the next A-Team Leader in relief until mission closure. A-Teams will provide and maintain the following records as in previous deployments:
 - a) Official completed REQ-A forms/contracts
 - b) Status reports

- c) Summary report of each conference call
 - d) Copies of e-mail messages among participating states
 - e) Staffing document for all EMAC-deployed personnel
 - f) Requesting State EOC Situation Reports
 - g) A summary record of all other non-EMAC resources (federal and state) provided to the Requesting State from outside the state
- xiv. Assure that a demobilization plan is prepared to return all deployed personnel and equipment to their home state in a safe and timely manner. When a mission under EMAC has been completed, the A-Team ensures that personnel being released follow demobilization procedures described in Section II of this Manual.
- xv. An A-Team may be designated as the coordinating authority for an EMAC operation at any time by the NCG.

3. Regional Coordinating Team (RCT)

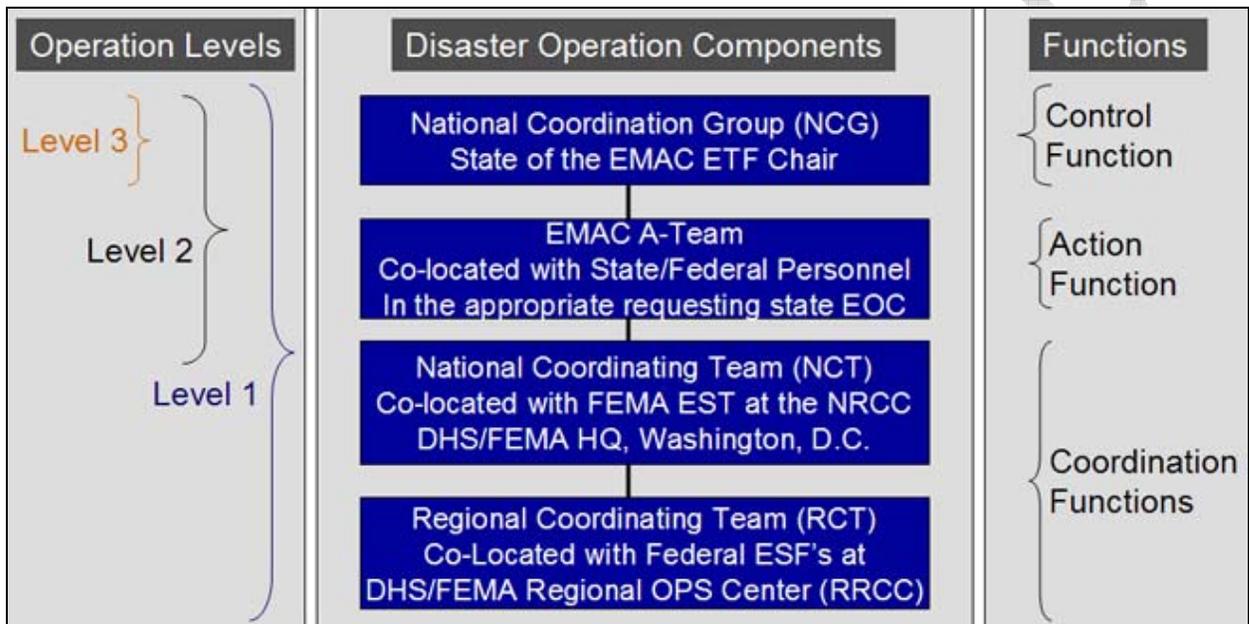
- a. The RCT will coordinate with all A-Teams that may be deployed to any affected state within the regional Area of Operations (AO).
- c. The RCT will provide EMAC situational and status reports to NCT personnel and to federal counterparts in the RRCC, and serve as a liaison to FEMA and the federal ESF representatives in the RRCC.
- d. The RCT will not actively acquire resources from other EMAC Member States as an agent of any affected state unless specifically directed to do so by the NCG in collaboration with Requesting State(s).
- e. The RCT may be designated as the overall coordinating authority for EMAC operations at any time by the NCG.
- f. Prior to closing out EMAC operations, the RCT team leader will ensure that all official written and electronic mission related records and documents are inventoried, listed, boxed or copied to a CD and prepared, for forwarding to NEMA for official record use and safe-keeping. The RCT Team Leader will notify NEMA when the records have been shipped to NEMA.

4. National Coordinating Team (NCT)

- a. Administrative staff may supplement the NCT if the need is indicated or requested by the NCT Leader with concurrence of the NCG.
- b. The purpose of the NCT is to facilitate the coordination of information and to serve as an EMAC liaison to FEMA, the National Guard and other Emergency Support Functions at the NRCC.
- c. The NCT will not actively acquire resources from other EMAC Member States unless specifically directed to do so by the NCG in collaboration with the Requesting State(s).
- d. The NCT may be designated as the coordinating authority for all EMAC operations within the Area of Operations by the NCG.
- e. Prior to closing out EMAC operations, the A-Team Leader will ensure that all official mission related records and documents are inventoried, listed, boxed, and forwarded to NEMA for safe-keeping. The NCG and NEMA will be notified when the documents have been shipped. Prior to closing out EMAC operations, the NCT team leader will ensure that all official written and electronic mission related records and documents are inventoried, listed, boxed, or copied to a CD and prepared for forwarding to NEMA for official record use and safe-keeping. The NCT team leader will notify the NCG and NEMA when the records have been shipped to NEMA.

f. EMAC Span of Control and Levels of Operations

The EMAC Span of Control refers to the EMAC levels of operational deployment (Level 3, Level 2, and Level 1), the specific EMAC coordination and control functions (control, action, and coordination), and disaster operation components (NCG, A-Team, NCT, and RCT) that are activated during an event (see image below).



EMAC operational deployment levels are activated depending upon the scale of the event. If the event warrants, the levels of operational deployment can be ramped up from a Level 3 to a Level 1. The highest level of EMAC operational level is 1, where all components and functions are in play. The decision to expand or elevate the level of operation within the Span of Control rests with the EMAC Executive Task Force Chair acting through the NCG as NCG Team Leader.

1. The Span of Control is comprised of three different operations levels. It's designed to mirror most state and federal operations levels and has worked effectively and seamlessly within the NIMS. The EMAC coordinating components are typed according to size, organizational composition, function, and mission requirements to meet operational demands. The typing of EMAC A-Team components can be found in Section V. Appendix F.
2. The EMAC disaster operations coordinating components are:
 - a. National Coordination Group (NCG).

- b. Advance Teams (A-Teams).
 - c. National Coordinating Team(s) (NCT).
 - d. Regional Coordinating Team(s) (RCT).
3. The functions refer to the role that they play, control, action (requesting resources), or coordination.
4. In all levels of operation, the Governor of the Affected State must declare a state of emergency prior to activation of EMAC.
5. Levels of Operation
- a. Level 3 – The lowest level of EMAC activation involves the activation of the Assisting State, the NCG, and the NEMA EMAC Coordinator. The Assisting State is using their internal state A-Team to request resources. See image on prior page depicting a Level 3 operation.
 - b. Level 2 – A level 2 operation may involve a single-state or multiple states and deployment of an A-Team is requested by one or more Affected States. See image on prior page depicting a Level 2 operation.
 - c. Level 1 - The highest level of EMAC activation is in effect whenever a single-state or multiple states within single or multiple regions have suffered a major disaster requiring resources. A-Teams have been requested by one or more Affected States and DHS/FEMA Headquarters has requested that an EMAC National Coordinating Team (NCT) and/or an EMAC Regional Coordinating Team (RCT) be deployed to appropriate locations to coordinate resource needs with federal and state counterparts according to procedures defined in Subsection E. 4. d. of this Section. See image on prior page depicting a Level 1 operation.

g. Coordination with National and Regional Response Coordination Centers

EMAC is first and foremost a state-to-state compact; however, DHS/FEMA and EMAC leadership have a long-standing agreement in which NEMA, through the NCG, facilitates requests to deploy an RCT or NCT to coordinate EMAC activities with federal personnel whenever requested by DHS/FEMA Headquarters. When requested, this results in EMAC moving from a Level 2 to a Level 1 operation.

Upon a request by DHS/FEMA with the concurrence of the NCG Leader and NEMA, an EMAC Coordinating Team may be deployed to the National Response Coordination Center (NRCC) at DHS/FEMA Headquarters in Washington, DC, or to a DHS/FEMA Regional Response Coordination Center (RRCC). Member States should use Form REQ-B (Appendix V. h: EMAC Forms: 4. EMAC Form REQ-B: NCT and RCT Cost Estimate) to capture estimated mission costs tracked by NEMA.

1. Procedures for Activating and Deploying an EMAC Regional or National Coordinating Team:

- a. RRCC: The RRCC Director determines the need for an EMAC RCT and forwards the request to the NRCC Manager at DHS/FEMA Headquarters.
- b. RRCC/NRCC: If the NRCC Manager concurs, the request for the EMAC RCT and/or EMAC NCT is forwarded to the NEMA EMAC Coordinator.
- c. The NEMA EMAC Coordinator contacts the NCG and NEMA Executive Director to discuss level of operation and EMAC activity. The decision to comply with the DHS/FEMA requests rests with the NCG Team Leader and is subject to the understanding that Member States may in certain circumstances decline to send assistance.
- d. If the NCG Team Leader agrees with the deployment, the NEMA Executive Director requests the NEMA EMAC Coordinator to initiate the agreement with DHS/FEMA to secure the funding source.
- f. The NEMA EMAC Coordinator notifies the NCG when the funding source is secure and personnel may be deployed.

- g. The NCG (or NEMA if designated to do so by the NCG) recruits RCT/NCT personnel from Member States. Personnel remain on stand-by until the NCG is notified by NEMA to deploy.
- h. Member States complete Form REQ-B to capture estimated mission costs. Missions are tracked by NEMA using the EMAC Operations System.
- i. RCT/NCT personnel deploy to assigned locations when notified by the NCG.
- j. When the mission is completed, reimbursement requests and supporting documentation are sent to NEMA in accordance with procedures set forth in Section III. C.
- k. NEMA reviews the supporting documentation and remits payment for eligible deployment costs.

2. Regional and National Coordinating Team Mission & Composition.

- a. The mission of the RCT and the NCT is to (1) facilitate the coordination of EMAC activities with the Federal response and (2) provide a consolidated daily status report of EMAC missions for Requesting States.
- b. The size of an RCT or NCT varies depending on the nature of the incident, but typically two or more persons from EMAC Member States are initially deployed to interface with federal counterparts. The NCT is teamed with representatives from the National Guard Bureau (NGB).

3. National and Regional Coordinating Team (NCT & RCT) Duty Stations

- a. No procedures other than those prescribed herein shall be used to officially authorize EMAC deployment to the NRCC at DHS/FEMA HQ or a RRCC for EMAC coordination purposes.
- b. National Response Coordination Center (NRCC):
 - 1) For deployment to the National Response Coordination Center (NRCC) at DHS/FEMA headquarters, the NCT reports to the NRCC, on the mezzanine level of DHS/FEMA headquarters, 500 C St SW Street in Washington, DC. 20472.
 - 2) The NRCC director, the NRCC operations section chief or a designee, will brief NCT members on the status of operations and assign them to a workstation.

3) The NCT works closely with the NRCC Operations & Logistics Section and their respective ESFs.

c. Regional Response Coordination Center (RRCC):

Location of RRCC assignments are provided to RCT personnel at the time recruitment is undertaken.

4. Recruiting National and Regional Coordinating Team (RCT and NCT) Personnel

- a. DHS/FEMA shall contact NEMA EMAC Coordinator who will then notify the NCG and the NEMA Executive Director. If the NCG Leader approves the deployment, NEMA will secure a contract with DHS/FEMA for reimbursement to the Assisting State.
- b. Notifying and recruiting EMAC personnel of possible deployment as a member of the NCT or an RCT shall be through the NCG Leader.
- d. The NEMA EMAC Coordinator will serve as the point of contact between DHS/FEMA and the NCG who will serve as the point of contact for the EMAC coordinating team(s).
- e. National and Regional Coordinating Team (NCT and RCT) Deployment
 - i. EMAC personnel traveling to the NRCC in Washington or to a Regional Response Coordination Center are responsible for arranging their own travel, meals, lodging and ground transportation in the same manner as though they were in a state travel status.
 - ii. When making hotel arrangements, NCT members should choose one closest to DHS/FEMA headquarters. The most convenient hotel is the Holiday Inn Capitol, located at 550 C Street, SW, listed below along with other local hotels.

HOTEL	ADDRESS	TELEPHONE NUMBER
Capitol Hilton	16th St & K St NW	202-393-2465
Channel Inn Hotel	650 Water Street, SW	202-554-2500
Embassy Suites Hotel	1250 22 nd Street, NW	202-857-3388
Grand Hyatt Hotel	100 H Street, NW	202-582-1234
Holiday Inn Capitol	550 C Street, SW	202-479-4000
Hyatt Regency on Capitol Hill	400 New Jersey Avenue, NW	202-737-1234

J. W. Marriott Hotel	1331 Pennsylvania Avenue, NW	202-393-2000
Phoenix Park Hotel	520 N. Capitol Street, NW	202-638-6900
Washington Court Hotel	525 New Jersey Avenue, NW	202-628-2100 1-800-321-3010

- iii. Given that team members are likely to be traveling soon after activation, team members are encouraged to make their airline reservations immediately after being notified by the NCG to ensure they acquire a convenient flight connection.
- iv. The NCG provides local logistics information to recruited NCT/RCT members obtained from FEMA.
- v. Estimated mission costs should be tracked on Form REQ-B and filed with NEMA.
- vi. Reimbursement for the cost of deployment is provided by FEMA through a contract with NEMA.
- vii. Specific reimbursement eligibility information and procedures when deploying as a member of an EMAC coordinating team under these circumstances can be found in Section III: Subsection B.
- f. Supporting DHS/FEMA Request
 - i. The NEMA EMAC Coordinator notifies DHS/FEMA Response Division when a NCT and/or RCT request has been approved by both the NCG and NEMA and personnel will be deployed.
 - ii. The NEMA EMAC Coordinator or the NCG Team Leader (or designee) provides the name, social security number, travel dates and contact information for each member of the team, as well as the name of the appropriate team leader.

5. National Coordinating Team (NCT) Duties:

- a. No EMAC Coordinating Team at any level has the authority to pool resources and distribute to affected states on the basis of perceived need.
- b. Monitor and be prepared to report on EMAC activities in Requesting states during EST briefings.

- c. Prepare daily operations summaries from data provided by RCTs and A-Teams, which will be included in Federal SITREPS and made part of briefing slides for the President of the United States.
- d. Schedule and conduct conference calls in coordination with the NCG and the NEMA EMAC Coordinator as often as deemed necessary. These at a minimum should include the NCG, RCTs, A-Team Leaders, and NEMA EMAC Coordinator and NEMA EMAC Senior Advisor. It is also advisable to include representatives of the Requesting and Assisting States if they are available at the time of the scheduled call. Status Reports generated during the calls should be distributed to all appropriate interests following the calls. (The EMAC conference call checklist can be found in Section V. Appendix F.)
- e. Monitor available resources being offered by potential Assisting States and advise Requesting States of any matches for resources.
- f. Provide guidance and assistance to actual or potential EMAC Assisting States upon request.
- g. Serve as a liaison between EMAC and DHS/FEMA to share information and coordinate functions in order to facilitate emergency response and recovery activities.
- h. Be prepared to assume lead coordination responsibilities for the Area of Operations if directed to do so by the NCG.

6. Regional Coordinating Team Duties:

- a. Regional Coordinating Teams (RCT) have neither allocation authority nor authority to prioritize resource utilization.
- b. Monitor operations and be prepared to report on EMAC activities among Requesting states within the Area of Operations during regional briefings and EMAC conference calls.
- c. Prepare daily operations summaries from information provided by A-Teams to be included in federal SITREPS.
- d. Assist the NCG in scheduling conference calls as often as deemed necessary, in coordination with the NCT, NEMA, and NCG.
- e. Monitor available resources being offered by potential Assisting States.
- f. Provide guidance and assistance to potential EMAC Assisting States upon request.

- g. Provide a liaison between EMAC and Federal personnel operating in the RRCC as needed to share information and to facilitate emergency response and recovery activities.

7. Provisioning the National Coordinating Team (NCT)

- a. The National Coordinating Team (NCT) deployed to the NRCC at DHS/FEMA HQ will operate from a dedicated area in the NRCC that includes:
 - i. Work stations with computers and telephones with conferencing and speed-dial capabilities. Numbers will be validated and made available to the NCG upon arrival.
 - ii. A fax machine.
 - iii. Access to DHS/FEMA operations network and the Internet.
 - iv. Each duty station will be assigned a separate e-mail address.
 - iv. During the deployment, NCT members will be given orientation training in equipment usage (computers, phones, fax) and EST processes and forms (mission assignment, action tracking, etc.).
 - v. Technical support will be available to address computer problems on a real-time basis.
- b. Badging
 - i. Due to DHS current security requirements, official DHS/FEMA identification badges are required for access and movement within the NRCC at all times.
 - ii. Non-DHS/FEMA IDs, such as state identification, etc., will not satisfy this requirement.
 - iii. Those without FEMA IDs may obtain them from the DHS/FEMA Security Office upon arrival.
 - iv. Visitors to FEMA HQ are required to check in at the security desk on the main floor.
 - v. Persons without a DHS/FEMA badge will be issued a Visitor's ID badge. It may be necessary for a FEMA employee to accompany you to the Mezzanine Level until you are issued a DHS/FEMA ID badge.

8. Reimbursing the National and Regional Coordinating Teams.

Reimbursement procedures are fully defined in Section III. E. In short, however, reimbursement for costs incurred to support either NCT or RCT deployment is guaranteed through an agreement with DHS/FEMA and the National Emergency Management Association (NEMA) with the following caveats: All mission-related expenses are first reimbursed to EMAC personnel by the sponsoring state; the sponsoring state will then submit copies of supporting documentation along with a request for reimbursement to NEMA. Warrants for reimbursement are only made to the sponsoring states. Estimated mission costs should be captured pre-deployment on Form REQ-B. Reimbursement requests should align with Form REQ-B.

H. Demobilization of EMAC Coordination Components

As the incident de-escalates and additional EMAC requests and deployments seem unlikely, Coordinating Teams may begin planning to demobilize using the Demobilization Schedule and Demobilization Checklist found in Section V. Appendix F.

1. **A-Team(s)** - Upon concurrence from the Requesting State's Designated Contact and the NCG, the A-Team can demobilize and return to their home state(s).
 - a. A-Team Leaders will first ensure that all deployed personnel from Assisting States have checked out and redeployed to home states.
 - b. Any Assisting State personnel remaining on-site once the A-Team has demobilized must notify their home state and arrange for monitoring during the remainder of their deployment.
 - c. Once the A-Team demobilizes, the Requesting State, with assistance from the National Coordinating Group, will assume EMAC functions until closeout of the event.
 - d. Prior to closing out EMAC operations, the A-Team Leader will ensure all official mission related records and documents are inventoried, listed, and copied to a CD.
 - i. The original records and REQ-As will remain with the Requesting State.

- ii. The A-Team Leader will notify NEMA when the CDs containing the documents have been shipped to NEMA for official record use and safekeeping.
 - e. When the incident is closed out, the Requesting State will remand all EMAC activities back to the NCG.
 - f. All Coordinating Team Leaders, at the discretion of the EMAC ETF Chair, will coordinate with the NCG and NEMA to conduct an EMAC Post Deployment Response Survey in preparation for an after action-review. The results of the review will be used to evaluate and improve existing guidance and procedures in the EMAC Operations Manual. Review results will be posted on the EMAC website for viewing by Member States.
- 2. **Regional Coordinating Team(s) (RCT)** – Upon direction of the RRCC Manager and the NCG, the RCT(s) will stand down and demobilize when the RRCC closes at the time federal operational control is transferred to the Joint Field Office (JFO) within their AO.
 - a. Prior to closing out EMAC operations, the A-Team Leader will ensure all official mission related records and documents are inventoried, listed, and electronic records copied to a CD. The A-Team Leader will notify NEMA when hard-copy records and CDs have been shipped to NEMA for official record use and safekeeping.
 - b. Once the RCT demobilizes, the NCT with assistance from the NCG will coordinate with all other deployed EMAC teams in the TO until all teams have been demobilized.
- 3. **NCT** – The NCT will stand down when response operations activities phase out at the NRCC and at a time mutually agreed upon by the NRCC Manager, the NCT Leader, and the NCG.
 - a. Prior to closing out EMAC operations, the A-Team Leader will ensure all official mission related records and documents are inventoried, listed, and all electronic records copied to a CD.
 - b. The A-Team Leader will notify NEMA when the CDs containing the documents have been shipped to NEMA for official record use and safekeeping.

- e. When the NCT is demobilized, the NCT will remand all EMAC requirements in the AO back over to the NCG.
- f. The NCG will continue all EMAC functions until closeout of the event and all deployed EMAC teams have been demobilized.

I. Post-deployment Survey

At the discretion of NEMA and the EMAC ETF Chair, an EMAC Post-Deployment Survey may be developed. The results of the survey will be used to evaluate operations conductivity and identify outcomes to improve this Operations Manual and EMAC training materials.

The results of the EMAC Post-Deployment Survey review will be posted on the EMAC website by the NEMA EMAC Coordinator at a later date for viewing by all Member States.

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SECTION III. REIMBURSEMENT

Guidelines for reimbursement follow both the language in the articles of the Compact and member state procedures for reimbursement. This Section provides guidance on reimbursement and describes, in broad terms, costs that are eligible for reimbursement, costs that are not eligible for reimbursement, and gives specific examples of forms and the general types of documentation to be provided.

EMAC Form REQ-A (REQ-A) is not an official EMAC mission until both Member State EMAC Authorized Representatives have fully executed Section III of the REQ-A. Self-deployed resources cannot be reimbursed under EMAC.

A. Reimbursement Considerations:

1. Under EMAC Article III, it is the duty of each Member State to formulate internal procedural plans and programs and stand prepared to request interstate mutual aid or provide it to other Member States.
2. Article IX of the Compact provides that, "any state rendering aid in another state pursuant to the compact shall be reimbursed by the party state receiving such aid for any loss or damage to or expense incurred in the operation of any equipment and the provision of any service in answering a request for aid and for the costs incurred in connection with such requests; provided, that any aiding party state may assume in whole or in part such loss, damage, expense, or other cost, or may loan such equipment or donate such services to the receiving party state without charge or cost; and provided further more, that any two or more party states may enter into supplementary agreements establishing a different allocation or costs among those states. Article VIII expenses shall not be reimbursable under this provision."
3. The REQ-A can be used to convey reimbursable costs and costs that have been waived.
4. All Member States must recognize the sovereignty of each Member State to the Compact and that the process for EMAC Missions and reimbursement varies in each. The most important issues to remember are that accurate collection, preparation and submission of documentation and coordination by Member States will expedite the reimbursement process.

5. All Member States must develop an internal process for receiving and sending EMAC assistance, including the timely preparation and review of claims for reimbursement.
6. All Member States should train emergency management staff and other organizations that may deploy resources in support of an EMAC Mission. This training should explain the EMAC Mission process including how the reimbursement process works and what documentation will be needed to support a reimbursement claim.
7. All properly executed missions must be approved by the Requesting State and Assisting State before any asset is mobilized and a signed REQ-A by both party states' Authorized Representatives is completed. Any changes to a mission must be reflected in an amended REQ-A signed by both party states' Authorized Representatives.
8. When an Assisting State assembles a reimbursement request package, it should be sure to provide detailed cost documentation and supporting documents within the scope of services as defined in the fully executed REQ-A.
9. Before submitting a reimbursement package to a Requesting State, an Assisting State EMAC Authorized Representative must thoroughly review the package for completeness and to ensure that the expenses and supporting documentation being claimed are consistent with the REQ-A.
10. Discrepancies between a properly executed REQ-A, and a reimbursement package must have good justification. If expenses are incurred for actions not directly related to the mission and/or not specified on the REQ-A, a strong justification and documentation for additional costs will be necessary. Significant changes to a mission should be reflected on amended REQ-A signed by both Member States. Discussions between the Assisting State and Requesting State will help to resolve discrepancies and provide any special instructions needed. If needed, engage the EMAC Authorized Representative to resolve any discrepancies.
11. Member States must be timely in submitting reimbursement documentation and in providing reimbursement for properly executed EMAC Missions. Timely processing of required documentation and reimbursement of all parties involved is critical to successful mutual aid, fiscal year cash management and future EMAC deployments.

12. Member States should consider all available state, local, volunteer and privately owned resources when responding to an EMAC request. It is legally advisable for each state to ascertain their statutory authority for utilizing local government, private and volunteer resources for EMAC purposes prior to deployment.

B. Types of Reimbursable Costs.

EMAC was intended to provide reimbursement for actual costs incurred during the execution of the mission described in Form REQ-A. All actual deployment costs incurred in direct support the mission defined in the REQ-A, as amended, are eligible for reimbursement. As a reminder, Form REQ-A is a binding contract between the states. Efforts to capture all mission costs should be taken and REQ-As should be amended as needed to capture changes in the mission.

Examples are:

1. Personnel Costs

Regular time salary, overtime salary, and fringe benefits calculated at the regular rate utilized by the Assisting State or political subdivision or other entity within the Assisting State.

2. Travel Costs

a. Airfare (unless direct billed to the providing entity)

b. Ground transportation costs such as:

i. Rental vehicles and fuel.

ii. Taxi.

iii. Shuttle.

iv. Parking fees.

v. Toll fees.

vi. Government-owned vehicle mileage (may not charge for both a per mile mileage rate and the cost of gasoline).

vii. Personally-owned vehicle mileage (may not charge for both a per mile mileage rate and the cost of gasoline).

c. Lodging (unless direct billed to the providing entity).

d. Meals not otherwise provided by entities of the Requesting State.

All of the above costs will be calculated according to the policies of the Assisting State or the Assisting State's political subdivisions or other entities within the Assisting State providing assistance. For example, some states utilize a widely adopted per diem rate

<http://www.gsa.gov>) while others reimburse for actual travel costs supported by receipts. State policy documentation should accompany the reimbursement package.

3. Equipment Costs:

Maintenance and operating costs necessary to operate equipment vehicles and machinery required to perform the mission described in Form REQ-A.

4. Commodity Costs: Consumables, supplies and materials used for the mission described in Form REQ-A.

5. Other Costs:

- a). Reasonable costs to repair or replace equipment damaged *during deployment* while performing assigned mission described in Form REQ-A. These costs should take into consideration the depreciated value of the equipment and any insurance coverage available for the damage or loss.
- b). Costs relating to decontamination of equipment and cleaning of personal protective equipment used in performing the mission as described in Form REQ-A.
- c). Costs of purchasing and transporting supplies by Assisting State as requested by the Requesting State (and approved in Form REQ-A).
- d). Reasonable costs for maintenance of equipment to pre-disaster condition.
- e). Replacement costs: All damaged, destroyed, totaled, contaminated, or otherwise unusable items that were used on an official fully executed EMAC mission (uniform, turn out gear, etc.) should be considered as replacement and should be documented as such. Further, these items should be reported as damaged as soon as known to be so such that proper record keeping can take place.

C. Non-Reimbursable Costs

1. Administrative costs associated with pre-deployment and post-deployment functions or other costs incurred by Assisting States in responding to EMAC requests, unless otherwise mutually agreed upon by each party state and stipulated in Form REQ-A, are not eligible for reimbursement. EMAC was intended to provide reimbursement for actual costs incurred in the deployment mission described in Form REQ-A.

2. Replacement costs: While damaged, destroyed, totaled, contaminated, or otherwise unusable items that were used on an official fully executed EMAC

mission (uniform, turn out gear, etc.) should be considered as replacement; replacement of items prior to the deployment is not eligible.

3. Costs for alcohol, tobacco, toiletries, or similar items are not eligible for reimbursement.
4. Costs incurred by an entity that self-deployed without an approved mission described in an officially executed REQ-A without prior consent of both the Assisting State and Requesting State Authorized Representatives.
5. Costs for items not specified or indicated in Form REQ-A unless otherwise deemed justifiable by the Requesting State at a later date and supported by appropriate documentation in the reimbursement Package and as accepted by the EMAC Authorized Representative.

D. EMAC Reimbursement Documentation

If tasked to perform the mission described in Form REQ-A, the actual costs incurred by Assisting State agencies or departments, their political subdivisions, or other entities tasked to perform the mission described in the REQ-A will be entered on a separate Intrastate Reimbursement Form R-2 for each completed REQ-A. Costs entered on each Reimbursement Form R-2 will then be totaled by category and entered on Reimbursement Form R-1, representing the total costs for each completed REQ-A.

1. These costs must be supported with such backup documents to include but not limited to:
 - a. Copy of the fully executed REQ-A.
 - b. Timesheets signed by Team Leader or authorized individual.
 - c. Work records.
 - d. Payroll documents.
 - e. Travel expense reports/vouchers.
 - f. State warrants/checks.
 - g. Receipts or invoices for purchased goods.
 - h. Other similar documents evidencing costs incurred.
2. The Assisting State may, depending on applicable state law and regulation;
 - a. Reimburse the Providing Entity for all approved expenses shown on the Form R-2 within a reasonable timeframe mutually agreed upon by both parties and enter those costs on a Reimbursement Form R-1 and submit to the Requesting State for reimbursement , or

- b. Attach the Intrastate Reimbursement Form R-2 and supporting documents to an Interstate Reimbursement Form R-1 and forward to the Requesting State instructing the Requesting State to issue remittance in the name of the Providing Entity through the Assisting State. Upon receipt of the payment from the Requesting State, the Assisting State should attach a copy of payment to the reimbursement package file copy and forward payment to the providing entity.
3. Which ever method is used the Assisting State must review the claim, resolve any issues prior to payment and/or submission to the Requesting State for remittance.
4. Reimbursement Form R-1 and R-2 can be found in Section V shown as Appendix G-2-2 on the EMAC website at (www.emacweb.org).

E. The Reimbursement Package & Authorized Representative Responsibilities

The Reimbursement Package should contain a copy of the fully executed REQ-A and the documentation described in Sections B. and D. above along with a cover letter from the Assisting State's Authorized Representative describing special instructions for remitting payment to the Assisting State; special cost-coding that may be requested; IRS or employee tax I.D. number of the Assisting State entity; the name and contact information of the Assisting State person responsible for compiling the reimbursement package; and any other information relevant to payment. The Assisting State Authorized Representative should review and authenticate all documents included in the reimbursement package to ensure all costs are justifiable prior to signing the cover letter and forwarding to the Requesting State.

F. NCT and RCT Personnel Reimbursement

The following guidance is provided for states to receive reimbursement for expenses of National and Regional Coordinating Teams deployed to the NRCC or RRCC(s) respectively.

1. All mission expenses should be documented pre-deployment using Form REQ-B. Changes to the original mission should be documented in Amendment Form REQ-B.
2. Reimbursement packages should be documented on The Non-CSG Employee Expense Form and should accompany attached documentation (as stated below).

3. Each deployed personnel should provide travel costs and all original receipts to their home state as soon as possible after the completion of their trip for reimbursement for the following expenses.
 - a. Airfare (unless direct billed to the providing state).
 - b. Lodging (current government rate).
 - c. Ground transportation costs including rental car, taxi, shuttle, parking, mileage for use of personal owned vehicle at current established rates.
 - d. Per Diem and incidental expenses (using state rate <http://www.gsa.gov>).
4. Other approved mission costs are:
 - a. Straight time pay.
 - b. Overtime pay (if allowable under state payment procedures).
 - c. Personnel fringe benefits (actual percentage paid by the responding state).
5. Reimbursement Instructions
 - a. Deployed personnel should submit expenses to the Assisting State first.
 - b. The Assisting State will request reimbursement from NEMA.
 - c. All eligible costs must be submitted by the Assisting State using a "Non-CSG Employee Reimbursement Form". This form is shown in Section V: Subsection 10: Non-CSG Employee Expense Form. The Assisting State will be the payee. NEMA will not accept request for reimbursement from individual NCT or RCT deployed personnel.
 - d. The Non-CSG Employee Expense Report Form should be completed as follows:
 - i. Personnel Pay and Benefits:
 - a. Enter the total amount of the regular time paid.
 - b. Enter the total amount of the overtime paid.
 - c. Show the actual amount of personnel fringe benefits as a separate entry under the Description and Date of Activity column and the date of the period of activity. Please note: Show the actual percentage used by the Assisting State to determine fringe benefits. This amount varies by state.
 - ii. Travel Costs:

- a. After entering the appropriate entries in the Description and Date of Activity column, enter the total amount of hotel expense and per-diem being claimed under the Hotel and Meals column.
 - b. After entering the appropriate entries in the Description and Date of Activity column, list the total amount being claimed for each mode of transportation (air and ground) in the Transportation column.
 - c. Other eligible expenses should be entered as a separate entry and shown under the "Other" column.
- iii. Required Documentation and Other Information
- a. A copy of the employee's time sheet(s) for the hours worked during the deployment period.
 - b. A copy of the State Payroll Voucher listing regular and overtime hours and pay and fringe benefits.
 - c. Copies of the State Warrant supporting the claimed expense.
 - d. The Non-CSG Employee Expense Form must be signed by the deployed personnel and certified by the Assisting State.
 - e. Attach all original receipts for hotel, airfare, car rental, etc.
 - f. Receipts for meals are not required since these costs are included in the per diem rate.
 - g. Indicate how the Assisting State should be shown as the payee, or if a specific funding code should be identified on the form.
 - h. NEMA will issue a reimbursement check to the Assisting State through The Council of State Governments (CSG).
 - i. The Assisting State should submit the completed CSG Non-Employee Expense Report and supporting documentation within 30 business days following completed deployment to the National Emergency Management Association, EMAC Deployment, P. O. Box 11910, Lexington, KY 40578.

SECTION IV. TRAINING AND EXERCISES

This section contains a complete listing of all EMAC training courses developed and sanctioned by the EMAC Committee and the EMAC Executive Task Force. Training will better prepare each Member State to activate EMAC and mutual aid in general—both as a Requesting and Assisting State - in accordance with the procedures set forth in Sections I, II, and III. It will also enable Member State(s) to have trained personnel available for out-of-state deployment as an EMAC coordinating team on short notice. This manual is the basis for all EMAC training.

The scope of EMAC is much broader than just utilizing state emergency management personnel. It also involves the emergency services forces of local and state agencies, political subdivisions, and organizations that can provide experienced program managers, deployable task forces, equipment and other assets that can assist other states with disaster response and recovery operations. These potential resource providers need to know how to become an integral part of the EMAC system. *In some cases, private and local government personnel often need the ability to become temporary agents of the state through state law or memorandums of agreement (MOA).*

Any EMAC-related training provided by an EMAC-Member State to potential resource providers in that state should be within the context of existing statewide mutual aid programs. Some statewide mutual aid programs may have already identified task forces, strike teams, etc., which are deployable under EMAC. Therefore, it is recommended that EMAC and intrastate mutual aid be very closely coordinated in each state and, may be administered jointly as many of the deployable resources will be the same. It is further recommended that training for resource providers incorporate both intrastate mutual aid and interstate mutual aid (EMAC) concepts and practices.

All EMAC training for potential mutual aid service providers will be facilitated, conducted and administered by the emergency management organization of that Member State. The Designated Contacts of EMAC Member States should network with their state emergency services counterparts (law enforcement, fire, emergency medical, search and rescue, public works, environmental health, and animal control), and most importantly, their local city/county emergency management organizations to keep them informed about EMAC training and exercise opportunities. This can be accomplished through newsletters,

meetings, e-mail, or any other means deemed appropriate. These vital forces should be viewed as “components of the State’s emergency management system” rather than appear as separate and distinct emergency service providers.

a. Training Opportunities

1. EMAC Field Course

This course, developed in cooperation with the Department of Homeland Security/Federal Emergency Management Agency/Emergency Management Institute in Emmitsburg, Maryland, is for in-state delivery by qualified personnel who have successfully completed the Train-the-Trainer course provided by EMI in support of the EMAC Field Course. The field course was developed under contract by DHS/FEMA/EMI with input from the EMAC Executive Task Force.

2. Train-the-Trainer Course

The Train-the-Trainer course (E430) was developed under contract by DHS/FEMA/EMI to prepare instructor’s to deliver the EMAC Field Course. This course is available for students who have been designated to be a member of their states EMAC training cadre. The pre-requisite for attending this residence course at the EMI campus in Emmitsburg, Maryland is completion of a pre-course reading assignment that is found on the EMAC website (www.emacweb.org). Individuals wanting to register for this course must be sponsored by their state emergency management agency, complete a Form 75-5, and submit to the Emergency Management Institute, 61825 S. Seton Avenue, Emmitsburg, MD 21727

3. EMAC Executive Overview

This power-point presentation provides a general overview into the history of EMAC, the compact articles, the governance structure, activating and implementing the EMAC process, and disaster response applications by the member states. The presentation is located on the EMAC website (www.emacweb.org). For further information regarding EMAC training, contact Angela Cople, National EMAC Coordinator, National Emergency Management Association, P. O. Box 11910, Lexington, KY 40578-1910.

4. Other Training Initiatives Under Development

Other training programs are being developed for specific target audiences such as EMAC Reimbursement Procedures for state emergency management (EM) administrative and fiscal personnel, an EMAC Executive Orientation for new state EM and homeland security executives, and EMAC distant-learning courses for emergency response disciplines.

b. Exercise Guidance

Each Member State should factor EMAC into at least one or more exercises annually. The state can choose to be either a Requesting State or an Assisting State depending on the exercise scenario.

i. National and Regional Coordinating Team (NCT and RCT) Training & Exercises

The EMAC Executive Task Force will provide team training to those recruited for deployment as a National Coordinating Team or Regional Coordinating Team member. A short-course on these responsibilities will be developed and made available in-state and on-line on a limited basis when funds are secured and interest is indicated.

DHS/FEMA will notify the EMAC Executive Task Force Chair whenever regular training and exercises for EST personnel are being planned in Washington, DC so that any Member State personnel desiring to be deployed as a member of the National Coordinating Team can participate as a NCT trainee. Participating in this training opportunity will depend on individual state travel budgets.

ii. EMAC Advisory Group Training and Exercises

The EMAC Executive Task Force will make efforts to provide briefings for and incorporate disciplines into EMAC training. A short-course on these responsibilities will be developed and made available in-state and on-line on a limited basis when funds are secured and interest is indicated.

iii. National Coordination Team (NCG) Training and Exercises

It has become an established practice for the present National Coordination Group (NCG) to train and exercise the incoming EMAC Executive Task Force Chair and National Coordination Group prior to the annual change of leadership. This enables the new leadership to transition effortlessly into the important roles and responsibilities of EMAC system management. This training and exercise will take place prior to the NEMA Annual Conference at which time EMAC leadership exchanges hands.

c. Member State Training and Exercise Responsibilities

Each EMAC Member State should establish and maintain an aggressive EMAC training and exercise program for reinforcing the training of operations response, recovery and administrative personnel for both intrastate and interstate use. This should include designating at least one person from each state to annually attend the EMAC Train-the-Trainer Course (E430) in preparation for delivering the EMAC Field Course.

SECTION V. APPENDICES

A. *Definitions, Terms & Acronyms*

Area of Operations (AO) – The jurisdictional area for which a deployed coordinating team element is responsible. For example, a State is the AO for a State EM organization. A federal region can consider one or more states within that region as being in their AO. EMAC personnel deployed to a local area would refer to that area as his or her AO.

Assisting State - An Assisting State is any EMAC Member State providing assistance to another Member State requesting aid using the EMAC Request for Assistance (REQ-A) process. Once a Member State duly executes the REQ-A with a Requesting State, that Member State is referred to as an Assisting State until the terms of the REQ-A have been completed and the resources being provided have been released and demobilized.

Authorized Representative (AR) – The Authorized Representative is the person empowered to obligate state resources and expend state funds for EMAC purposes. In a Requesting State, the AR is the person who is legally empowered under Article III. B. of the Compact to initiate a request for assistance under EMAC. In an Assisting State, the AR is the person who can legally approve the response to a request for assistance. State Emergency Management Directors are automatically Authorized Representatives. The director can delegate this authority to other EM officials within the organization as long as they possess the same obligating authority as the director. A list of Authorized Representatives for each Member State is found in Section V: Appendix E and on the EMAC web site (www.emacweb.org).

Advance-Team (A-Team) - An A-Team normally consists of two persons from any Member State who are knowledgeable about and prepared to implement EMAC procedures in their own state or any other Member State. At the request of a Member State, an A-Team is deployed to the Requesting State's EOC to facilitate EMAC requests and assistance between Member States. The A-Team assists the Requesting State with requests for assistance, tracks the location and status of the assistance accepted and deployed to the Requesting State's locations, and assists the deployed personnel as needed and required while they are deployed. The A-Team is the primary point-of-contact for requesting and acquiring assistance provided under EMAC.

Broadcast - The EMAC Broadcast functionality sends EMAC key personnel (as designated by the state emergency management agency director) an email when a request for assistance or other important information needs to be shared. It is the primary means used to alert EMAC states of an impending or occurring emergency event or to request assistance and is sent via the EMAC website. The system can send to "home" state, regions (up to 3), or all members.

Debrief – A conversation where information is exchanged on aspects of the mission (such as personnel well being, experience, etc.).

Demobilization – This is the process of releasing assets (personnel and/or equipment) whose mission is completed or no longer needed to support a specific mission within an event. The process involves debriefing personnel, returning issued equipment, completing and submitting required paperwork, arranging return travel, and tracking released assets back to their home duty station in the Assisting State in a safe and timely manner.

Designated Contact (DC) – This person is very familiar with the EMAC process and serves as the point of contact for EMAC in their state and can discuss the details of a request for assistance. The DC is not usually legally empowered to initiate an EMAC request or authorize EMAC assistance without direction from a superior. A list of Member State Designated Contacts can be found in Section V: Appendix E, and at www.emacweb.org.

EMAC – The Emergency Management Assistance Compact, an interstate agreement which enables entities to provide mutual assistance during times of need.

EMAC Advisory Group (EAG) - The EAG, comprised of representatives from national organizations whose membership are EMAC stakeholders, facilitates the effective integration of multi-discipline emergency response and recovery assets for nation-wide mutual aid through EMAC. Many of these resources are local teams which need the ability to be brought on as temporary state employees.

EMAC Executive Task Force (ETF) – The ETF, under the leadership of the Chair, is responsible for managing the day-to-day programmatic activities on behalf of the member states to ensure that the EMAC system, including the Operating Protocols, Operations Manual and Standard Operating Procedures and the Field Guide, is maintained in a current state of readiness. The ETF is comprised of the chair, chair-elect, immediate past-chair, a representative from each federal region, three at-large members, the National EMAC Coordinator, the EMAC Senior Advisor, and the NEMA Legal Counsel Committee chair.

EMAC Member State – The term applies to the 50-states, the Commonwealth of Puerto Rico, the District of Columbia, and all U. S. territorial possessions whose governors have signed the Compact into law. It is used on a daily basis to refer to states during periods of non-emergency activity. See definition of the **Requesting** and **Assisting State** used when denoting EMAC Member State's roles during activation of the EMAC.

Joint Field Office (JFO) - This facility is used to house state, federal and volunteer agency personnel who manage emergency response and recovery operations and administer state and federal recovery assistance programs within each state declared a major disaster by the president.

Lead State Representative (LSR) – A member of the EMAC Executive Committee responsible for representing the EMAC Member States within their respective FEMA Region.

Legal Committee Liaison – The Chair or the Chair's Designee from NEMA's Legal Committee which serves as a non-voting member to the EMAC ETF.

Mission – A mission under EMAC becomes an official mission once all appropriate sections of the REQ-A have been duly executed by the Authorized Representatives of the Requesting and Assisting state(s).

National Coordination Group (NCG) – Comprised of members from the state of the Chair of the EMAC Executive Task Force. They are the nationwide EMAC point-of-contact during normal day-to-day, non-emergency periods. The NCG is prepared to activate EMAC on short notice by coordinating with the EMAC Authorized Representatives or Designated Contacts of the other Member States.

National Coordinating Team (NCT) - In the event that the NRCC is activated at FEMA Headquarters in Washington, D. C. and a coordinating team is needed to maintain over all coordination among the deployed EMAC components. DHS/FEMA will request that NEMA/NCG deploy an NCT to the NRCC. Costs for deploying and maintaining an NCT are reimbursed by FEMA through NEMA.

National Operations Center (NOC) – Now called the NRCC, this was the facility within DHS/FEMA headquarters in Washington, DC where federal representatives from agencies with emergency support functional responsibilities assemble to coordinate federal response efforts.

National Response Coordination Center (NRCC) – This is the facility in Washington, D. C. used by DHS/FEMA to coordinate federal response and recovery operations. The Federal Emergency Support Functions (ESFs) are co-located at the NRCC to provide resource support to state counter-parts through the Regional Response Operations Centers.

National Incident Management System (NIMS) – The system used to conduct incident management as specified in Homeland Security Presidential Directive (HSPD)-5. NIMS established a national standard methodology for managing emergencies and ensure seamless integration of all local, state and federal forces into the system.

National Response Plan (NRP) – The NRP establishes the national framework for domestic incident management in accordance with Homeland Security Presidential Directive-5

Operations Manual and Standard Operating Procedures – These are the written standardized process to ensure each Member State understands the EMAC agreement, is adequately prepared to participate in the agreement, and follows the same standardized procedures while implementing EMAC. This manual sets forth the terms of the EMAC agreement and establishes the EMAC procedures that all Member States are to follow.

Providing Entity (PE) – Any local government political sub-division, organization, or state agency of a Assisting State, other than the state emergency management organization, that is providing an EMAC requested resource on behalf of the Assisting State to fulfill an official EMAC REQ-A mission requirement. (Must be temporary agents of the state inclusive of private sector resources.)

Point of Contact (POC) – The person or entity that is the main contact.

Regional Coordinating Team (RCT) – If the disaster event involves more than one state in a single federal region or multiple states in multiple regions, FEMA may request that an RCT be deployed to the federal Regional Operations Center (ROC) to coordinate with A-Teams deployed to Requesting States. The RCT supports the A-Teams within their Area of Operations (AO) but does not directly acquire resources from other Member States without approval of the NCG. The RCT prepares regional Situation Reports and channels information up to the NCT.

Regional Response Coordination Center (RRCC) – The federal facility from which federal personnel coordinate response operations and provide resource support to states within each federal region. The RRCC usually stands-down once a Joint Field Office is operational in the affected state(s) within the region.

Reimbursement – The process of submitting documented eligible costs by an Assisting State to a Requesting State in order to receive financial compensation for providing assistance specified in the REQ-A and in accordance with the EMAC.

Reimbursement (R-1) Form - The form used to summarize the costs of all interstate assistance requested and provided by an Assisting State. A single R-1 should be completed and submitted to the Requesting State by each Assisting State that provided assistance. All of the costs for providing assistance under the REQ-A(s) are totaled. Copies of receipts and payment vouchers are attached to the R-1. The R-1 is signed and sent to the Requesting State for reimbursement. A copy of the R-1 Form is included in Section V: Appendix G.

Reimbursement (R-2) Form - The form used to summarize the costs of all intrastate assistance requested and provided by an agency, municipality, county or other organization within a State providing assistance to another state under EMAC. A single R-2, accompanied by copies of receipts, payment vouchers and other costs supporting documents, should be completed and submitted to the Assisting State for each agency, municipality, county or other organization who provided assistance. The R-2 is signed by the appropriate authority of the requesting entity and sent to the Assisting State for reimbursement. The Assisting State attaches copies of all R-2s and supporting documents to all applicable R-1s as appropriate. A copy of the R-2 is included in Section V: Appendix G.

Requesting State - Any EMAC Member State that has informally or formally requested interstate assistance using any of the systems established by EMAC for this purpose.

Request for Assistance (REQ-A) Form - The EMAC Request for Assistance (REQ-A) Form is used to officially request assistance, offer assistance, and accept assistance. The use of the single form simplifies and streamlines the paperwork necessary to request and receive assistance from Member States. It is important to remember that when duly executed by the Authorized Representative of the Requesting and Assisting State(s), the REQ-A becomes a legally binding agreement between the Requesting and Assisting State(s) under EMAC. A copy of the REQ-A Form is enclosed in Section V: Appendix G and is found at www.emacweb.org.

Resource Typing –The method employed to categorize and describe the resources that are commonly exchanged in disaster via mutual aid, by capacity and/or capability of a resource's components (i.e., personnel, equipment, and training).

Situation Report (SITREP) – The status report that is prepared by an A-Team and posted on the EMAC website. It details the current status of the emergency operation and the response to that emergency event. The purpose of the SITREP is to ensure that all parties involved in the response effort are thoroughly informed of every facet of the current operation.

B. EMAC Articles of Agreement

ARTICLE I - PURPOSE AND AUTHORITIES

This compact is made and entered into by and between the participating Member States which enact this compact, hereinafter called party states. For the purposes of this agreement, the term "states" is taken to mean the several states, the Commonwealth of Puerto Rico, the District of Columbia, and all U.S. territorial possessions.

The purpose of this compact is to provide for mutual assistance between the states entering into this compact in managing any emergency or disaster that is duly declared by the governor of the affected state(s), whether arising from natural disaster, technological hazard, man-made disaster, civil emergency aspects of resources shortages, community disorders, insurgency, or enemy attack.

This compact shall also provide for mutual cooperation in emergency-related exercises, testing, or other training activities using equipment and personnel simulating performance of any aspect of the giving and receiving of aid by party states or subdivisions of party states during emergencies, such actions occurring outside actual declared emergency periods. Mutual assistance in this compact may include the use of the states' National Guard forces, either in accordance with the National Guard Mutual Assistance Compact or by mutual agreement between states.

ARTICLE II - GENERAL IMPLEMENTATION

Each party state entering into this compact recognizes many emergencies transcend political jurisdictional boundaries and that intergovernmental coordination is essential in managing these and other emergencies under this compact. Each state further recognizes that there will be emergencies which require immediate access and present procedures to apply outside resources to make a prompt and effective response to such an emergency. This is because few, if any, individual states have all the resources they may need in all types of emergencies or the capability of delivering resources to areas where emergencies exist. The prompt, full, and effective utilization of resources of the participating states, including any resources on hand or available from the Federal Government or any other source, that are essential to the safety, care, and welfare of the people in the event of any emergency or disaster declared by a party state, shall be the underlying principle on which all articles of this compact shall be understood.

On behalf of the governor of each state participating in the compact, the legally designated state official who is assigned responsibility for emergency management will be responsible for formulation of the appropriate interstate mutual aid plans and procedures necessary to implement this compact.

ARTICLE III - PARTY STATE RESPONSIBILITIES

A. It shall be the responsibility of each party state to formulate procedural plans and programs for interstate cooperation in the performance of the responsibilities listed in this article. In formulating such plans, and in carrying them out, the party states, insofar as practical, shall:

- i. Review individual state hazards analyses and, to the extent reasonably possible, determine all those potential emergencies the party states might jointly suffer, whether due to natural disaster, technological hazard, man-made disaster, emergency aspects of resource shortages, civil disorders, insurgency, or enemy attack.
- ii. Review party states' individual emergency plans and develop a plan which will determine the mechanism for the interstate management and provision of assistance concerning any potential emergency.
- iii. Develop interstate procedures to fill any identified gaps and to resolve any identified inconsistencies or overlaps in existing or developed plans.
- iv. Assist in warning communities adjacent to or crossing the state boundaries.
- v. Protect and assure uninterrupted delivery of services, medicines, water, food,

energy and fuel, search and rescue, and critical lifeline equipment, services, and resources, both human and material.

- vi. Inventory and set procedures for the interstate loan and delivery of human and material resources, together with procedures for reimbursement or forgiveness.
- vii. Provide, to the extent authorized by law, for temporary suspension of any statutes or ordinances that restrict the implementation of the above responsibilities.

B. The Authorized Representative of a party state may request assistance of another party state by contacting the Authorized Representative of that state. The provisions of this agreement shall only apply to requests for assistance made by and to Authorized Representatives. Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing within 30 days of the verbal request. Requests shall provide the following information:

- i. A description of the emergency service function for which assistance is needed, such as but not limited to fire services, law enforcement, emergency medical, transportation, communications, public works and engineering, building inspection, planning and information assistance, mass care, resource support, health and medical services, and search and rescue.
- ii. The amount and type of personnel, equipment, materials and supplies needed, and a reasonable estimate of the length of time they will be needed.
- iii. The specific place and time for staging of the assisting party's response and a point of contact at that location.

C. There shall be frequent consultation between state officials who have assigned emergency management responsibilities and other appropriate representatives of the party states with affected jurisdictions and the United States Government, with free exchange of information, plans, and resource records relating to emergency capabilities.

ARTICLE IV - LIMITATIONS

Any party state requested to render mutual aid or conduct exercises and training for mutual aid shall take such action as is necessary to provide and make available the resources covered by this compact in accordance with the terms hereof; provided that it is understood that the state rendering aid may withhold resources to the extent necessary to provide reasonable protection for such state.

Each party state shall afford to the emergency forces of any party state, while operating within its state limits under the terms and conditions of this compact, the same powers (except that of arrest unless specifically authorized by the receiving state), duties, rights, and privileges as are afforded forces of the state in which they are performing emergency services. Emergency forces will continue under the command and control of their regular leaders, but the organizational units will come under the operational control of the emergency services authorities of the state receiving assistance. These conditions may be activated, as needed, only subsequent to a declaration of a state of emergency or disaster by the governor of the party state that is to receive assistance or commencement of exercises or training for mutual aid and shall continue so long as the exercises or training for mutual aid are in progress, the state of emergency or disaster remains in effect or loaned resources remain in the receiving state(s), whichever is longer.

ARTICLE V - LICENSES AND PERMITS

Whenever any person holds a license, certificate, or other permit issued by any state party to the compact evidencing the meeting of qualifications for professional, mechanical, or other skills, and when such assistance is requested by the receiving party state, such person shall be deemed licensed, certified, or permitted by the state requesting assistance to render aid involving such skill to meet a declared emergency or disaster, subject to such limitations and conditions as the governor of the Requesting State may prescribe by executive order or otherwise.

ARTICLE VI - LIABILITY

Officers or employees of a party state rendering aid in another state pursuant to this compact shall be considered agents of the Requesting State for tort liability and immunity purposes; and no party

state or its officers or employees rendering aid in another state pursuant to this compact shall be liable on account of any act or omission in good faith on the part of such forces while so engaged or on account of the maintenance or use of any equipment or supplies in connection therewith. Good faith in this article shall not include willful misconduct, gross negligence, or recklessness.

ARTICLE VII - SUPPLEMENTARY AGREEMENTS

Inasmuch as it is probable that the pattern and detail of the machinery for mutual aid among two or more states may differ from that among the states that are party hereto, this instrument contains elements of a broad base common to all states, and nothing herein contained shall preclude any state from entering into supplementary agreements with another state or affect any other agreements already in force between states. Supplementary agreements may comprehend, but shall not be limited to, provisions for evacuation and reception of injured and other persons and the exchange of medical, fire, police, public utility, reconnaissance, welfare, transportation and communications personnel, and equipment and supplies.

ARTICLE VIII – COMPENSATION

Each party state shall provide for the payment of compensation and death benefits to injured members of the emergency forces of that state and representatives of deceased members of such forces in case such members sustain injuries or are killed while rendering aid pursuant to this compact, in the same manner and on the same terms as if the injury or death were sustained within their own state.

ARTICLE IX - REIMBURSEMENT

Any party state rendering aid in another state pursuant to this compact shall be reimbursed by the party state receiving such aid for any loss or damage to or expense incurred in the operation of any equipment and the provision of any service in answering a request for aid and for the costs incurred in connection with such requests; provided, that any aiding party state may assume in whole or in part such loss, damage, expense, or other cost, or may loan such equipment or donate such services to the receiving party state without charge or cost; and provided further, that any two or more party states may enter into supplementary agreements establishing a different allocation of costs among those states. Article VIII expenses shall not be reimbursable under this provision.

ARTICLE X - EVACUATION

Plans for the orderly evacuation and interstate reception of portions of the civilian population as the result of any emergency or disaster of sufficient proportions to so warrant, shall be worked out and maintained between the party states and the emergency management/services directors of the various jurisdictions where any type of incident requiring evacuations might occur. Such plans shall be put into effect by request of the state from which evacuees come and shall include the manner of transporting such evacuees, the number of evacuees to be received in different areas, the manner in which food, clothing, housing, and medical care will be provided, the registration of the evacuees, the providing of facilities for the notification of relatives or friends, and the forwarding of such evacuees to other areas or the bringing in of additional materials, supplies, and all other relevant factors. Such plans shall provide that the party state receiving evacuees and the party state from which the evacuees come shall mutually agree as to reimbursement of out-of-pocket expenses incurred in receiving and caring for such evacuees, for expenditures for transportation, food, clothing, medicines and medical care, and like items. Such expenditures shall be reimbursed as agreed by the party state from which the evacuees come. After the termination of the emergency or disaster, the party state from which the evacuees come shall assume the responsibility for the ultimate support of repatriation of such evacuees.

ARTICLE XI - IMPLEMENTATION

A. This compact shall become operative immediately upon its enactment into law by any two (2) states; thereafter, this compact shall become effective as to any other state upon its enactment by such state.

B. Any party state may withdraw from this Compact by enacting a statute repealing the same, but no such withdrawal shall take effect until 30 days after the governor of the withdrawing state has given notice in writing of such withdrawal to the governors of all other party states. Such action shall not relieve the withdrawing state from obligations assumed hereunder prior to the effective

date of withdrawal.

C. Duly authenticated copies of this compact and of such supplementary agreements as may be entered into shall, at the time of their approval, be deposited with each of the party states and with the Federal Emergency Management Agency and other appropriate agencies of the United States Government.

ARTICLE XII - VALIDITY

This Act shall be construed to effectuate the purposes stated in Article I hereof. If any provision of this compact is declared unconstitutional, or the applicability thereof to any person or circumstances is held invalid, the constitutionality of the remainder of this Act and the applicability thereof to other persons and circumstances shall not be affected thereby.

ARTICLE XIII - ADDITIONAL PROVISIONS

Nothing in this compact shall authorize or permit the use of military force by the National Guard of a state at any place outside that state in any emergency for which the President is authorized by law to call into federal service the militia, or for any purpose for which the use of the Army or the Air Force would in the absence of express statutory authorization be prohibited under Section 1385 of title 18, United States Code.

Ratified during the 2nd session of the 104th Congress and became Public Law 104-321, October 1996

CONFIDENTIAL

C. *EMAC Executive Task Force Operating Protocols*

October 2006
Operations Subcommittee Protocols

EMAC Executive Task Force Protocols

The Protocols & Directives for Conducting Official Business of the EMAC Executive Task Force and Special Assignment Task Forces

ARTICLE I: NAME OF GROUP

The name of the group shall be the Emergency Management Assistance Compact Executive Task Force, or "the Executive Task Force."

ARTICLE II: PURPOSE OF THE EXECUTIVE TASK FORCE

The Executive Task Force is officially installed as a function of the EMAC Committee of the National Emergency Management Association (NEMA). The EMAC Committee is a NEMA standing committee comprised of the member state emergency management directors who choose to serve on the Committee. The purpose of the ETF shall be to formulate and provide policy guidelines and procedures pertaining to the implementation of the Emergency Management Assistance Compact (EMAC), approved by the 104th U.S. Congress in October 1996 (P. L. 104-321). The purpose of these Protocols is to provide the basic rules of decorum for conducting the official business of the Executive Task Force for the benefit of all EMAC Member States. All business of the Executive Task Force or any Special Assignment Task Forces (SATFs) assigned under the authority of the Executive Task Force Chair, will be conducted in accordance with these Protocols and the Roberts Rules of Order.

ARTICLE III: EXECUTIVE TASK FORCE REPRESENTATION

The Executive Task Force shall be comprised of personnel duly elected or appointed by representatives of those states whose legislatures have enacted the EMAC into state and who is authorized to serve on the Executive Task Force by the director of his or her emergency management organization. Member State representatives elected or appointed to serve on the Executive Task Force shall submit their names, mailing address and office and home telephone numbers, pager/cellular telephone, and email address information to the National EMAC Coordinator, National Emergency Management Association, P. O. Box 11910, Lexington, KY 40578-1910.

A. Authorized Representatives and Designated Contacts. Each Member State shall designate Authorized Representative(s) and Designated Contact(s). **Authorized Representatives** shall be those state officials authorized to execute EMAC documents and obligate state resources and funds for purposes of complying with the EMAC Articles and operating procedures found in the EMAC Operations Manual and Standard Operating Procedures. The state EMA director or his/her appointee(s) holds this position. The **Designated Contact** shall be the individual who is the primary point of contact regarding EMAC administration and operations activities within each member state, and who is eligible for election or appointment to the Executive Task Force. The Designated Contact must possess a working knowledge of operations management, but is not usually authorized to execute the EMAC Request for Assistance (REQ-A) or obligate state resources and funds, unless the Designated Contact is also the Authorized Representative for that state. Member State's Authorized Representatives and Designated Contacts shall submit their names, mailing address and office and home telephone numbers, pager/cellular telephone, and email address information to the National EMAC Coordinator, National Emergency Management Association,, P. O. Box 11910, Lexington, KY 40578-1910,.

B. Executive Task Force Authority. Each NEMA and EMAC State Member agrees to accept all-official decisions of the Executive Task Force within the purview of the NEMA By-Laws. The intention of these protocols is to strengthen the Compact to the mutual benefit of all Member States.

ARTICLE IV: ORGANIZATIONAL STRUCTURE AND FUNCTIONS

A. Executive Task Force (ETF). The ETF coordinates the day-to-day EMAC functions in cooperation with the NEMA EMAC Coordinator and staff. The membership of the Executive Task Force shall not exceed sixteen (16) including among this number the current Executive Task Force Chair, the current Executive Task Force Chair-elect, the Immediate Past Executive Task Force Chair, three (3) At-Large Representatives pursuant to Article IV._B. (3) with operations management expertise, selected by the Chair and ten (10) Lead State representatives, one each selected from the ten FEMA Regions. The Legal Liaisons are ex officio (non-voting) members of the EMAC Executive Task Force and are not considered a part of the membership total. The EMAC Coordinator and EMAC Senior Advisor are non-voting staff members of the Executive Task Force and are not considered a part of the membership total. The Executive Task Force shall be granted the power to consider all matters of supervision and control of the business and operational affairs, and to take whatever action is deemed appropriate on behalf of the Member States. All recommendations and actions of the Executive Task Force shall be subject to approval by the membership present at the next regular meeting of the EMAC Committee. In the interim period between the promulgation of the actions taken by the Executive Task Force and said meeting of the EMAC Committee, the EMAC state membership shall abide by the recommendations and actions taken by the Executive Task Force on their behalf.

B. Officers and Composition of the Executive Task Force. The officers of the Executive Task Force shall be the Chair, the Chair-elect, and the Immediate Past-chair. They shall be nominated from among the membership of the Executive Task Force and elected by a simple majority of the voting members present. Their terms of office shall be of a duration of one (1) year, beginning with their selection for office to occur during the Annual Conference of the National Emergency Management Association There shall be no restrictions on the total number of terms of office that may be served by the officers of the Executive Task Force, though consecutive terms for a specific office are prohibited. Any officer of the Executive Task Force may be removed from such office, either with or without cause, by a majority of the voting membership of the EMAC Committee. The duties and responsibilities of said officers and staff shall be as follows:

1. Executive Task Force Officers

a. Chair: The duties and responsibilities of the Executive Task Force Chair shall include but not be restricted to the convening and management of all meetings and activities of the Executive Task Force, and the National Coordination Group (NCG). In the foregoing endeavors, the Chair shall be assisted by the members of the Executive Task Force. The Chair shall also be assisted and kept advised by the EMAC Coordinator and the EMAC Senior Advisor. The Chair shall represent the Executive Task Force as an Ex Officio (non-voting) member on the EMAC Committee of the National Emergency Management Association (NEMA). When the Chair is not present or otherwise unable to perform the duties of the Chair, the Chair-elect or the Immediate Past-Chair shall perform the duties and responsibilities of the Chair, and when so acting, shall have all the powers of, and be subject to the restrictions on, the Chair.

b. Chair-elect: The duties and responsibilities of the Executive Task Force Chair-elect shall include, but not restricted to, such duties as are assigned to him by the Chair. Upon the expiration of the term of office of the Chair, the Chair-elect shall assume the duties and the term of office as the Chair. At such time as this occurs, the Executive Task Force shall elect a new Chair-elect. Pursuant to Article IV, paragraph B., subparagraph (1), when the Chair is not present or otherwise unable to perform the duties of the Chair, the Chair-elect shall perform the duties of the Chair, and when so acting shall have all the powers of, and be subject to the restrictions on, the Chair.

c. Immediate Past-Chair: The immediate Past-Chair, by virtue of having served in previous elected positions of leadership, is not elected to this position, but serves as a mentor to the current Chair and Chair-Elect during the year following his or her term of office and advises the officers on matters concerning operation of the Compact and its activities.

d. Election Process. Sixty days prior to the annual NEMA conference, any employee of an EMAC member state emergency management organization who has served on the ETF and desiring to serve as Chair-elect of the Executive Task Force must first submit a letter from the state emergency management director of that member state authorizing said employee to stand for election. The director will further state his or her recognition that by virtue of election, the Chair-elect automatically becomes the Chair for another one-year term, followed by a one-year term as Immediate Past-chair, and that the candidate is allowed to accept the obligation and responsibilities that are associated with this important position, and specifically the willingness of the state to support the Chair in the performance of these duties and the functions of the NCG for the term of office as Chair. The letter will be forwarded to the EMAC Coordinator for distribution to members of the Executive Task Force for consideration. The ETF shall select a nominee by a simple majority vote of the ETF and recommend the nominee to the EMAC Committee for election at the Annual NEMA Conference.

2. EMAC Lead State Representative (LSR). The LSRs serve on the Executive Task Force and participates in all official functions of the Executive Task Force, such as, conference calls, NEMA Annual and Mid-Year Conferences, and other official EMAC activities. The LSR serves as a conduit of information between Member States and the Executive Task Force, mentors Member States within the region represented, and acts on behalf of Member States and votes on issues before the Executive Task Force. The LSR facilitates A-Team training courses for states located within their regional boundaries, and performs operational duties; such as serving on A-Teams, Regional and National Coordinating Teams or other such emergency functions as called upon to perform. A thorough description of LSR administrative and operational responsibilities and term rotation chart is shown as Attachment 1 to these Protocols and can be found in Section I. C.3. and as Attachment 1 to Section I of the 2006 EMAC Operations Manual.

a. Selection Process - No later than sixty (60) day prior to the NEMA Annual Conference, the current LSR shall poll the state directors of each Member State within the appropriate FEMA Region to select a successor state to serve as LSR for the next two (2) year term. The current LSR shall then notify the Executive Task Force Chair and provide the name of the successor LSR.

B. Term of Office - The term of office shall be two (2) years in duration commencing at the EMAC Executive Task Force meeting at the NEMA annual conference. An LSR can serve more than one term; however, every effort should be taken to rotate the LSR responsibility among Member States within every Region at the conclusion of each 2-year term. If for any reason an LSR is unable to complete his/her term of office, the LSR will follow 2(a) above to select a replacement for the unexpired portion of the term.

To ensure continuity of leadership and avoid having new LSR terms begin simultaneously, the LSR representing a FEMA Region that is oddly numbered will rotate on odd years and the LSR representing a FEMA Region that is evenly numbered will rotate on even years.

3. At-Large Representatives. Three At-Large Representatives who has demonstrated operations management skills or possess a specific expertise useful for enhancing EMAC is appointed by the Executive Task Force Chair for a one-year term. The terms can be consecutive providing the in-coming Chair reappoints the incumbent At-Large Representative to another term.

C. Executive Task Force Staff

1. EMAC Coordinator: The EMAC Coordinator, an employee of the Council of State Governments, serves on the staff of the, Executive Task Force and Special Assignment Task Forces in an Ex Officio/non-voting capacity. The EMAC Coordinator has primary responsibility for coordinating all EMAC activities, representing NEMA/EMAC on national resource typing and credentialing workgroups, maintaining the

EMAC web site in an operational state-of-readiness and serves as the national point-of-contact for EMAC inquiries. The EMAC Coordinator also functions as the administrative assistant to the Executive Task Force Chair.

2. EMAC Senior Advisor: The EMAC Senior Advisor is under contract with NEMA as a subject matter expert to provide guidance and expertise in all matters pertaining to enhancing and promoting EMAC and mutual-aid in general. The Senior Advisor reports to the NEMA Executive Director through the EMAC Coordinator and serves on the staff of the Executive Task Force, and Special Assignment Task Forces in a non-voting capacity. Responsibilities of the Senior Advisor include, but are not limited to, updating and delivering training curriculum, maintaining the EMAC Operations Manual, Field Operations Guide, Executive Task Force Operating Protocols, and representing NEMA/EMAC on national resource typing and credentialing workgroups, and serving as advisor to the ETF leadership

3. Legal Liaisons: The Chair of the NEMA Legal Committee and any other member of the NEMA Legal Committee selected by the Legal Committee Chair will serve as the Legal Liaisons to EMAC and provides legal opinions and advice on matters that have legal implications or issues pending action by the officers or staff. The Legal Liaison is a non-voting position on the EMAC and the Executive Task Force and therefore does not count against the number of positions allotted for these functions.

D. Special Assignment Task Force (SATF). If deemed necessary and recommended by the Executive Task Force Chair, the Executive Task Force shall select from among its membership, and other interested parties with specific expertise, as many Ad Hoc Special Assignment Task Forces as necessary to conduct specific assignments and projects to enhance the implementation, maintenance, and sustainability of the EMAC. A Special Assignment Task Force will be charged to complete a specific task within the term of office of the Chair who recommended a special task be undertaken. Said Special Assignment Task Forces shall meet with such frequency as the members of said task force decide is necessary to accomplish its assigned tasks. The Special Assignment Task Force shall make recommendations in regard to said assignments to the Executive Task Force. All recommendations of the Special Assignment Task Forces shall be subject to a simple majority vote of the membership present at the next regular or special meeting of the Executive Task Force following said recommendations of the Special Assignments Task Forces, which shall remain recommendatory only. The Executive Task Force Chair may be selected to serve upon any said Special Assignment Task Force, but not necessarily in the capacity of Special Assignment Task Force chairperson. As EMAC staff, the EMAC Coordinator and the EMAC Senior Advisor will serve in a non-voting capacity on all SATFs. A Chairperson for each designated Special Task Force shall be elected by a majority of the Special Assignment Task Force members.

E. EMAC Committee Overview and Approval. The membership of NEMA unanimously approved a resolution at the 2002 Mid-Year Conference granting the Executive Task Force leadership autonomy to act on behalf of the EMAC state membership and the authority to revise and maintain the Operating Protocols without approval by the NEMA Response and Recovery Committee that exercise oversight of the EMAC Operations Subcommittee and Executive Task Force at that time. The Executive Task Force Chair, through the EMAC Coordinator, shall provide all position papers, proposed resolutions, and other matters not clearly within the authorized purview of the Executive Task Force to the EMAC Committee for review and action. The Executive Task Force Chair, through the EMAC Coordinator, shall submit a bi-annual activity report to the EMAC Committee Chair no later than two-weeks prior to the NEMA Mid-Year and Annual Conferences.

F. Regular Meetings. A regular meeting of the Executive Task Force shall be held at least twice each year, once during the Annual Conference and once during the Mid-Year Conference of the National Emergency Management Association, and at other such time, day and place as shall be deemed necessary and designated by the Chair of the Executive Task Force. Meetings can be face-to-face or conducted by telephonic or electronic means. The notice of the meeting shall contain the purpose and means for transacting such business as may come before the ETF. The Executive Task Force may, by resolution, provide for the holding of additional meetings.

G. Special Meetings. Special meetings of the Executive Task Force may be called at the direction of the Executive Task Force Chair or by the EMAC Committee, to be held at such time, day and place as shall be designated in the meeting notice. Special meetings of the Executive Task Force may be called at the direction of the Executive Task Force Chair and Executive Task Force. Special meetings of any such designated Special

Assignment Task Force(s) may be called at the direction of the Executive Task Force Chair or the Lead of a Special Assignment Task Force. Meetings can be face-to-face or conducted by telephonic or electronic means.

F. Notice of Meetings. Notice of the time, day and place of any regular meeting of the Executive Task Force shall be given at least thirty (30) days previous thereto by notice sent by mail, facsimile, E-mail, or telephone to each Member-of-record at his or her work address as shown by the records of the Executive Task Force maintained by the EMAC Coordinator as required in Article III. Notice of the time, day and place of any special meeting of the Executive Task Force or Special Assignment Task Force shall be given at least seven (7) days previous thereto by notice sent by mail, facsimile, E-mail, or telephone to each Member-of-Record at his or her address as shown by the records of the Executive Task Force as maintained by the EMAC Coordinator as required in Article III. If mailed, notice of regular or special meetings shall be deemed delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. If other telephonic means are used, notice of regular or special meetings shall be deemed to be delivered upon execution by the EMAC Coordinator. The purpose for which a special meeting is called shall be stated in the notice thereof. Any Member may waive notice of any meeting. The attendance of a member at any meeting shall constitute a waiver of notice of such meeting, except where a member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting was not properly called or convened according to these Protocols.

G. Consent in Lieu of Meeting. Any action required or permitted to be taken by the Executive Task Force Chair may be taken, with the same force and effect as a unanimous vote of the ETF Membership, if all ETF Members shall individually or collectively consent in writing to such action. Such consent shall be signed and filed with the regular minutes of the Executive Task Force and maintained by the EMAC Coordinator.

H. Conduct of Business. Official business of the Executive Task Force shall consist of a simple majority of the Members-of-Record present pursuant to Article III. A. of these Protocols. The act of a majority of the members present at any official meeting at which a simple majority is present shall be the act or decision of the full Executive Task Force pursuant to Article III. B.

Official business of the Executive Task Force shall be conducted by a simple majority of the members present or participating and the act of a majority of the members present at a meeting, as herein defined, shall be the act or decision of the full Executive Task Force and shall bind upon the full EMAC state membership as stated in Article III. B and Article IV. A. of these Protocols.

I. Adjournment. Any meeting of the Executive Task Force, whether regular or special, may be adjourned from time to time by a vote of the majority of members present.

J. Compensation. Members and officers of the Executive Task Force or any Special Assignment Task Force shall not be compensated by the Executive Task Force, NEMA or the EMAC Committee for their services as members of the Executive Task Force or said Task Forces. Travel, per diem, and other related expenses incurred by each EMAC Member State representative in the performance of his or her duties on the Executive Task Force and any Special Assignment Task Force shall be the responsibility of each EMAC Member State. However, from time to time, travel expenses incurred by a member or members of the Executive Task Force or Special Assignment Task Forces may be reimbursed whenever such travel is at the invitation of the National Emergency Management Association on behalf of EMAC. Such travel must be approved in advance and associated with a specified task identified within the EMAC Strategic Plan. The decision is dependant on availability of funding for such purposes and left to the discretion of the NEMA Executive Director.

K. Transition of Leadership. The Chair of the Executive Task Force/National Coordination Group (NCG) will convene the Leadership Transition Team and schedule a transitional briefing and training exercise to be held in a location mutually agreed upon by the current NCG and the incoming NCG. The Leadership Transition Team is comprised of at a minimum, the current Chair and Chair-elect, immediate Past-Chair, EMAC Coordinator and EMAC Senior Advisor. The briefing should cover all transitional issues or operations currently being worked, EMAC system training for the incoming NCG staff of the successor state, and any information that will improve EMAC operations based upon the current NCG recommendations and experiences. The current ETF Chair and NCG will develop an exercise to test and train the incoming ETF Chair and NCG within 30-days prior of the hand-off of NCG

responsibilities. This will assist the incoming NCG in adapting the operational requirements of their particular state while performing NCG responsibilities during their tour of duty.

ARTICLE V: AMENDMENTS AND WAIVERS TO PROTOCOL

A. Amendments. These Protocols may be amended by a unanimous vote of the Executive Task Force as authorized in Article IV. A. or by a majority vote of the Executive Task Force membership comprising a quorum as defined in Article IV. H. An amendment to be proposed at a meeting shall be mailed to each Member of the Executive Task Force at least thirty (30) days prior to the date of the meeting. An amendment so made shall be effective immediately after adoption unless an effective date is specifically adopted at the time the amendment is enacted.

B. Waivers. These Protocols may be waived for the duration of one (1) regular or special meeting of the Executive Task Force by the affirmative vote of a simple majority of the Members in person present. The Waiver shall remain in effect from the point of its passage until the adjournment of the meeting in question.

✓ As approved by the EMAC Committee in Orange Beach, Alabama on September 19, 2006.

CONFIDENTIAL

E. EMAC A-Team Typing

RESOURCE:							
F. EMAC A-Teams							
CATEGORY:	Resource Management				KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Personnel	A-Team Leader	Yes	Yes				
Personnel	Operations Section Chief	Yes					
Personnel	Planning Section Chief	Yes					
Personnel	Logistics Section Chief	Yes					
Personnel	Finance/Admin Section Chief	Yes					
Personnel	Support Staff	Yes	Yes	Yes	Yes		
Personnel	National Guard Liaison	Yes	Yes	Yes			
Personnel	Experience and Training	EMAC Field Course, A-Team training, Past deployment**, ICS100, 200, 300, 700, 800	EMAC Field Course, A-Team training, Past deployment**, ICS100, 200, 300, 700, 800	EMAC Field Course, A-Team training, Past deployment**, ICS100, 200, 300, 700, 800	EMAC Field Course, A-Team training, ICS100, 200, 300, 700, 800		

RESOURCE: F. EMAC A-Teams						
CATEGORY:	Resource Management				KIND:	Team
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER
COMPONENT	METRIC					
COMMENTS:	<p>**Past deployment history is preferred during the initial response. As the event continues, it is appropriate and necessary to deploy inexperienced personnel for on the job training.</p> <p>A-Team Leader: In coordination with the in-state EMAC Authorized Representatives (AR) and Designated Contacts (DC), coordinates all activities of EMAC A-Teams: delegates staffing assignments, roles and responsibilities, and establishes work schedule. The single point of contact to the Requesting State EMAC personnel for signatures on REQ-As. Represents the A-Team on EMAC conference calls, deals with sensitive issues and conflict resolutions. Coordinates with NCG, RCT, and/or NCT, and NEMA as needed. The Team Leader may delegate tasks to an alternate in his/her absence.</p> <p>Operations Section Chief: Coordinates with Requesting State's operations to generate REQ-As. Provides Part I to A-Team Leader to obtain AR's signature. Transmits signed Part I of REQ-A to assisting state. Confirms receipts of REQ-A transmissions. Processes incoming Part II's and delivers to A-Team Leader for AR's signature of Part III. Confirms receipt of transmission. Upon confirmation, delivers to Finance/Admin Section Chief for data processing. Coordinates with Logistics Chief to ensure proper in-processing of personnel upon arrival to Requesting State, including accurate accountability. Supervises support staff in REQ-A generation, including alternate shifts. May request additional staff and designate Branch Directors to specific functions which are generating REQ-As (i.e. National Guard, Emergency Services, and Recovery).</p> <p>Planning Section Chief: Tracks all resources and generates and tracks all EMAC broadcasts in consultation with Operations and Finance/Admin. Section Chiefs with approval of Team Leader. Generates and broadcasts daily Situation Reports. Maintains deployment schedules and conducts forward planning for replacement missions or extensions. With approval of Team Leader, coordinates with NCG on A-Team Staffing. Feeds information to the affected state's public information officer for incorporation into their briefings. Works with GIS, if available, to create maps detailing deployment locations of EMAC resources or source. Monitors A-Team e-mails to prevent duplication of effort. Coordinates received information with appropriate team members. May request additional staff and delegate tasks.</p> <p>Logistics Section Chief: Coordinates with affected state, as much as possible, to identify logistical issues for incoming personnel. This may include, but is not limited to, travel arrangements, housing, feeding, and credentialing, in-processing, equipment, debrief, and out-processing. Responsible for collecting and maintaining accurate accountability information for all EMAC-deployed personnel. Coordinates all A-Team logistical issues including equipment and supplies. May request additional support staff and delegate responsibilities, including establishment of function-specific Branch Directors (i.e. Housing Branch, In-Out Processing Branch, etc.).</p> <p>Finance/Administration Section Chief: Responsible for all statistical, cost and data tracking. Works with NEMA to generate tracking spreadsheets, as required. Updates EMAC Online website with current mission status and data. May request additional staff and delegate tasks. Provides statistics to Planning Section Chief for incorporation into reports and GIS products. May request additional staff and delegate tasks.</p> <p>Section Support Staff: Qualified to work under any of the EMAC Section Chiefs as needed.</p> <p>National Guard Liaison: A qualified National Guard Liaison Officer will be assigned by the impacted state, an assisting state, or the National Guard Bureau.</p> <p>Note: EMAC A-Teams function under the command and control of the Requesting State. Typing scheme denotes the minimum capabilities. Each Section may request additional support staff once a need is established. Such additions require approval from the Requesting and Assisting States.</p>					

G. Operations Checklists

1. Mobilization Checklist



MOBILIZATION CHECKLIST

Incident Name/Mission Number: _____

Your EMAC mission is _____

You are being deployed to the State of _____

The staging area address is _____

You are to report to _____

Your scheduled reporting time/date is _____

Expected duration of assignment _____

Expected operating environment, communication protocol, assignment details

Before Deployment:

- Obtain situational briefing from EMAC Coordinator and required information from the EOC Supervisor (Assisting State).
- Obtain travel information from the EMAC Coordinator. (Assisting State)
- Prepare go-kit for specific assignment. (If an A-Team member, inventory the EMAC Go-Kit and sign accountability document if necessary).
- Notify State Emergency Operations Officer of the destination and expected function. Provide a cell phone or other contact numbers if known.
- Perform communications check with **all** assigned communications equipment prior to departure.
- Obtain location and persons to contact at the assigned destination and notify the State Emergency Operations Officer of this information.
- Insure all expenditure accountability documents are understood and identified before departure.
- Safety brief
- Carry fully executed REQ-A Form
- Take copies of professional licenses (if applicable)
- Passport (if traveling to Puerto Rico or Virgin Islands)

EMAC MOBILIZATION CHECKLIST

Upon Arrival at Deployment Station:

- Notify the Requesting State Point of Contact (Name) of your arrival at point of assignment and obtain mission briefing. Provide personal contact information for home station in case of emergency.
- Notify home state EOC Supervisor and/or State Emergency Operations Officer of your arrival at the point of assignment and provide an estimated date of departure and arrival back to home station.
- Perform communications check and confirm contact numbers with home station.
- ~~Report to your work area supervisor.~~
- Plan for continued operations, establish work shift to support the operations, report required information and input to A-Team.
- Maintain Contact with A-Team to keep them informed of location, mission, and contact information. Establish reporting schedule.
- Fill out Personnel Resource Information Sheet and provide to A-Team.
- Safety brief

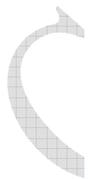
A-Team Specific Checklist Items:

- Notify your home office and the National Coordinating Team (NCT) and/or the National Coordination Group (NCG) of your arrival at the point of assignment. Perform communications check and confirm contact numbers.
- Check in with requesting state POC (i.e. EMAC Authorized Representative or Designated Contact) and obtain specific information pertaining to the resources currently needed.
- Attend Requesting State operations briefings.
- Establish computer interface within State EOC.
- Access EMAC Website and broadcast messages for requests and daily Situation Reports as needed.
- Obtain latest press releases.
- Obtain and read the daily Action Plan and Situation Reports.
- Attend Incident Action Plan meetings.
- Participate in conference calls as scheduled.
- Plan for continued operations, establish work shift, and insure that your schedule is posted at your assigned workstation.

EMAC Mobilization Checklist
Page 2 of 3

EMAC MOBILIZATION CHECKLIST

- Maintain every other day contact with deployed EMAC assets within your Area of Operations. Transfer the data from the EMAC Personnel Information Form onto the EMAC Deployed Personnel Tracker for this purpose.
- Maintain contact with NCT and/or NCG including reporting on a daily basis to keep them informed of affected locations, requested missions, and updated contact information.
- Maintain contact with assisting states on a regularly scheduled basis to keep them informed of personnel status and update contact information as needed.
- As your assignment comes to an end, follow Demobilization Procedure Checklist.



EMAC Mobilization Checklist
Page 3 of 3

3. EMAC Personnel Demobilization Checklist



DEMobilIZATION CHECKLIST

General Information

- The A-Team will facilitate all resource releases from an incident after obtaining concurrence from the National Coordination Group (NCG), or the National Coordinating Team or the Regional Coordinating Team when directed to do so by the NCG.
- The A-Team will coordinate its release with the respective state's EMAC Designated Contact.
- Resources will be released after the agreed upon tour of duty, or at such time that the requesting State Emergency Operations Center (SEOC) determines a resource is surplus to current missions.
- Demobilization activities will be coordinated with the Requesting State EOC and the A-Team.
- Resources will not be released unless alternate arrangements are approved.
- No resources will de-mobilize until authorized to do so by the requesting state.
- The A-Team will evaluate and coordinate transportation requirements with the SEOC.
- The NCG or the NCT or the RCT, with NCG concurrence, shall authorize release of an A-Team and return this function back over to the Requesting State.

General guidelines applying to EMAC resources before leaving the Requesting State:

- No resource will be released without the approval of the A-Team.
- No resources will be released without having a minimum of eight (8) hours off shift for R&R, unless specifically approved in advance by the A-Team.
- All resources must be able to return to their home duty station prior to 2200 (10:00PM) unless specifically approved in advance by the A-Team.
- The A-Team will attempt to debrief all personnel assigned to the incident prior to departure. The de-briefing will include:
 - Confirmation of travel arrangements.
 - Review of individual responsibilities for demobilization.
 - Ensuring any issued equipment for the incident is returned and all documentation is completed and submitted as required.

Common Responsibilities

- Safety of all personnel is paramount during demobilization.
- All personnel shall follow the procedures established in the EMAC Operations Manual and set forth in this checklist.
- The EMAC Personnel Demobilization Form and all other event required documents (i.e., ICS Form 221) should be used to demobilize personnel and redeploy back to their home duty station.

EMAC Demobilization Checklist
February 2007

EMAC DEMOBILIZATION CHECKLIST

The A-Team Team Leader, NCG, or designee shall:

- Approve demobilization plans.
- Ensure coordination, and reporting of, demobilization activities with federal authorities and other member states of the Compact.
- Prepare and execute demobilization plan in coordination with Requesting State authorities.
- Submit proposed release of resources for NCG approval.
- Debrief all EMAC personnel prior to release.
- Use Personnel Demobilization Form and review other EMAC documents (Personnel Information Form, Work Schedule Form, REQ-As, etc) to ensure all resources are accounted for and properly demobilized.
- Assess physical and mental health of A-Team members
- Report personnel issues and activity requiring investigation for follow-up to Assisting State and/or Requesting State (as deemed necessary)
- Fully brief/debrief replacement A-Team members or the NCG of the resource and EMAC operations status.
- Post final Situation Report on EMAC Website or will coordinate with the NCG or the NCT/RCT, with approval from the NCG, to close out operations prior to departure.
- Debrief Requesting State personnel, complete and submit all demobilization documents and return EMAC operations over to Requesting State and either the RCT or the NCT, with approval from the NCG.
- Gather all hard copy and electronic EMAC documents and mission records and ensure they are sent to the EMAC Coordinator at the National Emergency Management Association, P.O. Box 11910, Lexington, KY 40578-1910.

All Deployed Personnel and/or Resources shall:

- Make contact with A-Team for debriefing and other demobilization instructions as necessary.
- Advise the A-Team of method of travel, point of departure, destination and estimated time of arrival at home station.
- Return any equipment checked out for use during deployment.
- Report personnel issues to home state Authorized Representatives or Designated Contacts (as deemed necessary)
- Submit any documentation as needed or requested by A-Team and the Requesting State
- Notify the A-Team, Requesting State and Assisting State of safe arrival at home station upon return.
- Complete and submit the EMAC Response Survey Form as instructed on the Form upon arrival at home station.

H. *EMAC Forms*
1. REQ-A

CONFIDENTIAL

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

Event Name:		EMAC Broadcast Tracking #:	
Date:		Time:	
From the State of:		Requesting State Mission #:	Mission Type (circle):
To the State of:		Assisting State Mission #:	If NG (Circle):
			State or National Guard State Active Duty Title 32

SECTION I TO BE COMPLETED BY THE REQUESTING STATE

State Contact Person:		Telephone:	
Email:		Fax:	
Mission Assignment:			
Resources Needed:			
Mobilization:			
Date Needed:		Time needed:	hrs
Demobilization:			
Date Released:		Time released:	hrs
Special Deployment Considerations (details on page 2 – circle yes or no): yes no			
Resource Coordination Contact:	Name/title	Phone	E-mail
Staging Area - report upon arrival:	Location:	Address:	
Name of EMAC Authorized Representative: drop down from database for authorized representative for that state			
Signature of EMAC Authorized Representative:			Date:
EMAC A-Team representative certifies signature of REQ-A by EMAC Authorized Representative:	<input type="checkbox"/> Checking this box certifies that the EMAC A-Team representative (listed below) has received signature from the in-state EMAC Authorized Representative for this mission. REQ-A VOID if box is not checked AND name is not visible below.		
EMAC A-Team Representative:	Last Name:	First Name:	Home State:

SECTION II TO BE COMPLETED BY THE ASSISTING STATE

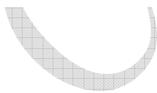
State Contact Person:		Telephone:	
Email:		Fax:	
Type of Assistance Available:			
In-state Resource Point of Contact:	Name:	phone	E-mail:
Date & Time Resources Available From:	Date hrs	Until:	Date hrs
Estimated Cost of this Deployment (details on page 3): \$			

SECTION III SIGNATURES FROM REQUESTING AND ASSISTING STATES

Requesting State	EMAC Authorized Representative:		Title:	
Agency:				
EMAC Authorized Representative Signature:				
Date:		Time:	hrs	
Assisting State	EMAC Authorized Representative Name:		Title:	
Agency:				
EMAC Authorized Representative Signature:				
Date:		Time:	hrs	

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance**
Form REQ-A, 2007

Special Deployment Considerations (please circle what applies):
Working Conditions: Health & Safety Concerns Protective Measures Needed Supplies and Equipment Needed
Living Conditions: Normal - all amenities available Minimal - some hotels/restaurants operational Base Camp (or similar) - meals/lodging provided Primitive - self sustaining for all amenities
Work Location/Facilities: State EOC: Local EOC Field - impacted area Joint Field Office Other
Additional Conditions Comments:
Safety Concerns/Remarks:



Emergency Management Assistance (EMAC) Interstate Mutual Aid Request for Assistance Form REQ-A, 2007

BREAKOUT OF COST ESTIMATE AND MISSION INFORMATION:					
Travel Costs:					
# of fuel consuming equipment:		# of non-fuel consuming equipment:			
Personal Vehicle:		Vehicle Rental/Fuel/Mileage:			
Air Travel:		Governmental Vehicle Costs:			
Meals/tips:		Lodging:			
Equipment Costs (insert lines as needed):					
Description			\$Cost		
Description			\$Cost		
Commodity costs (insert lines as needed):					
Description			\$Cost		
Description			\$Cost		
Other costs (insert lines as needed):					
Description			\$Cost		
Description			\$Cost		
Personnel and Costs:					
Total # of Personnel on Mission::		Total Daily Personnel Costs:			
Detail for Personnel costs (insert lines as needed):					
Name:	Salary: \$/hr for x hrs	Overtime: \$/hr for x hrs	Fringe: \$	Total Daily Cost \$	# of Mission Days



REQ-A Amendment Form:

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance**
Form REQ-A, 2007
AMENDMENT

AMENDMENT TO THE ORIGINAL REQ-A MISSION – RECORD ONLY CHANGED FROM THE ORIGINAL REQ-A – LEAVE ALL UNCHANGED BOXES BLANK					
State Contact Person:		Telephone:		Fax:	Email:
Change In Mission Assignment:					
Change in Special Deployment Considerations:					
Working Conditions:		Living Conditions:		Work Location/Facilities:	
Additional details for equipment/safety/living conditions/working conditions:					
Change in Staging Area to report to upon arrival:		Location:		Address:	
Revised Deployment Date:	Date	hrs	Revised Demobilization Date:	Date	hrs
Revised Estimated Cost of this Deployment (detail below):				\$	
CHANGES IN THE BREAKOUT OF COST ESTIMATE					
Changes in Travel Costs: (Details should be completed in Section IV – such as mileage, equipment cost details, etc.).					
Air Travel:		Auto Rental/Fuel/Mileage:		Personal Vehicle:	
Meals/tips:		Lodging:		Governmental Vehicle Costs:	
Equipment costs:		Commodity costs:			
Other costs: Description _____ Cost \$ _____					
Total Daily Costs:					
Total # of Personnel:		# of fuel consuming equipment:		# of non-fuel consuming equipment:	
Changes in Total Personnel costs:					
Name:	Salary: \$/hr for x hrs	Overtime: \$/hr for x hrs	Fringe: \$ OR %	Total Daily Cost \$	# of Mission Days
SECTION VI SIGNATURES FROM REQUESTING AND ASSISTING STATES					
Requesting State	EMAC Authorized Representative:		Title:		
Agency:					
EMAC Authorized Representative Signature:					
Date:		Time:		hrs	
Assisting State	EMAC Authorized Representative Name:		Title:		
Agency:					
EMAC Authorized Representative Signature:					
Date:		Time:			

2. Reimbursement Form R-1

Emergency Management Assistance (EMAC) Interstate Reimbursement Form (R-1)

Event: <input style="width: 50px;" type="text"/>	
Submitted to the Requesting State of: <input style="width: 100px;" type="text"/>	Date: <input style="width: 50px;" type="text"/>
By the Assisting State of: <input style="width: 100px;" type="text"/>	Form W-9 Enclosed: <input type="checkbox"/> Yes <input type="checkbox"/> No
For Services Specified in REQ-A Under the Requesting State Mission No: <input style="width: 50px;" type="text"/>	
Copies of Receipts and Payment Vouchers for Each Claim are attached: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Personnel Costs:	
Regular Time	<input style="width: 50px;" type="text"/>
Overtime	<input style="width: 50px;" type="text"/>
Employer Share of Fringe Benefits	<input style="width: 50px;" type="text"/>
Total Personnel Costs	<input style="width: 50px;" type="text"/>
Travel Costs	
Air Travel	<input style="width: 50px;" type="text"/>
Auto Rental / Gas / Mileage	<input style="width: 50px;" type="text"/>
Lodging	<input style="width: 50px;" type="text"/>
Government Vehicle Costs	<input style="width: 50px;" type="text"/>
Meals / Tips	<input style="width: 50px;" type="text"/>
Total Travel Costs	<input style="width: 50px;" type="text"/>
Equipment Costs	<input style="width: 50px;" type="text"/>
Contractual Costs	<input style="width: 50px;" type="text"/>
Commodities	<input style="width: 50px;" type="text"/>
Other Costs (Explain in Remarks)	<input style="width: 50px;" type="text"/>
Grand Total	<input style="width: 50px;" type="text"/>
Remarks <input style="width: 50px;" type="text"/>	
EMAC Authorized Representative: <input style="width: 100px;" type="text"/>	Signature: <input style="width: 100px;" type="text"/>
Title: <input style="width: 100px;" type="text"/>	Date: <input style="width: 50px;" type="text"/>
<small>The Authorized official of the Assisting State certifies that the totals for each category/claim are exact costs expended by the Assisting State to perform the services requested in the REQ-A. All additional supporting documentation not included with this claim will be maintained by the Assisting State for a period of three (3) years following the above date of submission and may be obtained for audit purposes by notifying the Assisting State authorized official named herein.</small>	

4/2/2007

3. Reimbursement Form R-2 Emergency Management Assistance (EMAC) Intrastate Reimbursement Form (R-2)

Event: ████████	
Submitted to the Assisting State of: ████████	Date: ████████
From City/County/State Department of: ████████	Vendor No: ████████
For Services Rendered Under State Mission No: ████████	EMAC Mission No: ████████
Copies of Receipts and Payment Vouchers for Each Claim are attached: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Personnel Costs:	
Regular Time	████████
Overtime	████████
Employer Share of Fringe Benefits	████████
Total Personnel Costs	████████
Travel Costs	
Air Travel	████████
Auto Rental / Gas / Mileage	████████
Lodging	████████
Government Vehicle Costs	████████
Meals / Tips	████████
Total Travel Costs	████████
Equipment Costs	████████
Contractual Costs	████████
Commodities	████████
Other Costs (Explain in Remarks)	████████
Grand Total	████████
Remarks ████████	
EMAC Authorized Representative: ████████	Signature: ████████
Title: ████████	Date: ████████
<small>The Authorized official of the Assisting State certifies that the totals for each category/claim are exact costs expended by the Assisting State to perform the services requested in the REQ-A. All additional supporting documentation not included with this claim will be maintained by the Assisting State for a period of three (3) years following the above date of submission and may be obtained for audit purposes by notifying the Assisting State authorized official named herein.</small>	

4/2/2007

4. EMAC Form REQ-B: NCT and RCT Cost Estimate

CONFIDENTIAL

Emergency Management Assistance (EMAC)
REQUEST TO STAFF FEMA NRCC OR RRCC OFFICE
 Form REQ-B, 2007

Event Name:	EMAC Broadcast Tracking #:	
Date:	Time:	
To the State of:	Assisting State Mission #:	

SECTION I TO BE COMPLETED BY NATIONAL EMERGENCY MANAGEMENT ASSOCIATION (NEMA)

EMAC Contact Person:	Telephone:	
Email:	Fax:	
Mission Assignment:		
Resources Needed:		
Mobilization:		
Date Needed:	Time needed:	hrs
Demobilization:		
Approximate Date/Time Resources To Be Demobilized:	Date:	hrs
Resource Coordination Contact:	Name/Title	Phone E-mail
Staging Area - report to upon arrival:	Location:	Address:

SECTION II TO BE COMPLETED BY THE ASSISTING STATE

State Contact Person:	Telephone:	
Email:	Fax:	
Type of Assistance Available:		
Date & Time Resources Available From:	Date hrs	Until: Date hrs
Estimated Cost of this Deployment (details below):	\$	

BREAKOUT OF COST ESTIMATE AND MISSION INFORMATION:

Travel Costs:						
# of fuel consuming equipment:		# of non-fuel consuming equipment:				
Air Travel:	Vehicle Rental/Fuel/Mileage:	Personal Vehicle:	Governmental Vehicle Costs:			
Meals/tips:		Lodging:				
Other costs (insert lines as needed):						
	Description		\$Cost			
	Description		\$Cost			
Personnel and Costs:						
Total # of Personnel on Mission:		Total Daily Personnel Costs:				
Detail for Personnel costs (insert lines as needed):						
	Name:	Salary: \$/hr for x hrs	Overtime: \$/hr for x hrs	Fringe: \$	Total Daily Cost \$	# of Mission Days

Emergency Management Assistance (EMAC)
REQUEST TO STAFF FEMA NRCC OR RRCC OFFICE
 Form REQ-B, 2007
AMENDMENT

AMENDMENT TO THE ORIGINAL REQ-A MISSION – RECORD ONLY CHANGED FROM THE ORIGINAL REQ-A – LEAVE ALL UNCHANGED BOXES BLANK						
State Contact Person:		Telephone:		Fax:	Email:	
Change In Mission Assignment:						
Change in Staging Area to report to upon arrival:		Location:		Address:		
Revised Deployment Date:	Date	hrs	Revised Demobilization Date:	Date	hrs	
Revised Estimated Cost of this Deployment (detail below):				\$		
CHANGES IN THE BREAKOUT OF COST ESTIMATE						
Changes in Travel Costs: (Details should be completed in Section IV – such as mileage, equipment cost details, etc.).						
Air Travel:		Auto Rental/Fuel/Mileage:		Personal Vehicle:	Governmental Vehicle Costs:	
Meals/tips:		Lodging:				
Other costs:						
Description		Cost \$				
Total Daily Costs:						
Total # of Personnel:		# of fuel consuming equipment:		# of non-fuel consuming equipment:		
Changes in Total Personnel costs:						
	Name:	Salary: \$/hr for x hrs	Overtime: \$/hr for x hrs	Fringe: \$ OR %	Total Daily Cost \$	# of Mission Days

COMPLETED

5. Non-CSG Employee Expense Report

NON-CSG EMPLOYEE EXPENSE REPORT

Print Name: _____ Social Security No: _____

Mailing Address: _____

Phone No. (____) _____ Date Submitted: _____

Business Purpose: _____

Date & Description of Activity	Hotel	Trans.	Meals	Other	Total
TOTAL:					

CSG USE ONLY:

Cost Center	A/C #	Amount	Approved By:
__ - __ - __ - _____ - _____		\$ _____	_____
__ - __ - __ - _____ - _____		\$ _____	_____
__ - __ - __ - _____ - _____		\$ _____	_____
Total To Be Reimbursed :		\$ _____	