



Emergency Management Assistance Compact



# EMAC Operations Manual

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The EMAC Operations Manual is reviewed and revised as needed by NEMA, the EMAC Executive Task Force, and the EMAC Committee.

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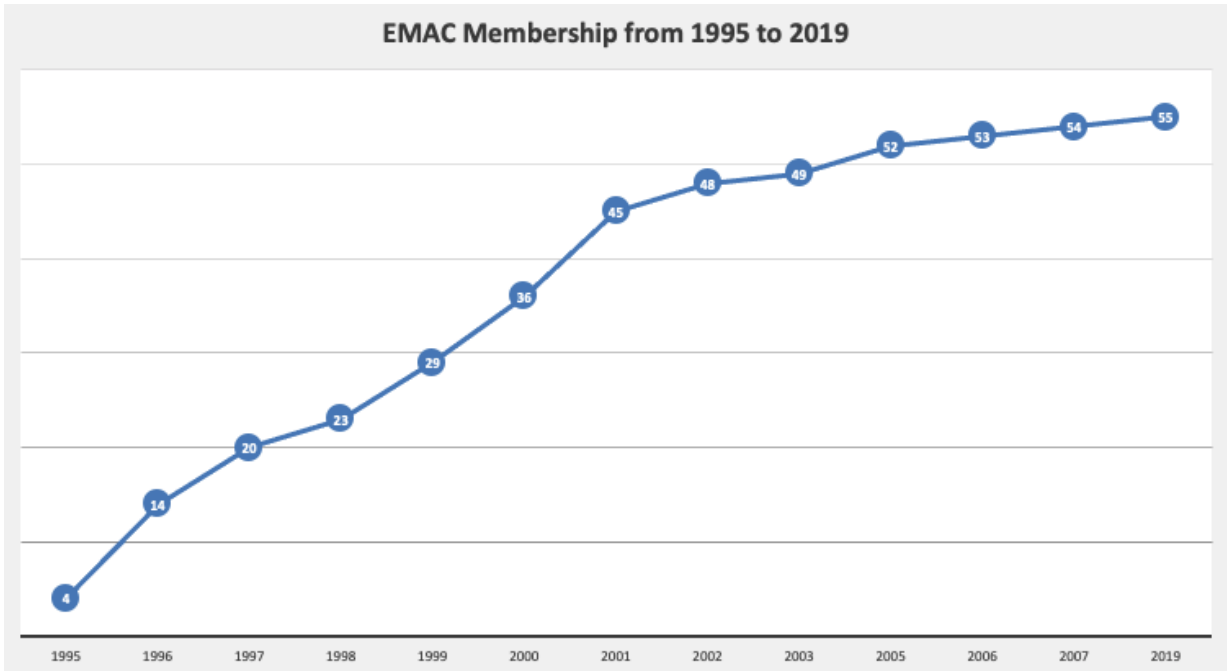
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1 **Introduction**

2 This nation was founded on the basic principle of “neighbors helping neighbors”. From that  
3 simple premise, mutual aid has evolved into a standalone response capability.



4 The Emergency Management Assistance Compact (EMAC) evolved from a regional concept  
5 of a few states helping one another following the devastation caused by Hurricane Andrew  
6 in 1992, to a nationally adopted mutual aid compact comprised of 50 states, the District of  
7 Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, and the Northern Mariana Islands.  
8

9  
10 In 2021, EMAC celebrated 25 years since the US  
11 Congress passed EMAC law (PL 104-321) in  
12 October 1996. EMAC’s growth has built on the  
13 Homeland Security Exercise and Evaluation  
14 Program (HSEEP) consistent after-action  
15 reviews, the implementation of  
16 recommendations by EMAC Members, and  
17 advances in technology.  
18



19 The 2021 EMAC Operations Manual contains the official policies and procedures for the  
20 implementation, administration, and operational management of the Emergency  
21 Management Assistance Compact (EMAC) system.  
22

23 The EMAC Operations Manual is divided into the following sections:

- 24 ● **Summary of the EMAC Articles of Agreement** provides an overview of state EMAC  
25 law, actions required by law to be taken for operational implementation of EMAC,  
26 and member responsibilities
- 27 ● **EMAC Governance and Responsibilities** explains the EMAC organizational and  
28 governance structure, the operational components and operational management  
29 of EMAC
- 30 ● **Coordination with Federal Partners** describes the responsibilities and functions of  
31 the operational components and explains how EMAC is coordinated with FEMA,  
32 Emergency Support Functions (ESFs), and core capabilities
- 33 ● **Standard Operating Guidelines** defines the Standard Operating Guidelines and  
34 responsibilities during each phase of the EMAC Process
- 35 ● **Tools Supporting State Implementation of EMAC** provides a brief overview of the  
36 tools and systems available to EMAC Members in the implementation of EMAC
- 37 ● **Sensitive Events and Open Records Requests** describes recommended actions for  
38 EMAC Members when requesting or providing assistance for a sensitive event or  
39 managing an open records request
- 40 ● **EMAC Training** details official EMAC training courses available to Deployed  
41 Personnel, Resource Providers, state emergency management and other  
42 stakeholders. These courses are developed and maintained by NEMA
- 43 ● **EMAC Exercises** includes an overview on exercise recommendations with a  
44 reminder that exercises are part of a states' responsibility
- 45 ● **EMAC Forms** identifies the use and location of EMAC forms
- 46 ● **Best Practices** identifies where state best practices may be found on the EMAC  
47 website
- 48 ● **Checklists** for pre-event preparation, activation, request and offer, response, and  
49 reimbursement
- 50 ● **Appendices** contain the EMAC Articles of Agreement and a glossary

51  
52 A series of support documents have been  
53 developed to accompany the EMAC Operations  
54 Manual. The following guidebooks are available on  
55 the EMAC website and can be accessed by EMAC  
56 Authorized Representatives, EMAC Coordinators,  
57 and EMAC Designated Contacts.

- 58 ● EMAC Executive Task Force Protocols
- 59 ● A-Team Standard Operating Guidelines

### EMAC Executive Task Force Protocols

Provide the protocols &  
directives for conducting  
official business of the EMAC  
Executive Task Force.



- 60 ● National Coordinating State Standard Operating Guidelines
- 61 ● National EMAC Liaison Team Standard Operating Guidelines
- 62 ● Regional EMAC Liaison Team Standard Operating Guidelines
- 63 ● Resource Provider and Deploying Personnel Standard Operating Guidelines
- 64 ● EMAC R-2 Reimbursement Package Job Aid
- 65 ● EMAC Mission Ready Package Job Aid(s)

66

67 All EMAC Member Authorized Representatives and Designated Contacts, as well as other  
68 state personnel who are likely to comprise an EMAC Operational Component, such as an  
69 Advance Team (A-Team), National EMAC Liaison Team, Regional EMAC Liaison Team, Chair  
70 and State of the EMAC Executive Task Force (National Coordinating State) or lead state  
71 representative on the EMAC Executive Task Force should become familiar with the above  
72 referenced policies, guidelines, and job aids in order to implement EMAC in a timely manner  
73 as a routine practice.

74

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75 **Summary of the EMAC Articles of Agreement**

76 The following section provides an overview of each EMAC Article and actions that should  
77 be taken by party states to ensure they are prepared to implement EMAC using the  
78 procedures standardized for the consistent nationwide EMAC program implementation.

79

80 **States should periodically review their state EMAC law to ensure consistency with the**  
81 **EMAC Articles of Agreement found in Public Law 104-321.**

82

83 The Articles as written in law are available in [EMAC Articles of Agreement](#).

**The Original Thirteen Articles of EMAC**

refers to Member States as “party states” meaning each state approving these articles and passing them into state law becomes an active “party” to the Emergency Management Assistance Compact.

84 **Article I: Purpose and Authorities**

- 85
- 86 • Provide for mutual assistance between the states when the Governor of a disaster-  
87 affected state has declared a state of emergency or a state of disaster before receiving  
88 resources through EMAC
  - EMAC may be used during training and exercises without a declaration

89 **Article II: General Implementation**

- 90
- 91 • Recognizes that states may need resources from other states in response to  
92 emergencies or disasters
  - 93 • Clarifies the fundamental principle of responding promptly, fully, and effectively  
94 for the safety, care, and welfare of impacted citizens
  - 95 • Makes clear that states are to make available through EMAC all resources in their  
96 state that could be used in the event of an emergency or disaster (natural or man-  
97 made)
  - 98 • Specifies that each state have a legally designated “Authorized Representative”  
99 (AR) who is responsible for implementing EMAC on behalf of the Governor. This  
100 person is the Director of the State EMA (or the State EMA Director’s appointed  
101 designee(s))
  - The State EMA is responsible for implementing EMAC in their state

102 **Article III: Party State Responsibilities**

- 103
- 104 • Review individual state hazard analyses to determine potential emergencies the party  
105 states might jointly suffer
  - Develop a plan for the interstate management and provision of assistance

- 106 • Develop interstate procedures to fill any identified response capability gaps
- 107 • Assist in warning communities adjacent to, or crossing, the state boundaries
- 108 • Protect and assure uninterrupted delivery of services, medicines, water, food, energy
- 109 and fuel, search and rescue, and critical lifeline equipment, services, and resources,
- 110 both human and material
- 111 • Inventory and set procedures for the interstate loan and delivery of human and
- 112 material resources, together with procedures for reimbursement or forgiveness
- 113 • Provide, to the extent authorized by law, for the temporary suspension of any statutes
- 114 or ordinances that restrict the implementation of the above responsibilities
- 115 • The Authorized Representative of a party state may request assistance from another
- 116 party state by contacting the Authorized Representative of that state
- 117 • Requests may be verbal or in writing. If verbal, the request shall be confirmed in
- 118 writing within 30 days from the date of the request. Requests shall include the
- 119 following information:
  - 120 ○ A description of the emergency support function, or core capability for which
  - 121 assistance is needed
  - 122 ○ The amount and type of personnel, equipment, materials, and supplies needed,
  - 123 and a reasonable estimate of the length of time resources will be needed
  - 124 ○ The specific place and time for staging of the assisting party's response resources,
  - 125 to include a point of contact at that location
- 126 • There shall be frequent consultation between state officials who have assigned
- 127 emergency management responsibilities and other appropriate representatives of
- 128 the party states

#### 129 **Article IV: Limitations**

- 130 • It is understood that the state rendering aid may withhold resources to the extent
- 131 necessary to provide for reasonable protection for such state
- 132 • The same powers personnel have in their home state are transferred to the
- 133 Requesting State except those of arrest. Powers of arrest are only transferred upon
- 134 taking a temporary oath of office within that state
- 135 • Responding EMAC forces will remain under command and control of their regular
- 136 leaders but will come under operational control of the authorities of the receiving
- 137 entity

#### 138 **Article V: Licenses and Permits**

139 Whenever any person holds a state issued license, certificate, or other permit the person  
140 shall be deemed licensed, certified, or permitted by the state requesting assistance, subject

141 to any limitations and conditions as the governor of the Requesting State may prescribe by  
142 executive order or otherwise.

### 143 **Article VI: Liability**

- 144 • EMAC responders of a party state rendering aid to another party state shall be  
145 considered agents of the Requesting State for tort liability and immunity purposes
- 146 • So long as an individual is acting in good faith and not found negligent, they shall not  
147 be liable for an act or omission

### 148 **Article VII: Supplementary Agreements**

149 Nothing herein contained shall preclude any state from entering into supplementary  
150 agreements with another state or affect any other agreements already in force between  
151 states.

### 152 **Article VIII: Compensation**

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

158  
159 It is important to note that workers' compensation is not eligible for reimbursement. The  
160 impact of an injury or death that occurred during an EMAC deployment may have an on-  
161 going obligation through workers' compensation claims to the Assisting State or Resource  
162 Provider just as if that individual were working in their home state.

### 163 **Article IX: Reimbursement**

164 Any party state rendering aid in another state pursuant to this compact shall be reimbursed  
165 by the receiving state for loss or damage to equipment, the costs of operating equipment,  
166 and the costs of providing services in response to a request for assistance.

### 167 **Article X: Evacuation**

- 168 • States may agree to receive and host evacuees for an affected state under the  
169 provisions of the compact
- 170 • The evacuating state and the hosting state shall mutually agree as to reimbursement  
171 of out-of-pocket expenses incurred in receiving and caring for such evacuees

### 172 **Article XI: Implementation**

- 173 • The compact becomes operative immediately upon its enactment into law

- 174 • Any party state may withdraw from the compact by enacting a statute repealing the  
175 same  
176 • EMAC state legislation is a matter of record in each party state

177 **Article XII: Validity**

178 If any provision of EMAC law is declared to be unconstitutional or invalid, it will not affect  
179 the constitutionality of the remainder of the law.

180 **Article XIII: Additional Provisions**

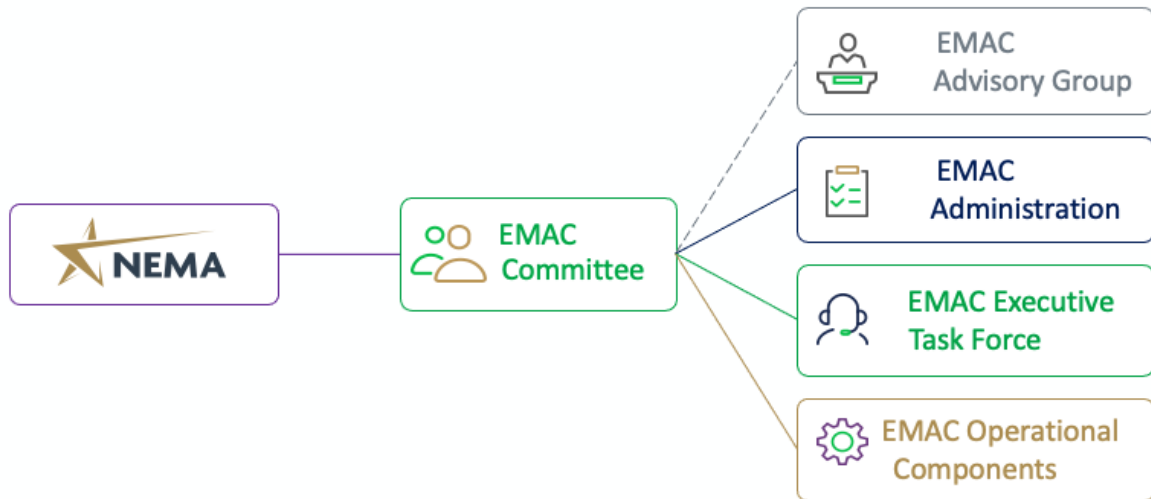
181 The National Guard may deploy through EMAC under both Title 32 and State Active Duty.  
182 However, the use of the National Guard under the authority of the President through EMAC  
183 is prohibited.

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185 **EMAC Governance and Responsibilities**

186 There are six primary elements within the EMAC governance structure: The National  
187 Emergency Management Association, the EMAC Committee, EMAC Administration, the  
188 EMAC Advisory Group, the EMAC Executive Task Force, and the EMAC Operational  
189 Components. The general responsibilities, functions, and duties for each are described in  
190 this section.



191

192 **A. The National Emergency Management Association Membership**

193 NEMA is a nonpartisan, nonprofit 501(c)(3) association comprised of emergency  
194 management and homeland security professionals dedicated to protecting our nation.  
195 The NEMA mission is to develop the partnerships and initiatives necessary to improve  
196 the nation’s capabilities to protect the public through prevention, mitigation,  
197 preparedness, response, and recovery from all  
198 emergencies, disasters, and threats to our  
199 homeland. NEMA’s voting membership (state  
200 emergency management directors) maintains  
201 authority and control over EMAC.



202

203 **B. The EMAC Committee**

204 The EMAC Committee is responsible for oversight of the Compact. The EMAC  
205 Committee delegates responsibility for conducting business and emergency operations  
206 responsibilities on its behalf to the NEMA Staff, the EMAC Executive Task Force (ETF),  
207 and the EMAC Operational Components.

208

209 The EMAC Committee receives recommendations for the selection of the ETF Chair-  
210 Elect by the EMAC Executive Task Force and votes on acceptance of the recommended  
211 Executive Task Force Chair-Elect. All Members have agreed to accept EMAC Committee  
212 decisions made within the purview of the NEMA By-Laws.

213

214 The EMAC Committee consists of a chair, vice-chair, and state emergency management  
215 directors (or their designees) as well as non-voting liaison members from the private  
216 sector, legal counsel, NEMA past presidents and the Chair of the EMAC Executive Task  
217 Force. The emergency management director from every state and territory that has  
218 passed EMAC legislation and signed EMAC into (state) law is invited to participate on  
219 the EMAC Committee.

220

221 The current membership of the EMAC Committee is maintained by NEMA.

#### 222 **EMAC Committee Chair and EMAC Committee Vice-Chair**

- 223 • **Election:** Selected annually by the NEMA president
- 224 • **Term:** One year (but may serve consecutive years)
- 225 • **Roles/Responsibilities:** Provides direct oversight of the EMAC Executive Task  
226 Force (ETF) through coordination with the EMAC ETF chair and NEMA staff,  
227 works on national policies that impact EMAC Members, and provides updates  
228 to Congress upon request
- 229 • **Voting Member:** Yes

230

#### 231 **EMAC State Emergency Management Agency Director Committee Members**

- 232 • **Election:** Volunteer or may be appointed
- 233 • **Term:** One year (but may serve consecutive years)
- 234 • **Roles/Responsibilities:** Provides overall guidance and policy direction for  
235 EMAC
- 236 • **Voting Member:** Yes

237

### 238 **C. EMAC Administration**

239 Since 1995, the National Emergency Management Association (NEMA), headquartered  
240 in Lexington, Kentucky, has administered EMAC. NEMA serves as the administrative  
241 body for EMAC in support of the EMAC Members by:

- 242 • Providing day-to-day overall administration and management of EMAC
- 243 • Providing operational support to states

- 244 • Supporting the EMAC Governance Structure to include the NEMA membership,  
245 EMAC Committee, EMAC Executive Task Force, EMAC Advisory Group, and EMAC  
246 Operational Components
- 247 • Maintaining online tools used to implement EMAC (such as the EMAC website,  
248 EMAC Operations System, Mutual Aid Support System, Resource Planner and more)
- 249 • Sharing situational awareness as needed during major activations
- 250 • Remaining true to the legislated articles and intent of EMAC
- 251 • Providing coordination and support of DHS/FEMA activations, where appropriate
- 252 • Serving on national committees, under the leadership of the Department of  
253 Homeland Security (DHS), devoted to enhancing mutual aid through resource  
254 typing, resource management, credentialing, and catastrophic disaster planning  
255 initiatives
- 256 • Securing and managing grants to grow and sustain EMAC strategic initiatives
- 257 • Serving as an advocate to state elected officials, Congress, and the federal  
258 government to ensure EMAC is recognized as the nation’s premier interstate mutual  
259 aid system
- 260 • Answering inquiries from Members and stakeholders
- 261 • Keeping Members informed on new and emerging issues
- 262 • Promoting and marketing EMAC as well as mutual aid in general
- 263 • Maintaining EMAC documents
- 264 • Providing instructors to support EMAC courses taught at FEMA’s Emergency  
265 Management Institute
- 266 • Providing educational opportunities related to EMAC
- 267 • Conducting and assisting with EMAC training, exercises, and education
- 268 • Developing delivering training and education on EMAC
- 269 • Providing a forum for input into the EMAC process
- 270 • Working to resolve issues to the satisfaction of EMAC Members
- 271 • Supporting other responsibilities as requested that impact EMAC or national mutual  
272 aid

#### 273 **D. EMAC Advisory Group**

274 The EMAC Advisory Group (EAG), established in 2006, gives national organizations a  
275 venue through which to work in coordination with the EMAC Committee and the  
276 EMAC Executive Task Force. Membership to the group is by invitation only to  
277 representatives from national organizations and other mutual aid stakeholders.

278



279 The current roster of EMAC Advisory Group members is available to state emergency  
280 management agency users on the EMAC website. The EMAC Advisory Group is led by  
281 the leadership of the EMAC Committee and EMAC Executive Task Force.

### 282 **1. EMAC Advisory Group Mission**

283 To facilitate the effective integration of multi-discipline emergency response and  
284 recovery assets for nationwide mutual aid through EMAC.

### 285 **EMAC Advisory Group Roles and Responsibilities**

- 286 • Represent the issues, position, resource capabilities, requirements, and best  
287 practices of their respective disciplines and national organizations
- 288 • Facilitate EMAC outreach, education, and training opportunities
- 289 • Share situational awareness information with national memberships,  
290 organizations, and agencies during major EMAC activities, as necessary and  
291 appropriate
- 292 • Participate in conference calls, meetings, and after-action reviews on behalf of  
293 national membership
- 294 • Identify emerging issues and make recommendations that may impact the  
295 development and strategic direction of EMAC
- 296 • Network in the states to pre-plan for EMAC deployments
- 297 • Promote the development of Mission Ready Packages (MRPs) and inventory of  
298 MRPs in the Mutual Aid Support System (MASS)

### 299 **Goals of the EMAC Advisory Group**

- 300 • Promote a better understanding of EMAC for multi-discipline emergency  
301 response and recovery entities, and mutual aid partners
- 302 • Create a forum for mutual aid stakeholders to provide input and feedback to  
303 NEMA to enhance mutual aid through EMAC
- 304 • Advance interstate and intrastate mutual aid

### 305 **E. The EMAC Executive Task Force (ETF)**

306 The EMAC Executive Task Force (ETF) formulates and provides policy guidelines and  
307 procedures pertaining to the implementation of EMAC in coordination with NEMA  
308 who provides administrative support and guidance.

309

310 The EMAC Committee grants the ETF the power to consider all matters of supervision  
311 and control of the business and operational affairs, and to take whatever action is  
312 deemed appropriate on behalf of the Members. All recommendations and actions of  
313 the ETF shall be subject to approval by the membership present at the next regular

314 meeting of the EMAC Committee. In the interim period between formalizing the  
315 actions taken by the ETF and said meeting of the EMAC Committee, the EMAC state  
316 membership shall abide by the recommendations and actions taken by the ETF on  
317 their behalf.

318

319 The voting membership of the ETF shall not exceed seventeen (17). Included among  
320 this number are the current ETF Chair, the current ETF Chair-Elect, the Immediate Past  
321 ETF Chair, three (3) At-Large Representatives, the ten (10) lead state representatives  
322 (one from each FEMA region), and one individual from the Legal Counsel Committee.

323

324 The ETF operates according to the EMAC Executive  
325 Task Force Operating Protocols which can be found on  
326 the EMAC website. The Operating Protocols outline  
327 both the operational and non-operational duties of the  
328 ETF.

329

330 The current roster of the EMAC ETF is available to state  
331 emergency management agency users on the EMAC  
332 website.



## 333 **F. The EMAC Operational Components & Operational Management**

334 The EMAC Operational Components work together during an incident to share  
335 information and ensure the EMAC procedures are being followed.

336

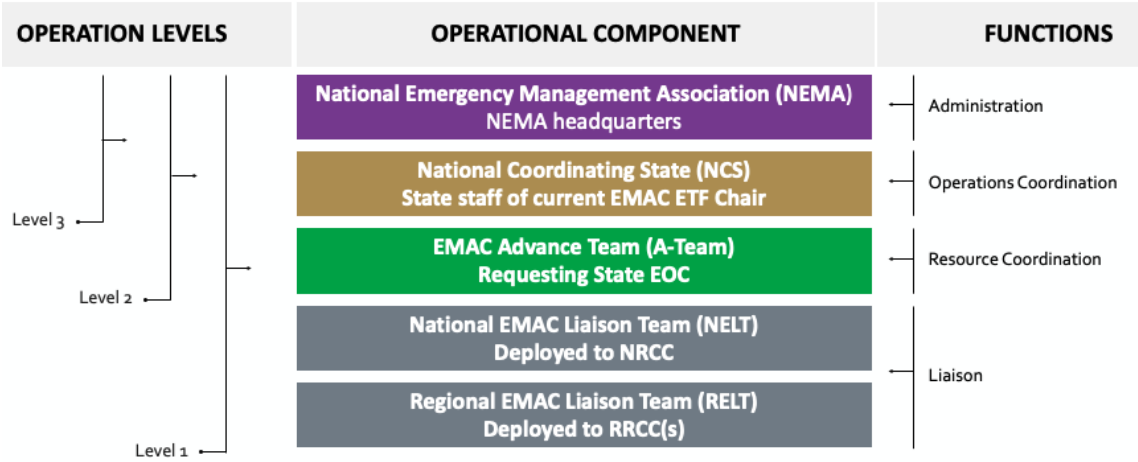
337 The EMAC Operational Components consist of the National Emergency Management  
338 Association, National Coordinating State, A-Team, National EMAC Liaison Team and  
339 Regional EMAC Liaison Team(s).

340

341 Standard Operations Guidelines for each of these components is available to state  
342 emergency management agency users on the EMAC website.

343

# EMAC Operational Management



344  
345

### G. National Emergency Management Association

346 During an incident, NEMA serves an administrative function with the following  
347 responsibilities:  
348

- 349 • Work with the NCS to coordinate operations
- 350 • Maintain the EMAC Operations System (EOS) and resolve system issues
- 351 • Maintain data integrity and ensure events are maintained and updated
- 352 • Answer questions about the use of the EMAC Operations System and provide
- 353 technical support as needed to EMAC Members
- 354 • Ensure the timely fulfillment of resource requests
- 355 • Resolve policy issues in coordination with the NCS or NEMA Leadership
- 356 • Ensure coordination between the NCS, A-Teams, the NELT, and RELT(s)
- 357 • Serve as a virtual liaison to the NRCC until such time as the NCS or a NELT can fill
- 358 the need
- 359 • Support NELT/RELT sharing of information to federal partners
- 360 • Serve as the National Guard liaison to the National Guard Bureau (NGB)
- 361 • Provide reports to FEMA upon request in compliance with the NEMA Data Policy

### H. National Coordinating State (NCS)

362 The Chair of the ETF serves a dual role as the lead of the NCS. Thus, the NCS is the home  
363 state of the ETF Chair. In this unique role an EMAC Members has national operational  
364 responsibility for EMAC and is primary point of contact for a disaster affected state.  
365

366  
367 The NCS serves an operations coordination function with the following responsibilities:

- 368 • Has overall control of EMAC operations

- 369 • Ensures operational procedures are followed and in coordination with NEMA  
370 resolves any policy or procedural issues
- 371 • Identification and staffing of A-Teams and liaison teams
- 372 • Ensures situation reports on EMAC activities are issued in a timely manner
- 373 • Follows up with states to ensure resource needs are met
- 374 • Conducts outreach with stakeholders on the EMAC Advisory Group to resolve  
375 issues and meet resource needs
- 376 • Provide virtual support to the NRCC until the NRCC is staffed or in lieu of NRCC  
377 staffing

378

379 The NCS Lead is listed on the EMAC website as the Chair of the EMAC ETF.

380

381 More information on the NCS can be found in the NCS SOG which is available to state  
382 emergency management agency users on the EMAC website.

383

#### 384 **I. Advance Team (A-Team)**

385 Advance Teams (A-Teams) have the primary responsibility of implementing the EMAC  
386 process in both the Requesting and Assisting States as assigned by the state emergency  
387 management director or their designee.

388

389 All EMAC Members are responsible for identifying personnel to serve on A-Teams and  
390 for providing adequate workspace with equipment and services to ensure the A-Team  
391 will be successful. The A-Team workspace should be located in the State EOC, the Joint  
392 Field Office (JFO), or other Command and Control Center in close proximity to an EMAC  
393 Authorized Representative (AR). Nominations to be a member of the A-Team will be  
394 made by the EMAC Coordinator to NEMA, which has responsibility for qualifying A-  
395 Team members.

396

397 The following section details some of the specific responsibilities of Requesting and  
398 Assisting State A-Teams.

399

#### 400 **The Requesting State A-Team**

401 The Requesting State's A-Team is responsible for the following:

- 402 • Development and broadcast of requests for assistance as directed by the  
403 Requesting State's EMAC Authorized Representative or their designee
- 404 • Development of a daily Situation Report

- 405 • Review of all offers of assistance, analyze them to determine if offers match
- 406 requests, and provide information to the Requesting State EMAC Authorized
- 407 Representative or designee
- 408 • At the direction of the Requesting State’s EMAC Authorized Representative, accept
- 409 or decline offers of assistance
- 410 • Prepare Section 2 of the RSA for the signature of the Requesting State’s EMAC
- 411 Authorized Representative, and complete the RSA process so the Assisting State
- 412 may deploy the approved response resource
- 413 • Provide reports to the Requesting State
- 414 • Providing situational awareness on EMAC activities
- 415 • Maintaining records for the state
- 416 • Provide guidance on the operational procedures of the EMAC system
- 417 • The Requesting State internal or external A-Team shall be represented on all
- 418 operations conference calls during an event
- 419

420 The Requesting State A-Team, one of the EMAC Operational Components, also has the

421 responsibility for sharing information and activities in the Requesting State with all

422 other EMAC Operational Components (NEMA, NCS, National EMAC Liaison Team

423 (NELT), and Regional EMAC Liaison Teams (RELTs)).

424

425 **The Assisting State A-Team**

426 The Assisting State A-Teams are responsible for the following:

- 427 • Coordinating with the EMAC Authorized Representative to determine if the state
- 428 can provide assistance
- 429 • Coordinating with Resource Providers to obtain cost estimates
- 430 • Making offers of assistance to new/open requests within the EOS as directed by
- 431 the Assisting State EMAC Authorized Representative or designee
- 432 • Processing of EMAC RSAs Section 1 for signature by State EMAC Authorized
- 433 Representative and ensuring completion of RSAs
- 434 • Maintaining records for the state
- 435

436 Assisting State A-Teams are typically Type IV Teams consisting of two personnel but

437 larger teams should be requested if necessary to accomplish all necessary EMAC

438 functions (A-Team Leader, Operations, Planning, Logistics, and

439 Finance/Administration) as they pertain to the Assisting State. Any team can be

440 expanded if needed. For example, the Type IV team could be expanded to three

441 personnel if an extra person is required.

442

443 A-Team typing guidelines, training and qualification requirements and standard  
444 operating procedures are defined in the EMAC Advance Team (A-Team) Standard  
445 Operating Guidelines available to state emergency management agencies on the  
446 EMAC website).  
447

#### 448 **J. National EMAC Liaison Team**

449 Coordinating the state response through EMAC with the Federal Emergency  
450 Management Agency/Department of Homeland Security (FEMA/DHS) at FEMA  
451 headquarters is the responsibility of the National EMAC Liaison Team (NELT).  
452

453 Should FEMA/DHS request a NELT be deployed, they will contact NEMA.  
454

455 If funding is available and states are actively requesting/deploying resources through  
456 EMAC, when the request is received, a team will be identified by the NCS and deployed  
457 to the National Response Coordination Center (NRCC) at DHS/FEMA Headquarters in  
458 Washington, D.C. During events where a deployment is not warranted, funding is not  
459 available or physical deployments are not possible due to the availability of personnel,  
460 the NCS or NEMA will provide situational awareness upon demand by FEMA.  
461

462 The NELT serves as a liaison team representing all aspects of EMAC (NEMA, the NCS,  
463 and the EMAC Members). The role of the NELT is to share situational awareness with  
464 EMAC Operational Components, FEMA, the Emergency Support Functions (ESFs) and to  
465 discuss/resolve issues that arise during the operation, on behalf of EMAC Members. The  
466 NELT may need to contact EMAC A-Teams to validate information or obtain situational  
467 awareness that was not shared through the EMAC Operations System or on daily EMAC  
468 Coordination Calls.  
469

470 The NELT will be comprised of one or more persons experienced in EMAC operations.  
471 The composition of the NELT is dependent on mission requirements.  
472

473 While the NCS identifies the NELT team, the EMAC Members are responsible for  
474 recommending personnel to serve on the NELT. The NELT mission is unique and requires  
475 individuals with experience and the ability to engage with the Federal level  
476 management team.  
477

478 The role of the NELT is facilitated by the Liaisons companion application.  
479

480 The Standard Operating Guidelines for the NELT are in the NELT SOG available to state  
481 emergency management agencies on the EMAC website.

482

## 483 **K. Regional EMAC Liaison Team**

484 In a large-scale disaster, there may be the need to coordinate the state response  
485 through EMAC with the Federal Emergency Management Agency/Department of  
486 Homeland Security (FEMA/DHS) at the FEMA regional office in which the affected state  
487 resides. This is the responsibility of the Regional EMAC Liaison Team (RELТ).

488

489 Should FEMA/DHS request a RELТ be deployed, they will contact NEMA. If states are  
490 actively requesting/deploying resources through EMAC, a team will be identified by the  
491 NCS and deployed to the requesting Regional Response Coordination Center (RRCC).

492

493 For a major, multi-state disaster, a liaison team may, upon the request of DHS/FEMA  
494 and with the approval of both NEMA and the NCS, be deployed to a FEMA Regional  
495 Response Coordination Center (RRCC). A coordinating team deployed to a RRCC is  
496 referred to as a Regional EMAC Liaison Team (RELТ). The RELТ may be comprised of one  
497 or more A-Team trained personnel who are knowledgeable on EMAC procedures. The  
498 composition of the RELТ is dependent on mission requirements.

499

500 EMAC Members are responsible for the identification of personnel to comprise the  
501 RELТ. The RELТ mission is unique and requires individuals with experience and the  
502 ability to engage with the Federal level management team.

503

504 The role of the RELТ is facilitated by the Liaisons companion application.

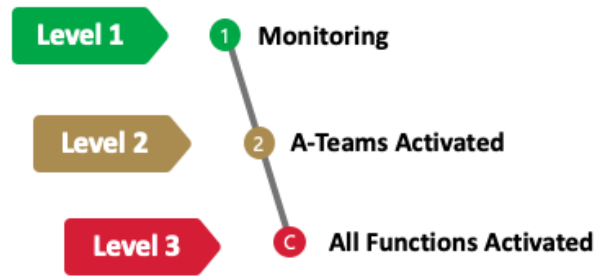
505

506 The Standard Operating Guidelines for the RELТ are in the RELТ SOG available to state  
507 emergency management agencies on the EMAC website.

508

## L. EMAC Operational Levels

As shown above, there are three EMAC operational levels: Level 3, 2, and 1. EMAC levels of operation reflect that Operational Components are activated and indicate the scope of the incident. The operational levels are designed to mirror most state and federal operations levels and work effectively and seamlessly within the National Incident Management System (NIMS).



**Level 3:** During day-to-day monitoring and supporting states with operational activities, NEMA and the NCS are at a Level 3 operation. Should a state be managing an incident and requesting resources through EMAC, they are utilizing their internal A-Team.

**Level 2:** Once a state requests an EMAC A-Team be deployed into their state, EMAC is automatically at a Level 2 operation.

**Level 1:** The deployment of a NELT or a RELT changes the EMAC operational level to a 1 indicating all operational components are fully engaged.

## Coordination with Federal Partners

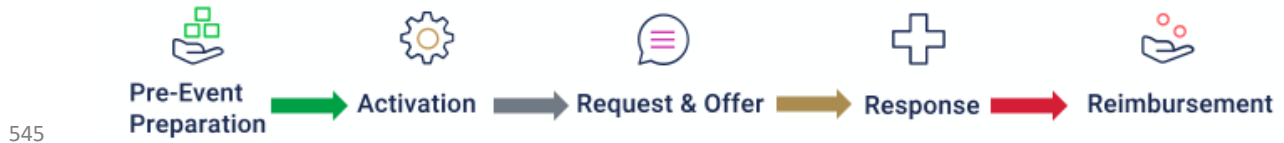
Coordination with Federal Partners is critical to ensure the effective and efficient sharing of needed, often scarce, resources. State Emergency Management agencies can choose to request resources through FEMA, via EMAC or from both.

Information sharing regarding resources deployed within a state through EMAC is key information to Federal Partners. In support of FEMA information requests, NEMA has developed a Data Sharing Policy which outlines the information and data fields available to be shared and how to access that information. The [NEMA Data Sharing Policy](#) was reviewed and approved by the NEMA Membership.



541 **Standard Operating Guidelines**

542 This section delineates the responsibilities incumbent upon each EMAC Member and  
543 establishes Standard Operating Guidelines for the five EMAC phases: Pre-event  
544 Preparation, Activation, Request and Offer, Response, and Reimbursement.



546 **A. Pre-Event Preparation**

547 **Member Responsibilities**

548 The EMAC articles make clear that state emergency management agencies are  
549 responsible for implementing EMAC in their state on behalf of the governor. These  
550 responsibilities include the following:

- 551 • Brief local and state level elected and appointed officials on EMAC and  
552 Member responsibilities
- 553 • Develop and maintain written procedures for the implementation and  
554 utilization of EMAC as both a Requesting and Assisting State and to stand  
555 prepared to request or provide interstate mutual aid through EMAC. At a  
556 minimum, the following should be included:
  - 557 ○ Establish procedures for requesting and receiving EMAC assistance  
558 (services, commodities, etc.)
  - 559 ○ Define the 24/7 systems for receiving and dispersing EMAC broadcasts  
560 and indicating interest
  - 561 ○ Establish processes and procedures for utilizing local/state government  
562 level and other available resources to fill both intrastate and EMAC  
563 requests
  - 564 ○ Establish pre-deployment briefing process/checklist for personnel  
565 assigned to EMAC missions in another state
  - 566 ○ Develop procedures for transitioning EMAC duties back to the in-state A-  
567 Team following the demobilization of an external A-Team
  - 568 ○ Establish demobilization briefing process/checklist for personnel  
569 assigned to EMAC missions in another state
  - 570 ○ Establish procedures for reimbursement of EMAC claims as both a  
571 Requesting and Assisting state. Reimbursement guidance should be  
572 inclusive of local resources
- 573 • Conduct a hazard analysis and capability assessment to determine where  
574 resource gaps exist, and specifically what types of mutual aid resources may

575 be needed. States can use EMAC Resource Planner to aid them in the pre-  
576 scripting of resource requests by leveraging their THIRA planning. The  
577 following are components of Resource Planner:

- 578     ▪ Threats/Hazards – utilize existing THIRA for identified threats
- 579     ▪ Resource Requests – identify resource shortfalls and pre-script  
580         missions to meet this shortfall
- 581     ▪ Staging Areas – identify and list staging areas that will be used  
582         during disaster events
- 583     ▪ Documents – attach any pertinent documents for reference
- 584     ▪ MASS – Once missions are pre-scripted, enter them in MASS for  
585         easy deployment
- 586     ▪ FEMA RAPT - The FEMA Resilience Analysis and Planning Tool  
587         (RAPT) is a free GIS web map that allows federal, state, local, tribal,  
588         and territorial emergency managers, and other community leaders  
589         to examine the interplay of census data, infrastructure locations,  
590         and hazards, including real-time weather forecasts, historic  
591         disasters and estimated annualized frequency of hazard risk
- 592     • Conduct pre-planning for the sharing of resources through EMAC with  
593         neighboring states
- 594     • Review and update an inventory of available response resources, teams and  
595         MRPs
- 596     • Conduct NIMS Resource Typing and develop Mission Ready Packages (MRPs)  
597         for internal use and for EMAC deployments and maintain an inventory of  
598         available MRPs in the Mutual Aid Support System (MASS)
- 599     • Establish a plan for a central reception center to receive, process, integrate,  
600         and demobilize out-of-state EMAC responding resources into the state’s  
601         response operation
- 602     • Designate a minimum of three Authorized Representatives to always ensure  
603         availability of a designated Authorized Representative with signature  
604         authority. Authorized Representatives have the Governor’s authority to  
605         request or to deploy mutual aid assets thus obligating state funds
- 606     • Identify a minimum of three Designated Contacts who can implement EMAC.  
607         Designated Contacts may also be Authorized Representatives
- 608     • Designate one individual to be the “lead” on EMAC as an EMAC Coordinator.  
609         The EMAC Coordinator may also be a Designated Contact or Authorized  
610         Representative
- 611     • Designate at least one individual to be the EMAC Finance/Administration  
612         Coordinator

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- Develop enabling mechanisms such as legislation, intrastate mutual aid agreements, or memorandums of understanding with locals, volunteers, and private sector (if allowed under state law) to deploy seamlessly through EMAC. There are five primary enabling mechanisms used by states to make non-state resources deployable: Legislation, MOU/MOA, intergovernmental agreement, governor executive order, or contract.
- Review and update contact information for EMAC Authorized Representatives, Designated Contacts, the EMAC Coordinator, and Legal Counsel on the EMAC website. Current key state personnel contact information and Member profiles can be found on the EMAC website available to state emergency management agencies
- Develop an EMAC training program for your state and conduct training for all Resource Providers who can deploy through EMAC
- Develop an EMAC exercise program that includes stakeholders at the state and local levels of government as well as other Resource Providers that may be eligible to deploy through EMAC
- Engage with stakeholders from disciplines within the state to for the development of response (assisting) assets, and gap identification (potentially needed) response assets
- Reimbursement Responsibilities during Pre-Event Preparation  
It is vitally important that Members think about reimbursement requirements prior to a disaster event occurring to ensure all needed documentation is received in a timely manner once resources demobilize. Pre-Event responsibilities for the Reimbursement Phase are consolidated under [Pre-Event Preparation Phase Reimbursement Responsibilities](#)

## Enabling Mechanisms

- 1 Legislation
- 2 Memorandum of Agreement or Understanding (MOU/MOA)
- 3 Intergovernmental Agreement
- 4 Governor Executive Order
- 5 Contract

Tips and recommendations for a comprehensive EMAC Training and Exercise Program include the following:

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- Use NEMA course offerings. NEMA offers EMAC training on a regular basis including eLearning opportunities. Current EMAC courses, EMAC related webinars, and training schedules may be found on the EMAC website
  - Ensure training throughout the agency. In the event the agency receives media inquiries, PIO personnel need to be aware of how to handle such requests in accordance with the [NEMA Data Sharing policy](#)
  - Provide training for mutual aid stakeholders to inform them about internal policies and procedures for the implementation of intrastate and interstate mutual aid
  - Include regular training and practice with the EOS
  - Incorporate EMAC in at least two or more exercises annually. The state can choose to be either a Requesting State or an Assisting State depending on the exercise scenario. It is recommended that one of the exercises incorporate the use of local resource providers
  - Develop exercises that incorporate or focus solely on the Reimbursement Phase
  - Use the NEMA model EMAC training and exercise guide. The guide can be adopted in part or whole for use by individual Members. The EMAC training and exercise guide can be found in the library on the EMAC website under the EMAC Operations Manual which is available to state emergency management agency users

#### 670

#### 671 **Member A-Team Responsibilities**

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- 685
- Designate a minimum of four (4) individuals who are A-Team qualified by NEMA to serve on EMAC A-Teams to meet the minimum standard of two Type 4 teams (two member). Details on A-Teams and A-Team Typing may be found on the EMAC website in the A-Team Standard Operating Guidelines
  - States should anticipate requesting an A-Team at some point in the future and be prepared to provide adequate workspace and logistical support to an A-Team that is deployed to their state EOC or other duty station. Member responsibilities to prepare for an incoming A-Team are as follows:
    - Provide an adequate workspace. Workspace should consist of two workstations (at a minimum) equipped with telephones and computers (with the latest version of internet browsers) internet connectivity, and e-mail capability. Should the state not have the necessary equipment, they should request the A-Team bring laptops as part of their equipment. Note: The RSA may stipulate the A-Team

- 686 bring computers as part of the equipment needed to complete the  
687 mission
- 688 ○ Dedicated email address. States should have a dedicated email  
689 address for the A-Team to receive and reply to e-mails
  - 690 ○ Access to survivable/redundant communications networks
  - 691 ○ Access to, and training on, crisis information management software
  - 692 ○ The EMAC A-Team workspace should be pre-identified and reflected  
693 on the state EOC organization chart and floor plan
  - 694 ○ Access to a printer and scanner, preferably on the same internet  
695 connected network accessed by the A-Team so A-Team members can  
696 save to jointly accessible folders and print RSA sections for signature
  - 697 ○ The A-Team must have access to an EMAC Authorized Representative  
698 that is able to assign mission requests and sign RSAs in a timely fashion  
699

700 A-Team typing guidelines and standard operating procedures for A-Teams are  
701 defined in the EMAC Advance Team (A-Team) Standard Operating Guidelines  
702 document available to state emergency management agencies on the EMAC  
703 website).  
704

## 705 B. Activation

706 Article I of EMAC law, Purpose and Authorities states the purpose of the compact is  
707 “to provide for mutual assistance between the states entering into this compact **in**  
708 **managing any emergency or disaster that is duly declared by the governor** of the  
709 affected state(s)”.

710  
711 While a state can complete activation procedures prior to a declaration, they cannot  
712 receive assistance through EMAC until a Governor’s declaration is in place.

### 713 1. Requesting State Responsibilities

- 714 ● Confirm the Governor has declared a State of Emergency
- 715 ● Evaluate current inventory and anticipated needs to identify potential  
716 gaps in response capability. Verify the need for assistance (personnel,  
717 equipment, skills, services, etc.)
- 718 ● Identify available funds for mission reimbursement(s)
- 719 ● Open an EMAC Event within the EMAC Operations System

720 *Note: States are encouraged to only open an event if they anticipate*  
721 *requesting resources. One event should be opened per disaster. Assisting*  
722 *States do not open an event*

- 723 • Activate internal A-Team
  - 724 ○ If an EMAC event is opened, an A-Team should be activated
  - 725 ○ Assign the A-Team into the event in the EOS. Note: Unless A-  
726 Team members are also an EMAC Designated Contact or EMAC  
727 Authorized Representative, they do not automatically have  
728 access to events
- 729 • Determine the need for an external A-Team, and coordinate with the  
730 NCS to request an A-Team, if needed
- 731 • Post an initial SITREP (situation report) in the EMAC Operations System  
732 (EOS) and broadcast it as deemed appropriate
- 733 • States should consider opening a Reception Center based on the  
734 magnitude of the event to check in/out EMAC mutual aid resources, if  
735 EMAC resources have been requested

## 736 **2. Assisting State Responsibilities**

- 737 • For large scale disasters, activate an internal A-Team to monitor activity  
738 from the affected states
- 739 • Prepare to offer assistance when requested from affected state(s)
- 740 • Evaluate current activities and determine availability of response assets

## 741 **3. National Coordinating State (NCS) Responsibilities**

- 742 • Establish communications with the Requesting State to determine the  
743 need for A-Team support
- 744 • Schedule conference calls to coordinate communications among the  
745 activated EMAC Operational Components
- 746 • Resolve policy and procedure issues in coordination with the NEMA  
747 EMAC Program Director

## 748 **4. NEMA Responsibilities**

- 749 • Coordinate communications with EMAC Operational Components
- 750 • Work with NCS to schedule conference calls as needed
- 751 • Participate in daily, or as needed, conference calls with EMAC leadership  
752 and the affected state(s)
- 753 • Provide support to Requesting and Assisting States and assist to resolve  
754 policy and procedure issues in coordination with the NCS

- 755
- Ensure operations of the EMAC Operations System (EOS), monitoring
- 756 events and addressing any technical or support needs as they arise
- 757

## 758 C. Request & Offer

759 During the request and offer phase it is vitally important that both the Requesting  
760 and Assisting States have Authorized Representatives available to approve resource  
761 requests and offers, accept and decline offers of assistance and complete the RSA  
762 process.

763

764 To accurately provide the needed resources during the request and offer phase,  
765 Requesting and Assisting States should:

- 766 • Use clear and concise communication that will clarify the request and assist in  
767 the understanding of both the request and offer
- 768 • Ensure direct coordination between Requesting and Assisting States, ESF  
769 counterparts, operations personnel or others who are ultimately engaged in  
770 utilizing or providing the specific resource
- 771 • Communicate directly to ensure a clear understanding of resources being  
772 requested and provided, and the terms of the assistance

773 *Note: States are encouraged to use NIMS Resource Typing and Job Position*  
774 *Qualifications to identify minimum resource and personnel requirements.*

775 Detailed information on the request and offer process and how the A-Team uses  
776 the EOS to facilitate requests and offers can be found in the A-Team Standard  
777 Operating Guidelines, available to state emergency management agency users on  
778 the EMAC website.

779

### 780 1. Requesting State: Requesting Assistance

- 781 • A-Teams must receive resource requests or approval to source a  
782 resource need from EMAC Authorized Representatives
- 783 • A-Teams enter requests for assistance into the EOS and broadcast as  
784 directed. A-Teams may email the request for assistance to all members  
785 states, to individuals, specific states, or states within FEMA regions
- 786 • Once entered and published, EMAC Members will be able to see the  
787 request and enter offers of assistance. To aid this process:
  - 788 ○ Requests may be imported from a pre-scripted request in  
789 Resource Planner

- 790 ○ States may establish a data connection between their WebEOC
- 791 software, and the EOS whereby requests for assistance will
- 792 automatically populate in the EOS as draft resource requests.
- 793 Instructions are posted under Resources on the EMAC website
- 794 ● A-Team: Review offers of assistance with EMAC Authorized
- 795 Representative
- 796 ● Accept/Decline offers of assistance as directed by the EMAC Authorized
- 797 Representative
- 798 ● A-Team/EMAC Designated Contact: For those offers that have been
- 799 accepted, once the Assisting State has completed Section 1, complete
- 800 RSA Section 2 by printing, obtaining signature from EMAC Authorized
- 801 Representative, and scanning/uploading the PDF into the EOS
- 802 ● Provide Assisting States with reimbursement guidance
- 803 ● Process incoming resources through the state reception center and
- 804 provide mission briefing upon arrival (if applicable)
- 805 ● A-Team: Utilize reports in the EMAC Operations System for tracking of
- 806 personnel, costs, and share reports with Operations, Logistics,
- 807 Finance/Administration, and Planning as needed
- 808 ● Monitor and answer questions as needed within the EOS

## 809 2. Assisting State: Offering Assistance

- 810 ● A-Team/EMAC Designated Contact: Confirm willingness of state to offer
- 811 assistance and ensure enabling mechanisms are up to date and ready
- 812 to be implemented for non-state assets
- 813 ○ Legislation
- 814 ○ Memorandum of Understanding or Agreement (MOU/MOA)
- 815 ○ Intergovernmental agreement
- 816 ○ Governor Executive Order
- 817 ○ Contract
- 818 ● Upon receipt of a resource request, the Assisting State uses their
- 819 internal EMAC procedures to review the request and determine if they
- 820 will offer assistance. Note: Offers of assistance must be approved by
- 821 the Assisting State EMAC Authorized Representative
- 822 ● A-Team / EMAC Designated Contact: Contact Resource Provider to
- 823 determine availability/willingness to deploy
- 824 ● If needed, communicate with the Requesting State A-Team to verify
- 825 mission details and the potential responding mutual aid resource



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- Use the “Indicate Interest” option in the EOS to indicate whether your state will be able to offer assistance (indicate yes or no)
  - The A-Team, EMAC Coordinator or EMAC Designated Contact will work with the Resource Provider to develop an offer of assistance
  - Upon verbal approval by the Assisting State Authorized Representative, the Assisting State’s A-Team may enter an offer of assistance into the EOS. The verbal approval authorizes the A-Team to move forward with the intent of completing a RSA
  - Offers of assistance:
    - May be pre-scripted using a Mission Ready Package (MRP) and uploaded into EOS or imported from the Mutual Aid Support System (MASS)
    - Should include estimates for all known deployment expenses (e.g. personnel, equipment usage, commodities, and travel categories). [Refer to cost eligibility guidelines](#), available to state emergency management agency users on the EMAC website. Keep in mind that unknown expenses (e.g., replacing damaged equipment, etc.) will not be part of the offer but may be part of the reimbursement package
    - Must be published in the EOS to be visible to the Requesting State
  - Will be accepted or declined. If declined, an email will be sent indicating offer declined. If accepted, print RSA, Section 1, obtain signature of the EMAC Authorized Representative and scan/upload into the EOS. Once the Requesting State has completed Section II, use the EMAC Operations System to send the Mission Order Authorization Form (Mission Order) to the Resource Provider and set up a time to provide the pre-deployment briefing
  - If an unexpected cost arises during the deployment an RSA amendment can be initiated
  - Deployment dates should include all travel days for mobilization and demobilization as well as the days of the mission
  - All cost estimates must be in compliance with the Resource Provider’s written policies. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements
  - Names and contact information should be entered for all personnel being deployed on an EMAC mission so they may be tracked and accounted for while they are deployed. Members should follow

863 guidance for the protection of personal information of responders  
864 being deployed on any EMAC mission

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866 *Note: When an event is of a sensitive political nature, information in the*  
867 *RSA that would normally list deploying personnel names and other*  
868 *sensitive information may be modified to ensure safety of deployed*  
869 *personnel. See below, [Sensitive Events and Open Records Requests](#).*  
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### 871 **3. NEMA Request and Offer**

- 872 • Assist the affected state with technical issues or training needs in the EOS
- 873 • Monitor activity in the EOS and address any issues
- 874 • Assist the NCS with the identification of available EMAC mutual aid
- 875 resources.
- 876 • Assist in the resolution of any policy or procedural issues that may
- 877 develop during the response to the event
- 878 • Participate in conference calls with the affected state to address issues
- 879 as they arise

### 880 **4. Procedures for Executing the Resource Support Agreement (RSA)**

- 881 • EMAC allows for Members to request and provide assistance verbally
- 882 and in writing. Verbal agreements made between EMAC Authorized
- 883 Representatives must be confirmed by completing the RSA within 30-
- 884 days of the verbal request. Caution should be used for verbal agreements
- 885 as they are legally binding
- 886 • The EOS facilitates the completion of the RSA after an offer of assistance
- 887 is accepted. RSAs are generated through the EOS and printed, signed,
- 888 scanned, and uploaded into the EOS
- 889 • The RSA Form has two sections:
  - 890 ○ Section 1 contains the Request and Offer, and is completed by the
  - 891 Assisting State
  - 892 ○ Section 2 is the Acceptance of the Offer, and is completed by the
  - 893 Requesting State
- 894 • All requests and offers must be completed within the EOS to ensure the
- 895 integrity of data. Should the internet be down, or the A-Team does not
- 896 have access to the EOS, the state may execute EMAC missions verbally.
- 897 Once internet access is re-established, the mission data must be entered
- 898 into the EOS to ensure data integrity. States may wish

- 899 to use a virtual A-Team or contact NEMA should they have connectivity  
900 issues for assistance
- 901 • Once signed by both Requesting and Assisting State EMAC Authorized  
902 Representatives, the RSA is legally binding agreement between the two  
903 states. Note: The RSA is not a contract
  - 904 • Once the RSA has been completed, the Requesting State should send  
905 reimbursement guidance to the Assisting State to expedite the  
906 reimbursement process

## 907 5. RSA Amendments

- 908 • Many factors may necessitate an amendment to the RSA including the  
909 following:
  - 910 ▪ An increase in estimated costs. Deviations can result from the  
911 realization of unexpected costs during the mission,  
912 underestimated mission costs during the request/offer phase or  
913 changes to meal/lodging provisions
  - 914 ▪ Extending the timeframe of the mission if a team is asked to stay  
915 longer than the original mission dates
- 916 • Should the actual mission costs significantly deviate above or below the  
917 original estimates, it is recommended states amend the RSA.  
918 Note: When costs significantly deviate above the original estimates, it is  
919 recommended that the Assisting State perform a reasonable cost  
920 analysis to determine whether the increase should be considered  
921 allowable (see section on [reasonable costs](#))
- 922 • The Requesting or Assisting State can add an amendment into the EOS.  
923 Both the Requesting and Assisting State will update the data fields within  
924 the EOS for the request and offer. The amendment will be completed in  
925 the same way as the original RSA by obtaining the signatures of the  
926 Requesting and Assisting State EMAC Authorized Representatives on the  
927 appropriate sections and uploading them into the EOS. Both sections of  
928 the RSA amendment must be completed for the amendment to be legally  
929 binding

## 930 6. Duplicating a Resource Request in EOS

- 931 • The EOS makes it possible for a Requesting State to duplicate an existing  
932 resource request

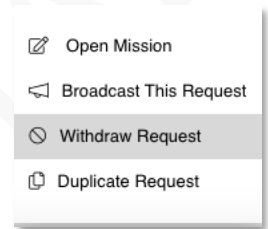
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- Duplicating a Resource Request should be used when an amendment to a mission is not appropriate (a new RSA is required) or when requesting a resource similar to one already requested within that event
- The A-Team will select the “duplicate request” within the EOS which will make an exact copy of the request with a new tracking number
- The request must be updated with the current needs/dates prior to publishing

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#### 7. **Withdrawing a Resource Request**

The EOS makes it possible for a Requesting State to withdraw a resource request if the resource is no longer needed. Once an offer has been accepted, this option is no longer available. If a request needs to be withdrawn after an RSA is completed, the Requesting State should contact NEMA. NEMA will verify the Resource Provider has no outstanding costs before withdrawing it in the system.



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#### 8. **Withdrawing an Offer of Assistance**

The EOS makes it possible for an Assisting State to withdraw an offer of assistance if a state needs to update it or if they can no longer provide assistance.

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#### 9. **EMAC Broadcast Functionality**

The EMAC broadcast functionality is for sending resource requests and situation reports to EMAC Designated Contacts and EMAC Authorized Representatives. A-Teams do not receive EMAC broadcasts.

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Broadcasts can be sent to individual states, states by FEMA region, individuals or to all EMAC Members.

The broadcast function should only be used for resources that are intended to result in an EMAC mission. States should refrain from entering requests for assistance into the EOS and sending them out as a broadcast if they are inquiring about availability. Should assistance be needed to pre-identify a resource, the A-Team should make direct inquiries to states or reach out to NEMA/NCS for assistance.

**Broadcast Request**

1. Contact Information
2. Additional Information
3. Select Recipients
  - Broadcast to State(s)
  - Broadcast to states in FEMA regions
  - Broadcast to Individual(s)
  - Broadcast to All EMAC Members
4. Preview and Send

Back Next

Select

### C. Response

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Once an RSA has been completed in the EOS or the EMAC Authorized Representatives have verbally agreed on the terms of the mission within the 30-day provision; the personnel and equipment must be mobilized, deployed, and demobilized for the service/commodity provided.

States should utilize reports in the EOS to track mobilizing/demobilizing personnel, track costs, and share reports from EOS with Finance/Administration, Operations, Logistics, and Planning as appropriate.

Through available technology, some EMAC missions may be able to be accomplished virtually without the physical deployment of personnel and equipment. Examples include the following: virtual A-Team, GIS mapping, weather forecasting, and shelter management in an Assisting State.

Mobilization, deployment, and demobilization are detailed as follows:

#### 1. Mobilization

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- Mobilization is the process of notifying the responding personnel they will be deploying on an EMAC mission, activating the individual, team, or

- 992 Mission Ready Package, and addressing logistical support that will be  
993 needed throughout the mission
- 994 • Assisting State A-Team personnel or EMAC Designated Contacts should  
995 send the Resource Providers (individual or team leader) a Mission Order  
996 Authorization Form (Mission Order) from the EOS  
997 *Note: While the Mission Order Authorization Form is designed to assist*  
998 *Deploying Personnel, it may be prudent in politically sensitive missions to*  
999 *not send the form and instead review all mission information directly with*  
1000 *the Deploying Personnel. The Mission Order contains reimbursement tips*  
1001 *and guidance for Deploying Personnel.*
  - 1002 • Personnel should be given adequate time between the notification of the  
1003 mission and deployment to complete personal business
  - 1004 • The Assisting State should conduct a pre-deployment briefing which should  
1005 cover the following:
    - 1006 i. Define the scope and details of the mission and the role of the  
1007 deploying team in addressing and completing the mission
    - 1008 ii. Review the Mission Order Authorization Form and discuss approved  
1009 mission costs, documentation requirements, and other pertinent  
1010 information
    - 1011 iii. Explain when the deployment will begin, and how long the mission  
1012 will last
    - 1013 iv. Existing deployment conditions where the work will be performed
    - 1014 v. Hazardous conditions requiring protective clothing, current  
1015 vaccinations, and health and safety concerns
    - 1016 vi. [Review guidelines for sensitive events](#), develop and implement  
1017 procedures in accordance with your state law to protect the  
1018 identity of Deployed Personnel and other contacts based upon the  
1019 sensitivity of events
    - 1020 vii. Location where personnel should report to upon arrival in the  
1021 Requesting State. This may be a reception center or the actual  
1022 deployment location
    - 1023 viii. Contact information in case assistance is needed
    - 1024 ix. Communication steps for reporting any changes to the mission,  
1025 deployment dates, or mission costs so an amendment can be  
1026 completed
    - 1027 x. Address logistical support for deploying teams:
      - 1028 ▪ Transportation and fuel for vehicles

- 1029                   ▪ Lodging
- 1030                   ▪ Meals
- 1031                   ▪ Communications
- 1032                   ▪ Availability of ATMs to plan for use of cash / credit cards
- 1033                   ▪ Badging/identification or copies of professional credentials,  
1034                   certificates or licenses required
- 1035                   ▪ Review of items to consider bringing on the deployment
- 1036                   xi. Review the deployment checklist
- 1037                   xii. Review the demobilization checklist
- 1038                   xiii. Review additional reimbursement documentation requirements  
1039                   identified in the Mission Order and RSA
- 1040                   xiv. Review reimbursement procedures to ensure Deploying Personnel  
1041                   have a clear understanding of cost documentation requirements  
1042                   and purchasing procedures
- 1043                   xv. Review the code of conduct for deploying personnel
- 1044                   xvi. Ensure a clear understanding that changes to their mission that  
1045                   would change the deployment dates or mission costs must be  
1046                   communicated to the home state emergency management so an  
1047                   amendment can be completed on their behalf

## 1048                   **2. Deployment – Requesting State**

1049                   Deployment includes all the actions necessary to get the responding mutual  
1050                   aid resources from home station to the affected state, and the conduct of  
1051                   the mission.

- 1052                   • Deployment and Requesting State Reception Center
- 1053                   ○ It is recommended that Requesting States plan for, and be able to  
1054                   establish, a reception center for responding out-of-state personnel  
1055                   and equipment. All deploying and demobilizing EMAC teams and  
1056                   personnel would be required to check in at the Requesting State’s  
1057                   reception center to receive an up-to-date mission briefing
- 1058                   ○ Arriving teams and personnel must have:
  - 1059                   ▪ An EMAC Mission Order Authorization Form or a copy of the  
1060                   executed RSA
  - 1061                   ▪ Driver’s license or state issued identification
  - 1062                   ▪ Agency issued identification
  - 1063                   ▪ Necessary equipment to perform the assigned mission
  - 1064                   ▪ Credentials/copy of license to support any skilled mission  
1065                   requirements (medical/health/etc.)

- 1066                                   ▪ Personal clothing, supplies, and equipment to support the
- 1067                                   mission length of stay
- 1068                                   ▪ Cash or credit cards
- 1069                                   ○ Reception centers should provide an official identification badge to
- 1070                                   EMAC responders for use while executing their assigned missions
- 1071                                   ○ Reception center personnel should verify through conversation with
- 1072                                   responding team leaders that EMAC responders have:
- 1073                                   ▪ A clearly defined mission and a Mission Order Authorization
- 1074                                   Form (Mission Order)
- 1075                                   ▪ Adequate equipment and supplies to accomplish the mission
- 1076                                   ▪ An identified point of contact at the mission location
- 1077                                   ▪ Clear directions to the mission location
- 1078                                   ▪ Arrangements for meals and lodging
- 1079                                   ▪ A clear understanding of the disaster environment and the
- 1080                                   living/working conditions at the mission location
- 1081                                   ▪ A safety plan for their personnel working in the current
- 1082                                   disaster conditions
- 1083                                   ▪ A clear understanding of reimbursement requirements above
- 1084                                   and beyond what is required by EMAC reimbursement
- 1085                                   guidelines as identified in the RSA to include cost tracking
- 1086                                   procedure requirements (e.g., timesheets, mileage logs, etc.)
- 1087                                   and purchasing procedures
- 1088

### 1089                                   3. Deployment – Assisting State

- 1090                                   ○ While resources are deployed, the Assisting State A-Team or EMAC
- 1091                                   Designated Contact should conduct personnel accountability
- 1092                                   reporting to monitor teams for issues. Issues that may arise include:
- 1093                                   ▪ Changes to missions that may require an amendment to the
- 1094                                   RSA, or the development of a new RSA
- 1095                                   ▪ Unexpected costs that arose during the mission (e.g., damage
- 1096                                   to equipment or decontamination needs)
- 1097                                   ▪ Injuries sustained during the performance of the mission
- 1098

1099                                   Deployed personnel should immediately contact the home state  
1100                                   emergency management agency contact listed on the EMAC  
1101                                   Mission Order

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- 1103 • Deployed Resources: Rendering services
- 1104 ○ Responding teams and personnel have been requested and
- 1105 deployed to deliver a professional service. Responders should be
- 1106 adequately trained and certified to perform the mission requested
- 1107 ○ Missions should be clearly defined with beginning and ending dates
- 1108 and a specific set of tasks to be accomplished
- 1109 ○ Changes to missions may require an amendment to the RSA, or the
- 1110 development of a new RSA. These should be communicated to the
- 1111 state emergency management agency as soon as possible
- 1112 ○ Personnel should communicate any unexpected costs that arose
- 1113 during the mission (e.g., damage to equipment or decontamination
- 1114 needs)
- 1115 ○ Personnel should immediately report any injuries sustained to their
- 1116 home state emergency management agency using the contact
- 1117 information listed on the EMAC Mission Order

#### 1118 4. Demobilization

1119 Demobilization is the process of releasing mutual aid assets following the  
1120 completion of their assigned mission and returning them safely to their  
1121 home station.

1122  
1123 The process of demobilization should include a debriefing for personnel,  
1124 accountability for all personnel and equipment, travel home, and check-in at  
1125 home station.

- 1126 • At the conclusion of a mission, it is recommended personnel check out
- 1127 through the Requesting State’s reception center to be debriefed and
- 1128 accounted for before they start the travel to home station
- 1129 • Check out should include accountability for all equipment, personnel
- 1130 and other assets committed to the successful completion of the mission.
- 1131 Any damaged equipment should be noted, documented, and
- 1132 acknowledged by the Requesting State before the EMAC responders
- 1133 depart for home
- 1134 • Responders should be given the opportunity to comment on the scope
- 1135 and success of their mission. Any difficulties, unforeseen hazards, or
- 1136 issues should be brought to the attention of the Requesting State
- 1137 • Opportunities for improvement should be noted
- 1138 • Reimbursement procedures should be discussed, and any necessary
- 1139 forms provided

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- Responders travel home
- Responders notify Assisting State A-Team or EMAC Designated Contact once they have arrived at home station
- As soon as possible, responders shall submit all cost documents; timesheets, usage logs, receipts, etc. to their finance department so accounting entries can be made and creation of the reimbursement packet can begin
- Complete a 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 EMAC operations results and identify outcomes to improve EMAC documents and training materials
- Following large-scale catastrophic or traumatic events, it is recommended Responders participate in a critical incident stress debriefing

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## 1156 D. Reimbursement

1157 **EMAC Article IX** addresses reimbursement proclaiming that any state, “rendering  
1158 aid to another state pursuant to this Compact shall be reimbursed for any costs  
1159 incurred related to providing such aid”.

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1160 *Any state “rendering aid in another state pursuant to this compact shall be*  
1161 *reimbursed by the party state receiving such aid for any loss or damage to or*  
1162 *expense incurred in the operation of any equipment and the provision of any*  
1163 *service in answering a request for aid and for the costs incurred in connection*  
1164 *with such requests; provided, that any aiding party state may assume in whole*  
1165 *or in part such loss, damage, expense, or other cost, or may loan such*  
1166 *equipment or donate such services to the receiving party state without charge*  
1167 *or cost; and provided further, that any two or more party states may enter into*  
1168 *supplementary agreements establishing a different allocation or costs among*  
1169 *those states. Article VIII expenses (workers’ compensation) shall not be*  
1170 *reimbursable under this article.”*

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1171 Reimbursement is unique as it spans all other phases of the process (Pre-Event  
1172 Preparation, Activation, Request and Offer, as well as Response). The success of  
1173 the reimbursement phase relies heavily on each party (Deployed Personnel,  
1174 Resource Providers, Assisting States and Requesting States) executing their role in  
1175 an efficient, effective, and timely manner while communicating with one another  
1176 throughout the process.  
1177

1178 Delays in the reimbursement process may make Deployed Personnel and Resource  
1179 Providers less likely to deploy on a future mission as it may create a financial  
1180 burden on the agency.  
1181

1182 Developing your state’s reimbursement procedures and executing those  
1183 procedures in a timely fashion in accordance with the intent of the EMAC law is  
1184 vital to the success of the EMAC system.

### 1185 1. Member Reimbursement Responsibilities

1186 The basis of EMAC Member reimbursement responsibilities is the EMAC Articles of  
1187 Agreement and the policies and procedures agreed upon by the EMAC Members  
1188 through the EMAC Governance Structure. All EMAC Members have passed EMAC  
1189 as law and have agreed to follow the reimbursement guidelines in the EMAC  
1190 Operations Manual as approved through the EMAC Governance Structure. These  
1191 guidelines support an effective reimbursement process.  
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All personnel within the reimbursement process have a responsibility of ensuring reimbursement requirements are clearly communicated, documentation is maintained, and reimbursement packages are well-organized, clearly explained, and free from errors prior to submitting the claim forward in the reimbursement process.

Each EMAC Member is also sovereign, and as such, will have their own organizational policies, labor agreements, financial accounting systems, review procedures, etc. that will affect appearance of support documentation, documentation requirements and in-state procedures for the development of the reimbursement packages.

**Additional Reimbursement Requirements**

EMAC Members may have documentation requirements beyond what is in the EMAC Operations Manual.

If a Requesting State has additional documentation requirements, they shall be communicated in the request and included in the RSA and subsequently, the Mission Order, so the need to maintain documentation is clearly communicated as part of the terms of the mission.

The Requesting State shall only identify documentation requirements above/beyond what is stated in the EMAC Operations Manual and shall not alter other provisions such as timelines, eligibility, or re-state documentation requirements as identified in the EMAC Operations Manual.

In the event additional requirements are not included in the request and RSA, a Requesting State cannot deny a claim that still meets the requirements as outlined in this manual.

**Standardization of the EMAC Reimbursement Process**

Regardless of the differences from state to state, the accurate collection, preparation, submission, and coordination of the reimbursement process is paramount to expediting the payment of claims for reimbursement.

1229 States have agreed, through the EMAC Governance Structure to support the  
1230 standardization of the EMAC Reimbursement Process between states to expedite  
1231 the processing of payments.

1232

1233 States have also agreed:

- 1234 A. EMAC missions are valid only if they have been approved by the Requesting  
1235 State and Assisting State through the RSA process or by verbal agreement.
- 1236 B. Verbal agreements must be followed with the completion of an RSA within 30  
1237 days of the verbal agreement.
- 1238 C. To use the RSA as the official document to codify each EMAC mission.
- 1239 i. The RSA is generated through the EMAC Operations System (EOS) during  
1240 the Request and Offer Phase
- 1241 ii. Once the RSA is duly executed by the EMAC Authorized Representatives of  
1242 both the Requesting and Assisting States, the RSA constitutes a legally  
1243 binding agreement between the two states (Requesting and Assisting). It  
1244 is important to note that the RSA is not a contract and should not be  
1245 referred to as a contract. Rather, it should be referred to a legally binding  
1246 agreement between states.
- 1247 iii. Costs on the RSA are estimates and are used to provide awareness to the  
1248 Requesting State on their accrued financial liabilities for a particular event
- 1249 iv. The final expenses submitted to the Requesting State will align with the  
1250 RSA but will not exactly match as the RSA represents an estimate of  
1251 reasonable mission related costs. It is the responsibility of Resource  
1252 Providers to provide documentation of the actual cost of missions during  
1253 the reimbursement phase
- 1254 v. It is recommended that states amend RSAs as soon as possible when  
1255 actual costs significantly deviate from original estimates. The following are  
1256 some reimbursement related examples that should result in an  
1257 amendment:
- 1258 • Realization of costs not originally estimated (e.g., damage to  
1259 equipment)
  - 1260 • Estimates are significantly understated (e.g., > 15-20%)
  - 1261 • A mission is extended beyond the original dates increasing the  
1262 overall cost of the mission
- 1263 D. To use the EMAC reimbursement summary forms R-1 and R-2.
- 1264 • The Interstate Reimbursement Summary R-1 Form is used by the  
1265 state emergency management agency to provide a summary of all

1266 mission costs being submitted in the reimbursement package. The  
1267 R-1 will include all costs from all R-2s

- 1268 • Intrastate Reimbursement Summary R-2 Form is used by the  
1269 Resource Provider(s) to capture all mission costs

1270 E. States will not deny the reimbursement of a cost because of differences in  
1271 “documentation appearance”. Each reimbursement package requires  
1272 certification by both the Resource Provider and Assisting State for the  
1273 completeness and accuracy of costs. However, all documents should meet the  
1274 definition of a *Source Document*.

- 1275 • A source document is *an original record which contains the detail that*  
1276 *supports or substantiates a transaction that will be (or has been) entered*  
1277 *in an accounting system)*

1278 F. Missions where a RSA was not completed or assets self-deployed will not be  
1279 eligible for reimbursement.

1280 G. In the event a Requesting State cancels a mission after verbally accepting, or  
1281 they have completed the RSA, and the Assisting State or Resource Provider  
1282 has incurred a cost in relation to the mission, the Requesting State is  
1283 obligated to reimburse the Assisting State for those costs so long as it is within  
1284 the mission dates. The RSA identifies 4 dates:

- 1285 • Mission Start Date: The first date the Assisting State may request  
1286 reimbursement
- 1287 • Date Resource Arrives in the Requesting State
- 1288 • Date Resource Leaves the Requesting State
- 1289 • Mission End Date: The last date the Assisting State may request  
1290 reimbursement

1291 H. Claims for reimbursement may only be for costs that occur during the EMAC  
1292 mission period. Pre- and post-deployment costs are not eligible for  
1293 reimbursement unless agreed to on the RSA. In the event a Resource Provider  
1294 incurs costs outside of the mission period, an amendment to the RSA should  
1295 occur to extend the dates and revise the mission cost estimates. This  
1296 extension must be agreed upon by both the Requesting and Assisting States.

1297 I. A Requesting State is under no obligation to reimburse unsubstantiated costs.

1298 J. An Assisting State may or may not pay claims to the Resource Provider prior  
1299 to submitting their claim to the Requesting State. This in no way impacts the  
1300 requirement to reimburse the Assisting State under Article IX of EMAC law.  
1301

1302 The following section details Member reimbursement responsibilities throughout  
1303 the EMAC phases:

1304 **a. Pre-Event Preparation Phase Reimbursement Responsibilities**

1305 **EMAC Article II** says that Members should consider all available resources (within  
1306 their legal statutory authority) when responding to an EMAC request.

- 1307 a. If the Member uses enabling mechanisms to deploy non-state/territory  
1308 assets, the state's/territory's reimbursement procedures must include these  
1309 entities
- 1310 b. Enabling mechanisms should include reimbursement timelines and guidance  
1311 that aligns with jurisdictional, state, and EMAC policies and procedures
- 1312 c. States should develop Mission Ready Packages with Resource Providers for  
1313 commonly deployed resources to ensure all costs are considered and to  
1314 allow training and education on the state reimbursement process
- 1315 d. States should identify potential funding sources that can be used to expedite  
1316 the reimbursement process when missions are completed, and  
1317 reimbursement packages are received
- 1318 e. Identify personnel who will manage the reimbursement process and ensure  
1319 they are trained in EMAC reimbursement procedures

1320  
1321 **EMAC Article III** requires Members to formulate internal plans and procedures to  
1322 implement EMAC. These plans and procedures must include reimbursement for all  
1323 entities engaged in the reimbursement process (Deployed Personnel, Resource  
1324 Providers, State Emergency Management Agencies, and private contractors if the  
1325 states utilize external assistance to seek funding from federal assistance).

- 1326 a. Reimbursement plans and procedures should address how Members will  
1327 determine cost estimates, ensure proper capturing of cost documentation,  
1328 identify funding for reimbursements, and instructions on how to prepare and  
1329 review reimbursement claims
- 1330 b. Pre-identification and assignment of personnel within the state with  
1331 reimbursement responsibilities to include the EMAC Coordinator, EMAC  
1332 Designated Contacts, EMAC Authorized Representatives,  
1333 Finance/Administration, and more as deemed necessary for the efficient and  
1334 timely processing of reimbursement packages as both a Requesting and  
1335 Assisting State. The state should ensure adequate staffing to meet the  
1336 demands of the reimbursement phase in addition to well-written  
1337 procedures. If a state decides to contract with a consulting firm to assist with

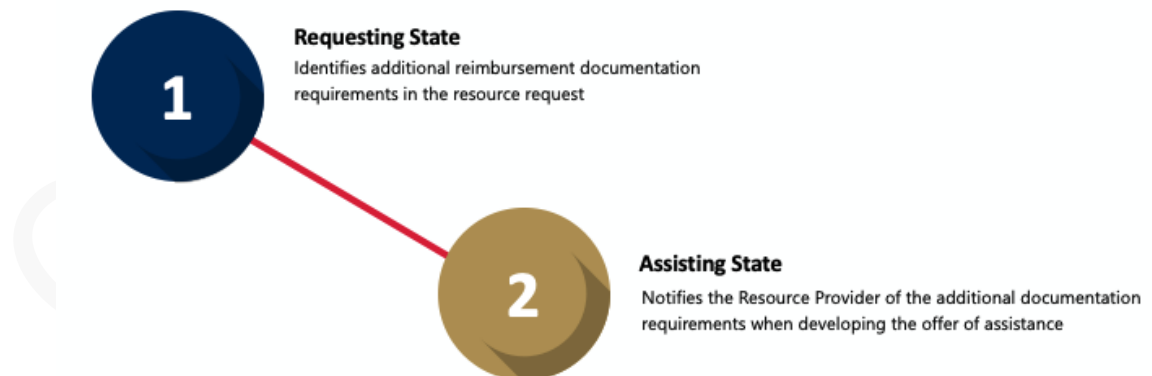
- 1338 reimbursements, ensure procedures are in place to train them on the EMAC  
1339 reimbursement process
- 1340 c. Finance/Administration personnel with EMAC responsibilities should take the  
1341 online EMAC Reimbursement for State Emergency Management and should  
1342 be incorporated into the reimbursement process
- 1343 d. Development and delivery of training on reimbursement process and cost  
1344 documentation requirements
- 1345 e. Identify potential funding sources that may be used to reimburse the costs  
1346 associated with EMAC missions. Reminder – states are responsible for  
1347 reimbursing Resource Providers and Assisting States regardless of any federal  
1348 disaster funds that may become available

1349 **b. Activation Phase Reimbursement Responsibilities**

- 1350 a. When activating EMAC, states should ensure they have sufficient funding  
1351 sources identified to pay EMAC missions in a timely fashion upon receipt of  
1352 the reimbursement packages
- 1353 b. Provide situational awareness information so Resource Providers, state staff  
1354 and other partners are aware of potential mission reimbursement  
1355 documentation needs

1356 **c. Request and Offer Phase Reimbursement Responsibilities**

1357 Requesting States should have identified documentation requirements that are  
1358 above what is stated in the EMAC Operations Manual and included the additional  
1359 documentation requirements in the resource request which must be codified in  
1360 the RSA.



1361 Assisting States should make Resource Providers aware of any additional  
1362 documentation requirements that were identified in the request. Resource  
1363 Providers should make Deployed Personnel aware of additional documentation  
1364 requirements that were identified in the request.  
1365



#### 1366 **d. Response Phase Reimbursement Responsibilities**

1367 The Assisting State should include an overview on reimbursement documentation  
1368 responsibilities as part of the Pre-Deployment Briefing.

1369  
1370 The Requesting State may include reimbursement guidance as part of the briefing  
1371 to arriving personnel to review reimbursement responsibilities and documentation  
1372 requirements for the mission.

1373  
1374 Requesting and Assisting States may consider providing large envelopes for  
1375 Deployed Personnel to maintain documentation while deployed.

1376  
1377 Deployed Personnel are responsible for the tracking of costs during the mission,  
1378 reporting any circumstances that may affect mission costs, and maintaining  
1379 documentation throughout their mission.

1380  
1381 Requesting State is obligated to issue reimbursement guidance to the Assisting  
1382 State as resources demobilize.

## 1384 **2. Reimbursement Implementation**

### 1385 **a. Recommended Timelines for EMAC Reimbursement**

1386 States should have developed procedures to have funding available to pay EMAC  
1387 missions upon receipt of the reimbursement packages.

1388  
1389 All states understand there are times when reimbursement may be delayed due to  
1390 circumstances outside of a state's control. Examples include the following:

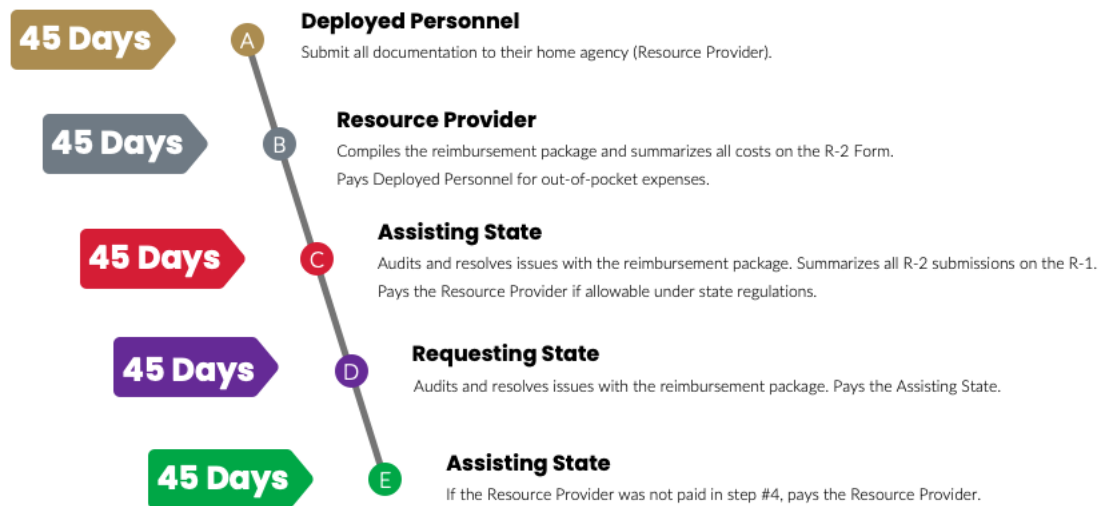
- 1391 • Large catastrophic events
- 1392 • Lack of staffing that may impact the timely processing of reimbursement  
1393 packages
- 1394 • The need for the state legislature to appropriate disaster funding
- 1395 • Payroll processing extending the timeline based upon state procedures  
1396 and systems. For example, payroll systems may take up to 90 days before  
1397 the Resource Provider can run reports to obtain the documentation  
1398 needed to compile the reimbursement package
- 1399 • National Guard missions involving federal assets requires the state to first  
1400 receive payroll charges from the Department of Defense, as well as  
1401 invoices from the U.S. Property and Fiscal Office for any deployed  
1402 equipment. Receipt of these charges may take longer than the

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recommended EMAC reimbursement timeline resulting in delays. Please communicate any delays to all parties involved as soon they are known

***Should there be delays to these timelines, the delays should be communicated between the Resource Providers, Assisting and Requesting States as soon as possible.***

The following timelines are provided as recommended guidance and should not make reimbursement ineligible if timelines are not adhered to as the Requesting State is obligated to reimburse an Assisting State for mission related, eligible, documented expenses.



### **I. Deployed Personnel**

Upon return home following a mission, Deployed Personnel are responsible for the timely submission of all EMAC cost documentation (as outlined in the section detailing [Cost Eligibility and Documentation](#)) within 45 days of demobilization to their Resource Provider.

### **II. Resource Provider**

Upon the receipt of all mission cost documentation from the Deployed Personnel, the Resource Provider completes all necessary accounting entries in their time keeping system and financial system. Once all accounting transactions for payroll and travel expenses have been processed, the Resource Provider compiles the reimbursement packet, in accordance with

1429 [Cost Eligibility and Documentation](#), as well as any additional requirements of  
1430 the Requesting State’s reimbursement guidance.

1431  
1432 Once complete, the reimbursement packet is submitted to the Assisting State.

1433  
1434 Except for possible delays to obtain payroll reports (which should be  
1435 communicated to the Requesting State), these actions should occur within 45  
1436 days from the date of demobilization for the EMAC mission.

### 1437 1438 **III. Assisting State**

1439 Upon the receipt of the Resource Provider’s reimbursement packet, the  
1440 Assisting State is responsible for auditing the Resource Provider’s  
1441 reimbursement package to ensure it is complete, organized, accurate, in  
1442 compliance with the reimbursement guidance and jurisdictional/state policies,  
1443 contains all source documentation to support the claim, and is free of any  
1444 issues with cost eligibility or documentation prior to submission to the  
1445 Requesting State.

1446  
1447 Once the Assisting State determines the Resource Provider’s reimbursement  
1448 packet to be complete, accurate, and free of error, the Assisting State will  
1449 create the final version of the reimbursement package to submit to the  
1450 Requesting State.

1451  
1452 All actions should occur within 45 days of receipt of the reimbursement packet  
1453 from the Resource Provider. Assisting States, upon discovery of conditions  
1454 preventing the submission of a complete and accurate reimbursement packet  
1455 within the standard timeline, shall immediately contact the Requesting State  
1456 to provide awareness. For example, if payroll processing will take 90 days, that  
1457 should be communicated to the Requesting State.

1458  
1459 *Note: Depending on state law, regulations, policies, and extenuating*  
1460 *circumstances, the Assisting State may issue payment to the Resource Provider*  
1461 *at this time or payment may occur once reimbursement is received from the*  
1462 *Requesting State. Some states may have laws, regulations, or extenuating*  
1463 *circumstances that prevent them from issuing reimbursement until after*  
1464 *payment has first been received from the Requesting State.*

1465

1466 **IV. Requesting State**

1467 Upon receipt of the reimbursement package from the Assisting State, the  
1468 Requesting State completes its responsibilities and issues payment no later  
1469 than 45 days after the receipt of the Assisting State’s claim.

1470  
1471 Requesting States, upon discovery of conditions that may delay the  
1472 reimbursement process should immediately communicate the situation to all  
1473 concerned parties. If known at the start of the event, that circumstances exist  
1474 that may prevent timely reimbursement, the Requesting State should make  
1475 Assisting States aware by communicating the financial situation in their  
1476 resource requests. Clear communication will ensure all parties (Resource  
1477 Providers and Assisting States) understand the implications of providing  
1478 assistance.

1479  
1480 Requesting States should provide timeline updates for payments throughout  
1481 the reimbursement process to the Assisting States who can communicate  
1482 updates to Resource Providers.

1483  
1484 **V. Assisting State**

1485 If payment to the Resource Provider was not made within 45 days of receipt of  
1486 the Resource Provider’s claim, the Assisting State, upon receipt of payment  
1487 from the Requesting State, issues payment to the Resource Provider within 45  
1488 days of receipt of the reimbursement from the Requesting State.

1489  
1490 **b. Proof of Payment**

1491 Assisting States are not required to pay Resource Providers prior to receiving  
1492 reimbursement from Requesting States. Resource Providers are required to pay  
1493 Deployed Personnel prior to submitting their R-2 to the Assisting State.

1494  
1495 If the Assisting State is the Resource Provider, they must pay Deployed Personnel  
1496 including all expenses prior to submitting for reimbursement to the Requesting  
1497 State.

1498  
1499 **c. Policy Validation Requirements**

1500 Resource Providers may use jurisdictional policies, state polices, or federal policies.  
1501

1502 Full policy documents are not required, only the pertinent section(s) along with  
1503 the name of the jurisdiction, agency and date policy was adopted.

1504  
1505 If the full policy document is provided, please indicate the section and pages that  
1506 are relevant to the type of resource.

1507  
1508 Sections of policy can be validated and certified by the Resource Provider in 2  
1509 ways:

- 1510 1. Provide the cover page of the policy document to identify the Resource  
1511 Provider and the date the policy was adopted.
- 1512 2. Write on the relevant policy section the name of the Resource Provider and  
1513 the date the policy was adopted.

1514  
1515 If a Resource Provider does not have policies, but costs can be substantiated by  
1516 non-EMAC cost documentation paid prior to the EMAC deployment (proof of  
1517 salary rate paid, proof of per diem rate paid, etc.) as a precedent for that Resource  
1518 Provider, the Assisting State may then be paid in accordance with the RSA.  
1519

### 1520 3. Waiving Reimbursement

1521 In accordance with Article III (A)(6) of the *EMAC Articles of Agreement*, and in the  
1522 spirit of mutual aid, Resource Providers and Assisting States may decide to waive  
1523 reimbursement for some, or all, of the costs related to the mission.

- 1524  
1525 A. Partial Waiver of Reimbursement: The Assisting State should send  
1526 notification on letterhead to the Requesting State their (or the Resource  
1527 Provider's) intention to waive a portion of the mission costs. The waived  
1528 amounts should be itemized by cost category on the letter and in the R-2  
1529 EMAC Reimbursement Form (if utilized).
- 1530 B. Full Waiver of Reimbursement: The Assisting State should send notification  
1531 on letterhead to the Resource Provider their intention to waive all mission  
1532 costs. The waived amounts should be itemized by cost category on the letter.  
1533

1534 If the Requesting State has received a federal disaster declaration for their event,  
1535 they may be able to offset any non-federal cost share with the value of the waived  
1536 mission costs. Under FEMA Public Assistance (PA) Program, donated resources  
1537 must be eligible costs within the PA Program and will require supporting cost  
1538 documentation.  
1539

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Assisting States wishing to waive mission costs should contact the Requesting State and confirm whether there is an intent to use the costs as an offset, and if so, receive instructions on the documentation requirements.

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1544 **4. The EMAC Reimbursement Process**

1545 The EMAC reimbursement process initiates when a state determines they will use  
1546 EMAC to request resources and ends when all documentation is received, and  
1547 payment has been issued to the Assisting State and Resource Provider.

1548  
1549 Each party to an EMAC mission must ensure documentation relating to an EMAC  
1550 claim for reimbursement is complete and fully supports the expenses incurred.

1551  
1552 Issues with insufficient documentation must be resolved between parties in a  
1553 timely fashion.

1554  
1555 Specific responsibilities and requirements in the development of the EMAC  
1556 reimbursement package for each party to the reimbursement process are as  
1557 follows beginning after the Response Phase:

1558  
1559 **i. Requesting State**

1560 The Requesting State should identify personnel who will manage the  
1561 reimbursement process **and ensure they are trained in EMAC reimbursement**  
1562 **procedures**. Once identified, these individuals should send reimbursement  
1563 guidelines to the Assisting States.

1564  
1565 **ii. Deployed Personnel**

1566 Upon returning home from a mission, Deployed Personnel are responsible for  
1567 the timely submission of all EMAC cost documentation to their Resource  
1568 Provider.

1569  
1570 Cost documentation will generally include timesheets, receipts for travel  
1571 expenses, mileage logs, or other supporting documentation as outlined above  
1572 in the section entitled "Cost Eligibility".

1573  
1574 Deployed personnel also assist the Resource Provider in preparing  
1575 documentation for other expenses incurred during the deployment as  
1576 authorized in the RSA.

1577  
1578 **iii. Resource Providers**

1579 Resource Providers are responsible for reimbursing Deployed Personnel for  
1580 travel expenses, updating time keeping systems to reflect mission work hours,

1581 and paying other eligible expenses incurred in connection with the EMAC  
1582 mission deployment.

1583  
1584 Resource Provider are also responsible for the collection of documentation  
1585 from Deployed Personnel upon their return home, completing accounting  
1586 entries for payroll and travel costs, and the reimbursement package which  
1587 includes the following:

- 1588 • A summary of all expenses incurred and paid by the Resource  
1589 Provider on the **EMAC R-2 Intrastate Reimbursement Form**. Be sure  
1590 to sign the form upon completion

1591  
1592 *Note: Each Resource Provider will compile their costs on their own R-2*  
1593 *form and provide documentation separately.*

- 1594 • A signed cover letter, on the Resource Provider’s letterhead which  
1595 includes, at a minimum, the following:
  - 1596 ○ EMAC mission number(s)
  - 1597 ○ Amount of the reimbursement claim
  - 1598 ○ Amount(s) of any donated resources, listed by cost category
  - 1599 ○ Remittance address
  - 1600 ○ Any special instructions for the Assisting State that may assist  
1601 them with their review of the packet

1602 The Template for the Cover Letter can be found in Appendix D. Templates.

- 1603 • Completed IRS Form W-9
- 1604 • Backup documentation, as outlined under “Cost Eligibility”
- 1605 • Policy documents to support claims (salary, overtime, per diem rates,  
1606 etc.). See Policy Validation Requirements (above).

1607  
1608 The Resource Provider should not submit partial or incomplete claims to the  
1609 Assisting State.

1610  
1611 Mission documentation must be complete and accurate prior to submitting  
1612 the reimbursement packet to the Assisting State.

1613  
1614 Any problems or issues with documentation should be discussed with the  
1615 Assisting State and resolved prior to submission.

1616



1617 *Note: When the Resource Provider is the state emergency management*  
1618 *agency, the R-2 and R-1 forms should both be completed.*

1619

1620 **iv. Assisting State**

1621 The Assisting State is responsible for auditing the Resource Provider’s  
1622 reimbursement package to ensure it is complete, organized, accurate, in  
1623 compliance with the reimbursement guidance and jurisdictional/state  
1624 policies, contains all backup documentation and any issues with cost  
1625 eligibility or documentation have been resolved prior to submission to the  
1626 Requesting State.

1627

1628 When allowable, the Assisting State should reimburse the Resource Provider  
1629 for the costs listed on the R-2 prior to submitting the packet to the  
1630 Requesting State. Some states may have laws, regulations, or extenuating  
1631 circumstances that prevent them from issuing reimbursement until after  
1632 payment has first been received from the Requesting State.

1633

1634 Once the Assisting State determines the Resource Provider’s reimbursement  
1635 packet to be complete, accurate, and free of error, the Assisting State will  
1636 create the reimbursement package to submit to the Requesting State.

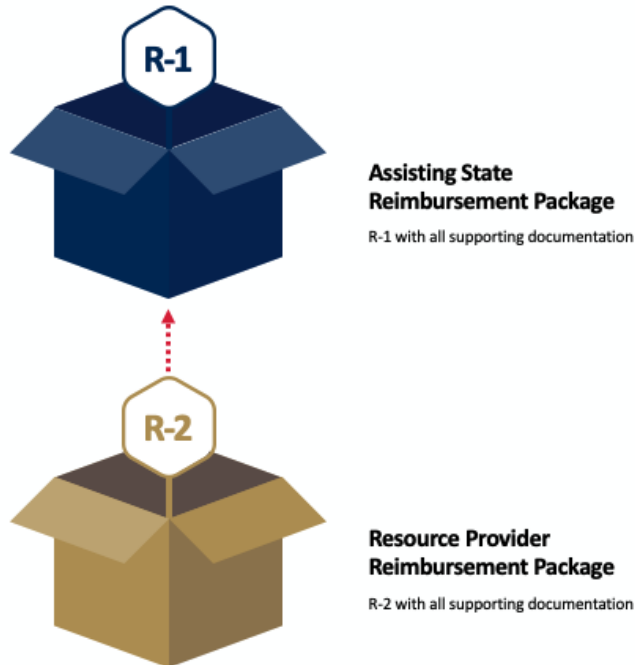
1637

1638 Each RSA will have one complete reimbursement packet. The total amounts  
1639 on the R-2s will be combined and reported on an EMAC Interstate  
1640 Reimbursement Form R-1.

1641

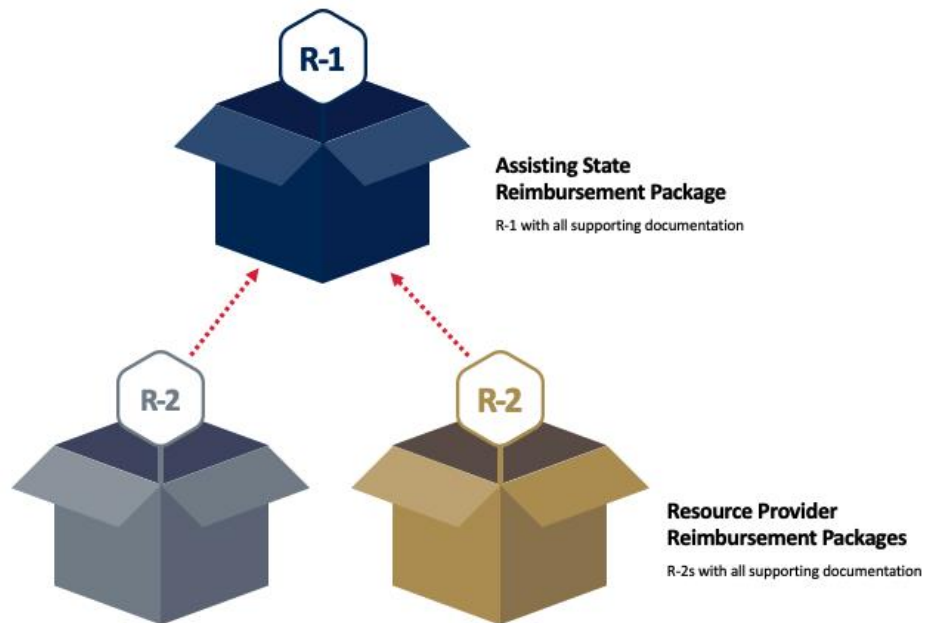
- If one entity in a state completed the mission on a single RSA, the  
1642 reimbursement package will consist of one R-2 and one R-1

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- If multiple entities comprise the mission of a single RSA, the reimbursement package would consist of multiple R-2's and a single R-1



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The Assisting State reimbursement package will consist of the following:

- A signed cover letter, on the Assisting State's letterhead, officially transmitting the reimbursement package to the Requesting State  
The cover letter should include information such as:

- 1652 • EMAC mission number
- 1653 • Amount of the reimbursement claim
- 1654 • Amount(s) of any donated resources, listed by cost
- 1655 category
- 1656 • Remittance address
- 1657 • Any special instructions for the Requesting State that
- 1658 may assist them with their review of the packet
- 1659 • Completed and signed R-1
- 1660 • Copy of the RSA
- 1661 • The complete packets received from the Resource Provider(s), to
- 1662 include the cover letter(s), R-2(s), and supporting documentation
- 1663 • If applicable, copies of state warrants or checks demonstrating proof
- 1664 of payment

1665 The Template for the Cover Letter can be found in Appendix D. Templates.

1666

1667 **v. Requesting State**

1668 The Requesting State is responsible for auditing the Assisting State’s claim(s)

1669 and issuing reimbursement payments to the Assisting States in a timely

1670 manner. Any delays in the reimbursement process should be communicated

1671 to the Assisting State.

1672

1673 **5. Cost Eligibility & Documentation Required**

1674 EMAC law requires that states are reimbursed for the actual cost of eligible

1675 expenses incurred during the execution of authorized missions.

1676

1677 To be eligible, costs must be:

- 1678 • Aligned with the executed RSA
- 1679 • Directly related to the performance of the mission
- 1680 • Supported by cost tracking and source documentation
- 1681 • Both **reasonable and allowable** under state and jurisdictional policies
- 1682 • Legal under government laws and regulations
- 1683 • Reduced by all applicable credits (i.e., insurance proceeds)
- 1684 • Consistent with Resource Provider’s internal policies, procedures,
- 1685 regulations, bargaining agreements, and procedures that apply uniformly
- 1686 to all activities of the Resource Provider. See D. Reimbursement, 2.
- 1687 Reimbursement Implementation, c. Policy Validation Requirements.

1688

1689

The following sections identify each cost category on the RSA and examples of eligible and ineligible costs, as well as supporting documentation.

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1691

1692

Resource Providers must satisfy all mission-related financial liabilities in full prior to submitting their reimbursement package to demonstrate the actual expense in the reimbursement package.

1693

1694

1695

1696

The documentation requirements listed below represent what is necessary to validate a cost category. While states may require less documentation, if additional requirements do exist, they should be noted in the Request and Offer Phase and included on the RSA and Mission Order. States should have no reasonable need to impose additional requirements during the reimbursement phase, beyond those listed below or noted during the Request and Offer Phase.

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Supporting documentation is ultimately determined by the Resource Provider's internal policies, procedures, and systems. For example, if a Resource Provider's travel policy states that an individual will be reimbursed a meal per diem for each day in travel status; then meal receipts will not be included in the reimbursement package. Proof that the Resource Provider paid the individual meal per diem will be required along with a copy of the internal policy identifying the amount of the per diem.

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In rare instances, an Assisting State and/or Resource Provider may need to contract for equipment, a specific service, or resource (not standard office products and other disposable office equipment) to fulfill the scope of the mission. In such a case, the entity must use their established jurisdictional or state procurement law, rule, or policy. The procurement should be clearly defined in the RSA and the Requesting State should provide guidance on the documentation required to justify the cost, such as, the law, rule, or policy along with quotes, bids, executed contract and/or any other pertinent documents to substantiate the mission related and reasonable reimbursement claim.

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## **A. Personnel**

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### **Eligible Costs:**

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- Personnel regular time (i.e., standard work week)

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- Overtime

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- Holiday
- Compensatory time earned at the individual’s actual rate of pay and in accordance with their internal policies, regulations, and procedures
- Actual cost of employee fringe benefits paid for by the Resource Provider. The Resource Provider’s contribution towards an employee’s fringe benefits is calculated by applying predetermined percentages against an employee’s earnings. Certain benefits (e.g., health insurance) are not dependent on an employee’s earnings and therefore would not increase because of overtime hours. The following are some examples of common fringe benefits:
  - Leave accruals (e.g. Vacation, Sick, Holiday, Personal)
  - FICA (e.g., Medicare and Social Security)
  - Workers’ compensation
  - Medical benefits
  - Retirement
  - Life insurance

Eligibility of overtime, holiday, and compensatory time is based on the Resource Provider’s pre-event written labor policy. States may consider modifications to policies to make clear labor policy that apply to EMAC deployments. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements.

**Documentation:**

- Proof of payment: the payroll register / report from the financial system
- Copy of the timesheet for hours worked for the period being claimed
- Labor Policy / Applicable section from the Collective Bargaining Agreement

*Note: Reports from financial systems generally show the recorded expenses for both salaries/wages and fringe benefit contributions. If a Resource Provider does not have a financial reporting system, they may submit pay stubs.*

**Ineligible Costs:**

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- Personnel costs that do not align with a Resource Provider’s established labor policies. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements
- Pre- and post-deployment costs not specified in the RSA
- Overtime salary that is not eligible based upon the jurisdiction’s labor policy. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements

**Negotiated Costs:**

Negotiated costs are costs that are only eligible if included in the RSA, agreed upon by both the Requesting and Assisting States, and allowable by state law and policies. If the Assisting State has a policy that disallows negotiated costs, that policy must be followed. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements.

This includes the following:

- Backfill costs
- Administrative costs
- Logistical support costs
- Pre- and post-deployment costs which must be clearly identifiable within the RSA
- Costs associated with training and exercises

**Note:** Pre-deployment, post-deployment, training, and exercise costs are **not eligible for reimbursement under the FEMA Public Assistance (PA) Program.**

**B. Travel: Meals by Per Diem**

**Eligible Costs:**

Meal per diem rates for each mission day (breakfast, lunch, dinner, and incidentals) at the rate established by the Resource Provider’s travel policy. If no policy exists, the Resource Provider should follow the Assisting State’s policy or use the federal per diem rates (CONUS: [www.gsa.gov](http://www.gsa.gov) or OCONUS: [defensetravel.dod.mil](http://defensetravel.dod.mil)).

**Documentation:**

- Travel policy which identifies the per diem rates

- 1797
- Proof of reimbursement by the Resource Provider to the Deployed Personnel
- 1798

1799

1800 **Ineligible Costs:**

- 1801
- Paying per diem when the travel policy outlines payment by receipt
- 1802
- Costs for meals provided by the Requesting State
- 1803
- Alcohol

1804 **C. Travel: Meals by Receipt**

1805 **Eligible Costs:**

1806 The actual costs of any meals purchased throughout the course of a mission  
1807 (e.g., breakfast, lunch, and dinner). The basis of reimbursement is dependent  
1808 on the Resource Provider’s travel policy.

1809

1810 If no policy exists, the Resource Provider should follow the Assisting State’s  
1811 policy or use the federal per diem rates (CONUS: [www.gsa.gov](http://www.gsa.gov) or OCONUS:  
1812 [defensetravel.dod.mil](http://defensetravel.dod.mil)).

1813

1814 When claiming actual costs, Resource Providers shall ensure the meal costs  
1815 are reasonable prior to submitting for reimbursement. It is recommended  
1816 the actual cost of meals be in line with established federal per diem rates for  
1817 the area. Any costs that significantly exceed the federal per diem rate may be  
1818 denied by the Requesting State. In this instance, the Requesting State would  
1819 only reimburse an amount equal to the federal per diem rate.

1820

1821 **Documentation:**

- 1822
- Actual cost of meals – Itemized receipts that show the vendor’s name, date, location, items purchased, and payment method
- 1823
- Travel policy which identifies meals by receipt and reasonableness of the purchase of meals
- 1824
- Proof of reimbursement by the Resource Provider to the Deployed Personnel (only when the purchase of the meals (by receipt) is made by the Deployed Personnel)
- 1825
- 1826
- 1827
- 1828

1829

1830 **Ineligible Costs:**

- 1831
- Missing receipts, receipts not itemized, or receipts are not legible
- 1832
- Costs for meals provided by the Requesting State
- 1833
- Alcohol

1834

#### 1835 **D. Travel: Airfare**

##### 1836 **Eligible Costs:**

- 1837 • Airfare (unless direct billed to the Requesting State)
- 1838 • Change fees (if authorized by the Requesting State)
- 1839 • Baggage fees

1840

1841

1842 *Note: Extenuating circumstances may create a situation where a*  
1843 *reasonable rate (economy/coach) cannot be secured for the Deploying*  
1844 *Personnel airfare (e.g., only premium seats exist on available flights). In*  
1845 *these instances, the Assisting State should communicate the situation to*  
1846 *the Requesting State and see if, 1) the start date of the mission can be*  
1847 *adjusted back, or 2) the higher priced tickets should be purchased due to*  
1848 *the urgent need of the resources. Either situation should be documented*  
1849 *appropriately for reimbursement purposes.*

1850

##### 1850 **Documentation:**

- 1851 • Airline receipt or paid invoice showing name of traveler, dates of
- 1852 travel, destination(s), itemization of costs, and confirmation of
- 1853 payment
- 1854 • Receipts for baggage fees
- 1855 • Receipt for change fees
- 1856 • Proof of reimbursement by the Resource Provider to the Deployed
- 1857 Personnel (only when the purchase of the ticket is made by the
- 1858 Deployed Personnel)

1859

1860

##### 1860 **Ineligible Costs:**

- 1861 • Tickets for premium class seating (e.g., first class or business class) –
- 1862 *see exception clause above under Eligible Costs*
- 1863 • Costs for travel amenities (e.g., Wi-Fi, headphones, etc.)

1864

1865

#### 1865 **E. Travel: Lodging**

##### 1866 **Eligible Costs:**

1867 The costs associated with any lodging arrangements needed throughout the  
1868 course of the mission (e.g., hotels, Airbnb, VRBO, campgrounds, etc.).

1869



1870 Resource Providers shall make every effort to secure the lowest rate  
1871 available or government rate ([www.gsa.gov](http://www.gsa.gov)).

1872

1873 **Notes:**

- 1874 • *Extenuating circumstances may create a situation where a reasonable*  
1875 *rate cannot be secured for lodging. In these instances, the Assisting*  
1876 *State should communicate the situation to the Requesting State and*  
1877 *so they are aware of the rates.*
- 1878 • *Deployed Personnel may be required to provide their own lodging*  
1879 *during primitive conditions (tents, etc.). In this case, there will be no*  
1880 *lodging costs to claim for reimbursement with the exception of*  
1881 *possible lodging on travel days.*
- 1882 • *Resource Providers may still have costs to claim for the use of the*  
1883 *tents as well as any damages and/or decontamination costs. These*  
1884 *types of costs will be covered under the Equipment and Other cost*  
1885 *categories.*

1886

1887 **Documentation:**

- 1888 • Receipt of paid invoice from vendor showing dates of stay, charges,  
1889 name of guest, and zero balance due
- 1890 • Proof of reimbursement by the Resource Provider to the Deployed  
1891 Personnel (only when the lodging is paid by the Deployed  
1892 Personnel)

1893

1894 **Ineligible Costs:**

1895 Costs for lodging when accommodations are made available or paid by the  
1896 Requesting State.

1897

## 1898 **F. Travel: Parking and Tolls**

1899 **Eligible Costs:**

1900 Parking fees and highway/bridge tolls are eligible for reimbursement.

1901

1902 **Documentation:**

- 1903 • Parking and Tolls – Receipts with date, location, and amount paid
- 1904 • Proof of reimbursement by the Resource Provider to the Deployed  
1905 Personnel (only needed if parking/tolls were paid by Deployed  
1906 Personnel)

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**Ineligible Costs:**

- Parking fines

**G. Travel: Ground Transportation**

**Eligible Costs:**

The costs of ground transportation (e.g., taxis, shuttles, ride share).

Rental vehicle and fuel.

Mileage rates for privately owned vehicle (POV), and government owned vehicle (GOV) to/from the airport, collective departure point, travel to/from mission location, or daily work location(s) during their deployment. Note: For POVs and GOVs, the cost of fuel **or** mileage are both acceptable as a basis of reimbursement. The decision to request fuel **or** mileage is dependent on what the Resource Provider’s organizational policy prescribes as allowable. If no policy exists, the Resource Providers can adopt the Assisting State’s mileage rate or use a federal mileage rate, specifically FEMA’s *Schedule of Equipment Rates*.

For any rate established by the Resource Provider, the rate should incorporate all the following cost components; operating costs, overhead, depreciation, repairs and maintenance, and vehicle fluid (oil, fuel, etc.) consumption. Jurisdictional rates are still subject to reasonable costs as detailed further below.

**Documentation:**

- Taxi/Shuttle/Ride Share: Receipts with date, origin/destination points, and amount paid
- Rental Vehicle: Copy of rental agreement with name of renter and dates. Receipt or paid invoice for the cost of the rental vehicle and fuel
- POV and GOV:
  - Fuel: Receipts, if claiming fuel (credit card statements is not acceptable documentation).
  - Mileage:
    - Policy authorizing the mileage rate

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- Daily mileage log showing the start and end location, as well as the beginning and ending odometer readings or maps showing routes driven if a mileage log is not maintained
- Proof of reimbursement by the Resource Provider to the Deployed Personnel (for fuel, POV, rental, or other out-of-expense paid by the Deployed Personnel)

**Ineligible Costs:**

- Transportation costs where the purpose **is not** mission related (e.g., after-hours or leisure)
- Traffic violations or fines

**H. Equipment by Rate**

**Eligible Costs:**

The actual cost of fuel and maintenance incurred during the mission or the cost of using the equipment based on an equipment usage rate, are eligible.

Equipment rates can be those established under the Resource Provider’s own guidelines, Assisting State guidelines, or FEMA’s *Schedule of Equipment Rates*. See section on the [reasonableness of rates when using jurisdictional policies](#). See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements.

For any rate established by the Resource Provider, the rate should incorporate all of the following cost components; cost of ownership and operation of the equipment including depreciation, overhead, all maintenance, field repairs, fuel, lubricants, tires, and other costs incidental to operation. Jurisdictional rates are still subject to [reasonable costs](#) detailed further below.

**Documentation:**

- Daily equipment logs showing the name of the operator(s), equipment description, dates, and hours of use per day
- Documentation demonstrating the equipment rate (unless using the FEMA equipment rate)

**Ineligible Costs:**

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- Costs for fuel and maintenance when usage rate is being claimed

**Negotiated Costs:**

Negotiated costs are costs that are only eligible if included in the RSA and agreed upon by both the Requesting and Assisting states and allowable by state law and policies. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements. Note that negotiated cost may not be eligible under federal funding but if agreed upon in the RSA must be reimbursed.

This includes the following:

- Equipment in “stand by” status

**Reimbursement for Federally Owned Equipment**

In cases where equipment is owned by the federal government and not by state National Guard, the state will receive an invoice from the United States Property and Fiscal Office (USPFO) for the state’s use of the federally owned equipment. If the timing of the issuance of the invoice from the USPFO extends past the recommended timeline for the reimbursement process, this should be communicated to the Requesting State and the state National Guard to keep everyone informed of delays in the process.

**I. Reimbursement of Leased Equipment**

If an Assisting State or Resource Provider needs to lease equipment from a private vendor to perform the mission, they must include the terms, conditions, and estimated cost in the RSA. The reimbursement package should include the lease agreement, invoices or receipts with the days and rate for the lease and any fuel costs, if not included in the lease rate. They must follow the laws and policy established by the Assisting State and/or Resource Provider for leasing equipment.

**Notes:**

- Leased equipment is eligible for reimbursement through the FEMA Public Assistance (PA) Program
- Leased equipment cost must be reasonable
- Equipment owned and used by another governmental agency must follow equipment rates and is not eligible as a lease

**J. Equipment Repair or Replacement**

**Eligible Costs:**

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Reasonable costs to repair or restore damaged equipment to its pre-deployment condition or replace destroyed equipment.

**Note:** It is incumbent upon the Resource Provider to demonstrate the damage occurred within the mission dates and the damage is mission related (through reporting of the damages to the state EMA, images, affidavits, email, etc.). Damages that are not reported within a reasonable timeframe may not be allowed.

**Documentation:**

- Equipment Repair
  - Photographs documenting equipment damage
  - Written explanation on how the equipment was damaged (e.g., affidavits or police reports)
  - Copy of insurance claim
  - Repair receipt
  - Maintenance records showing the equipment was in good operational condition prior to the deployment
  - Depreciation schedule for the equipment showing the book value, useful life, salvage value, and accumulated depreciation
  
- Equipment Replacement
  - Photographs documenting equipment destruction
  - Written explanation on how the equipment was destroyed (e.g., affidavits or police reports)
  - Copy of insurance claim
  - Maintenance records showing the equipment was in good operational condition prior to the deployment
  - Depreciation schedule for the equipment showing the book value, useful life, salvage value, and accumulated depreciation

It is recommended that the RSA is amended to include damaged or destroyed equipment.

**Ineligible Costs:**

- Costs covered by insurance

- 2056 • The replacement cost of equipment will be limited to the book value  
2057 of the damaged or destroyed piece of equipment, less any insurance  
2058 proceeds
- 2059 • The cost to repair or replace damaged equipment that was found to  
2060 be the result of willful misconduct, gross negligence, or recklessness

2061  
2062

## 2063 **K. Commodities**

### 2064 **Eligible Costs:**

2065 Consumables and other supplies and materials that are necessary to perform  
2066 the mission.

2067

2068 Examples of commodities includes, **but is not limited to**, the following:

- 2069 • Office supplies
- 2070 • PPE (Masks, gloves, sunscreen, bug spray, coveralls, respirator filters,  
2071 eye protection, face shields)
- 2072 • Bottled water
- 2073 • Snacks
- 2074 • Batteries
- 2075 • MREs/pre-packaged meals
- 2076 • Fluids not included in an equipment rate (bar/chain oil, fuel, engine oil,  
2077 chainsaw chain)
- 2078 • Spark plugs
- 2079 • Medical supplies (disposable urinals, tongue depressors, syringes,  
2080 medical tape, commode liners, gauze, alcohol pads, IV starter kits,  
2081 catheter kit, cannula tubing, infection waste bags, shoe covers, pads for  
2082 AED, etc.)
- 2083 • Decontamination soap
- 2084 • Self-sustainment supplies (ice, meals ready to eat (MREs), pre-packaged  
2085 meals, water, snacks, toilet paper, snacks, etc.)
- 2086 • Specialty gasses (oxygen, etc.)
- 2087 • Ammunition and crowd control supplies
- 2088 • Sanitary Supplies (hand sanitizer, disinfectant wipes, hand towels, toilet  
2089 paper)
- 2090 • Chemical light sticks (flares)
- 2091 • Body bags

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- Animal feed (dog, cat, etc.)

**Documentation:**

- Receipt or paid invoice when commodities are purchased prior to deploying or during the deployment
- Documentation showing fair market value of items or paid invoice for items taken from Resource Provider’s own inventory

**Ineligible Costs:**

- Personal items (e.g., personal medication, tobacco, alcohol, etc.)
- Supplies purchased that are not used during the deployment and remain in possession of the Resource Provider after demobilization
- If claiming the costs for MREs, there will be no cost to claim under the “Meals” category (except for meals purchased on travel days)

**L. Other by Rate**

**Eligible Costs:**

Non-equipment costs such as service charges that are billed by rate.

Examples of other by rate includes, **but is not limited to**, the following:

- Deployed Personnel government issued mobile phone
- Satellite phone usage
- Hotspot usage
- GPS service
- etc.

**Documentation:**

- Receipt that establishes the rate

**Ineligible Costs:**

- Replacement of non-equipment (mobile phone)

**M. Other by Quantity**

**Eligible Costs:**

Non-equipment costs that are billed by receipt or invoice.

2128 Examples of other by quantity includes, **but is not limited to**, the following:

- 2129 • Laundry
- 2130 • Transportation of equipment and supplies
- 2131 • Costs for the decontamination of equipment
- 2132 • Replacement, or repair of non-equipment (mobile phone)

2133

2134 **Documentation:**

- 2135 • Receipts or paid invoices
- 2136 • Written explanation describing the reasoning for the
- 2137 repair/replacement

2138

2139 **Ineligible Costs:**

- 2140 • Damage or replacement of personal property

2141

2142 **6. Negotiated Costs**

2143 As noted above, some costs are eligible if agreed upon by both the Requesting and

2144 Assisting States at the time of the Request and Offer and completion of the RSA.

2145 Negotiated costs must be in the RSA to be eligible and must be allowable through

2146 state laws and procedures.

2147

2148 Negotiated costs shall be clearly defined, stated and identifiable in the offer of

2149 assistance and RSA as negotiated costs. For example, if backfill costs are in the

2150 offer, they must be labeled as “Backfill” under the appropriate cost category.

2151

2152 Any agreed upon negotiated costs that is found to be prohibited by a pre-existing

2153 state policy will be disallowed. The pre-existing policy must be in place at the time

2154 of the execution of the RSA.

2155

2156 If “negotiated costs” are not in the RSA, they will be immediately denied for

2157 reimbursement.

2158

2159 **7. Additional Examples of Ineligible Costs**

2160 The following are examples of situations where costs would be considered

2161 ineligible for reimbursement:

- 2162 • Pre- or post-deployment costs not included in the RSA
- 2163 • Costs over and above the book value of any damaged or destroyed
- 2164 equipment



- 2165 • Purchased equipment where title of ownership remains with the Resource  
2166 Provider following demobilization
- 2167 • Any unauthorized purchases. Note: Deploying Personnel should be  
2168 instructed to obtain written authorization from the Requesting State prior  
2169 to making purchases
- 2170 • Damages or cost associated with the use of personal property (e.g.,  
2171 clothing, electronic devices, etc.)
- 2172 • Costs that do not adhere to a State or Resource Provider’s written policies.  
2173 See D. Reimbursement, 2. Reimbursement Implementation, c. Policy  
2174 Validation Requirements
- 2175 • Costs incurred where the assets self-deployed  
2176

## 2177 8. Considerations for the Reimbursement of National Guard Missions

### 2178 Personnel Costs

2179 National Guard personnel are typically paid at rate per day. In the Mission  
2180 Order/RSA, you will likely note the rate per day was divided by the number of  
2181 hours they are expected to work per day. The resulting number was entered under  
2182 the regular salary rate and the number of hours they were expected to work per  
2183 day. Thus, the daily rate corresponded to the rate per day.  
2184

### 2185 Reimbursement of Federal Equipment

2186 See note under Equipment by Rate for the reimbursement of federally owned  
2187 equipment.  
2188

## 2189 9. Documentation Retention

2190 The Requesting State is responsible for following all state/federal retention  
2191 requirements for backup documentation. Documentation uploaded to the EMAC  
2192 Reimbursement tracking system should not be utilized as an archive as NEMA will  
2193 not retain documentation longer than 90 days. NEMA is not responsible for loss of  
2194 documentation.  
2195

## 2196 10. Reasonable Costs

2197 To justify a cost as reasonable, Resource Providers must prove that a prudent  
2198 person under the same prevailing circumstances would incur the same cost.  
2199

2200 While states recognize that pre-existing jurisdictional policies at the time of a  
2201 mission will be the main driver for determining the actual cost incurred, it does not  
2202 extend a blanket approval that all costs listed in pre-existing jurisdictional policies

2203 are considered reasonable. See D. Reimbursement, 2. Reimbursement  
2204 Implementation, c. Policy Validation Requirements.

### 2205 **Reviewing Offers of Assistance**

2206 If the Assisting State received an offer of assistance from a Resource Provider that  
2207 did not pass the test of reasonableness, but the rate was based upon the  
2208 jurisdictional policy, the state could request a breakdown of the rate to identify  
2209 the full breakdown and justification of the rate(s).

2210  
2211 A Requesting State may decline an offer of assistance if, in their opinion, the  
2212 estimated costs are not reasonable.

### 2213 **Notes on Reasonable Equipment Rates**

2214 The Assisting State may, by policy, establish reasonable equipment rates for their  
2215 state, adopt the FEMA equipment rate schedule, or defer to jurisdictional policy  
2216 rates.

2217  
2218 If the Assisting State defers equipment rates to the jurisdiction, the jurisdiction  
2219 must have the equipment rate in policy prior to the disaster for which the resource  
2220 is being requested.

2221  
2222 When establishing the equipment rate, the Resource Provider should start with a  
2223 historical cost breakdown of the individual cost component by the appropriate  
2224 cost driver (i.e., rate per hour, rate per day, or rate per mile). In general,  
2225 equipment rates cover costs of ownership and operation of the equipment  
2226 including depreciation, overhead, all maintenance, field repairs, fuel, lubricants,  
2227 tires, and other costs incidental to operation excluding the personnel required to  
2228 operate the equipment.

2229  
2230 The Assisting State may perform a reasonable cost analysis on the breakdown and  
2231 deny the rate if determined to be unreasonable. For example, if the rate of a piece  
2232 of equipment is \$75/hour from 3 Resource Providers but \$150/hour from another,  
2233 the reasonableness of the rate and validity of the jurisdictional policy may be  
2234 called into question. Should this occur, the Assisting State may advise the Resource  
2235 Provider to revise their jurisdictional policy, accept a current reasonable rate  
2236 (Assisting State or FEMA rate) or may simply decline to use the Resource Provider  
2237 based upon the unreasonableness of the offer.

2238

## 2239 **11. Conflict Resolution**

### 2240 **Submission and Payment Changes**

2241 If an Assisting State submitted an R-1 and R-2 that had corrections such that the  
2242 amount to be reimbursed does not match the original submission, the Requesting  
2243 State may request an email that acknowledges and accepts the change or a  
2244 resubmission of the R-1 and R-2 prior to issuing payment. This protects both the  
2245 Requesting and Assisting States as well as the Resource Provider from potential  
2246 future conflict by having both states agree on the changes.

2247

### 2248 **Resolving Conflicts**

2249 EMAC does not have a formal conflict resolution process in place when disputes  
2250 arise during the reimbursement phase.

2251

2252 However, in the event a dispute does arise states should use the following  
2253 guidance:

- 2254 • EMAC Coordinators or Designated Contacts from each state should first  
2255 attempt to reach a resolution
- 2256 • State Directors of Emergency Management from each state should attempt  
2257 to reach a resolution when the EMAC Coordinators or Designated Contacts  
2258 cannot
- 2259 • Governors of each state should work together to resolve the dispute when all  
2260 other options have been exhausted

2261

## 2262 **12. EMAC Reimbursement Cost Tracking**

2263 As part of the standardization of Reimbursement, states have agreed to use the  
2264 EMAC Reimbursement system to track reimbursement progress. States should  
2265 refer to the EMAC Reimbursement System Job Aid for additional information.

2266

## 2267 **13. Seeking Reimbursement Through Federal Assistance**

2268 Federal funds may be available to a Requesting State if they received a federal  
2269 declaration. **The receipt of federal funds should not delay the reimbursement of  
2270 the EMAC mission.**

2271

2272 It is important to note that reimbursable costs through EMAC may not align with  
2273 federal assistance programs.

2274

2275 It is the responsibility of the Requesting States to familiarize themselves with cost  
2276 eligibility restrictions under federal assistance programs. A state is prohibited from  
2277 denying the reimbursement of a mission cost if it is agreed to on the RSA but later  
2278 determined to be ineligible under federal assistance.

2279

2280 **It is important to note that Assisting States and Resource Providers are not**  
2281 **applicants or subgrantees. The Requesting State is the applicant / grantee.**

2282  
2283 **FEMA Public Assistance**

2284 A Requesting State may receive a federal Emergency, Major or Fire Management  
2285 Assistance Grant disaster declaration authorizing financial assistance through the  
2286 Federal Emergency Management Agency (FEMA) Public Assistance Program (PA).

2287  
2288 The Requesting State’s cost for EMAC assistance may be eligible for  
2289 reimbursement through FEMA PA. FEMA specifies cost eligibility for mission  
2290 related EMAC costs in the [Public Assistance Program and Policy Guide \(PAPPG\)](#). It  
2291 is important that Members, when developing their reimbursement guidance, are  
2292 mindful of the processes and procedures of FEMA PA.

2293  
2294 All EMAC Members should familiarize themselves with cost principles required  
2295 under 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit  
2296 Requirements for Federal Awards.

2297  
2298 The basic steps to get FEMA PA reimbursement for the Requesting State:

- 2299
- 2300 1. Submit a FEMA Request for Public Assistance (RPA) to claim cost  
2301 reimbursement for the declared disaster. Only one RPA is necessary for the  
2302 State Agency claiming the EMAC reimbursement.
  - 2303 2. Once the RPA is approved, FEMA will assign a FEMA Program Delivery  
2304 Manager (PDMG) to assist with the PA process.
  - 2305 3. Notify the PDMG there are EMAC Missions for the declared event.
  - 2306 4. Request a Project Worksheet (PW) be developed with the Scope of Work to  
2307 include all the Requesting States EMAC Missions on one PW. The PW can  
2308 have multiple versions to account for additional missions. \*If the state has  
2309 the training and capacity, they can initiate their PW in the FEMA Grants  
2310 Portal in conjunction with PDMG.
  - 2311 5. The Requesting State can choose a Standard PW or an Expedited PW  
2312 through their PDMG. In either case, the PW should be entered into the  
2313 Grants Portal as soon as the first EMAC mission is approved by the  
2314 Requesting State. The PW will include the RSA scope of work and cost  
2315 estimate. The PW can be modified to include any and all follow-on EMAC  
2316 missions through the PW version process.

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- The Standard PW federal cost share funds should be available to the Requesting State within 30 days after the Assisting State’s reimbursement package is received, reviewed and program requirements are met. If funding is required more immediately, the Requesting State can ask for PW to be prioritized.
  - The Expedited PW allows FEMA to provide up to 50% of the federal cost share within 48 hours of the PW approval based on the preliminary scope of work and cost estimate. The final federal reimbursement will be paid after reconciliation of the expedited funds and the actual costs incurred.
  - In general, the Standard PW is usually preferable for EMAC missions as Assisting States will not submit their reimbursement packages before the initial 30 days of the disaster declaration.
6. The Requesting State EMAC Coordinator / State Finance Officer should work closely with their Public Assistance Officer to make sure all information is represented in the FEMA Grants Portal correctly.

2334 Requesting States must remember that if a cost is agreed to on the RSA, it cannot  
2335 be later denied because it fails to meet eligibility under FEMA PA. Of note, FEMA  
2336 does not reimburse for preparing to deploy, training and exercises.

2337

2338 **Other Federal Assistance**

2339 Federal assistance may also be available through other federal programs such as  
2340 the FEMA’s Fire Management Assistance Grant (FMAG) program; the National  
2341 Special Security Event (NSSE) program; US Department of Agriculture (USDA);  
2342 Housing and Urban Development (HUD), Community Development Block Grant  
2343 (CDBG); Dept of Commerce, Economic Development Program; Health and Human  
2344 Services (HHS), Public Health Emergency; Congressional Appropriations for specific  
2345 agencies and uses; etc.

2346

2347 When a Requesting State receives federal funding to support a pre-planned event,  
2348 they must include the grant awards guidance concerning cost eligibility in their  
2349 resource requests. Requesting States should not accept offers or RSA amendments  
2350 that contain ineligible costs under the grant award’s guidance unless they have  
2351 identified a separate funding source to reimburse those costs. In the event the  
2352 grant award guidance was not made available to Assisting States prior to the initial  
2353 RSA, the Requesting State will be liable to reimburse any costs that are eligible  
2354 under the section on Cost Eligibility of this manual.

2355

2356 **14. State Reimbursement Best Practices**

2357 Of note, while not standard practice at this time, once a reimbursement package is  
2358 received, through legislation or policy, some states have adopted an “advance  
2359 payment” procedure which allows them to pay a portion of the requested  
2360 reimbursement package to the Assisting State upon receipt of the reimbursement  
2361 package. While the advance varies, the average advance was typically 75% - 80%

CONFIDENTIAL

## 2362 Tools Supporting the State Implementation of EMAC

### 2363 **A. EMAC Operations System (EOS)**

2364 The EMAC Operations System (EOS) is the online system state emergency  
2365 management agencies (EMAs) use to request, offer, complete the RSA, and track  
2366 resources on an EMAC deployment.

2367  
2368 The EOS is credited with accelerating the EMAC process leveraging advanced  
2369 technologies and permissions for state EMAs.

2370  
2371 Access to the EOS is available only to state EMA personnel who have been granted  
2372 access and have an EMAC role: EMAC Authorized Representatives, EMAC  
2373 Designated Contacts and EMAC Coordinators.

2374  
2375 EMAC A-Team qualified personnel who are not an EMAC Authorized  
2376 Representative or EMAC Designated Contact may be given access into an event for  
2377 the specified dates.

2378  
2379 Personnel with EMAC responsibilities should complete the EMAC A-Team Training  
2380 Course and be qualified by NEMA for how to use the EOS.

2381  
2382 States should consider data in the EOS the property of the Requesting State and  
2383 should refer to the [NEMA Data Sharing Policy](#) regarding the sharing of information.

2384  
2385 EOS users who encounter issues or need assistance should contact NEMA for  
2386 assistance.

2387

### 2388 **B. National Coordinating State (NCS) Companion Application**

2389 NCS is a companion application used by the National Coordinating State to oversee  
2390 EMAC operations as part of their responsibilities under the EMAC Operational  
2391 Management. It is a closed system only available to the NCS Past, Present and  
2392 Elect.

### 2393 **C. Liaisons Companion Application**

2394 Liaisons is a companion application used by individuals assigned to events as a  
2395 NELT or RELT liaisons so they can share situational awareness with federal partners  
2396 (FEMA and NGB).

2397

2398 Liaisons are assigned by NEMA into individual events so they can track action  
2399 items, view data, gather situational awareness, create reports and compile  
2400 SITREPS.

2401

2402 Liaisons serve as a conduit to the NCS and the EMAC Program Director to address  
2403 and resolve any issues that may arise when sharing situational awareness with  
2404 federal partners quickly and efficiently.

#### 2405 **D. Resource Planner**

2406 Resource Planner is used by EMAC Coordinators to pre-script resource requests in  
2407 alignment with THIRA findings for rapid EMAC response.

#### 2408 **E. Mutual Aid Support System**

2409 The Mutual Aid Support System or MASS is the free GIS based online inventory of  
2410 Mission Ready Packages (MRPs). All Resource Providers can develop and maintain  
2411 an MRP in MASS. Permissions for a MRP to be visible to EMAC is controlled by the  
2412 state emergency management agency.

2413  
2414 The EMAC Coordinator can edit and publish/unpublish MRPs in MASS.

2415  
2416 Once resources are published in MASS, they can be linked to a Pre-Scripted  
2417 Resource Request in Resource Planner and be imported as offers of assistance in  
2418 EOS.

2419  
2420 The goal of MASS is to accelerate the state response through EMAC.

#### 2421 **F. Reimbursement Application**

2422 The Reimbursement application allows state emergency management agency  
2423 EMAC Coordinators and Finance/Administration personnel with EMAC permissions  
2424 to manage the reimbursement process and upload/download summary forms and  
2425 documentation. The system can generate reports for transparency of the  
2426 reimbursement process.

### 2427 **Sensitive Events and Open Records Requests**

2428 When an event is of a sensitive political nature, information contained in the RSA that  
2429 would normally list deploying personnel names and other sensitive information may be  
2430 omitted / redacted or generalized to ensure the safety and protection of personally  
2431 identifiable information.

2432  
2433 Measures should be taken to ensure the safety of those serving in an EMAC Governance or  
2434 Operational Component capacity. States are encouraged to consult with their legal counsel  
2435 and work to strengthen the protection of data between states.

2436



2437 The EMAC Program Director will coordinate information sharing on this topic as needed so  
2438 that all those engaged in the mutual aid process are aware of modified information  
2439 disclosure practices.

2440

2441 When Open Records Requests are received, states should adhere to guidelines already in  
2442 place for handling such requests in their state. However, it is important that states who  
2443 receive requests contact the EMAC Program Director for awareness. Requesting States,  
2444 Assisting States and Resource Providers should all be made aware of such requests and how  
2445 it may impact their jurisdiction and personnel.

## 2446 **EMAC Training**

2447 State emergency management agencies are responsible for developing and delivering  
2448 training on EMAC as part of their legislative responsibilities.

2449

2450 Since the scope of EMAC is much broader than just utilizing state emergency management  
2451 personnel, EMAC training spans personnel/teams that may deploy through EMAC, locals,  
2452 federal agencies, state agencies (to include state emergency management), elected and  
2453 appointed officials, volunteers and representatives from the private sector, and academia.

2454

2455 It is vital to the success of EMAC that potential Resource Providers, Deploying Personnel,  
2456 and those who may request resources through the state emergency management agency  
2457 understand what EMAC is, how it works, their responsibilities, and the reimbursement  
2458 process. The better prepared personnel are to deploy through EMAC, the more likely they  
2459 will have a positive experience.

2460

2461 Many intrastate mutual aid programs have already identified the available resources and  
2462 services that can be deployed through EMAC and have organized the task forces and strike  
2463 teams into Mission Ready Packages. Since the resources that are utilized through intrastate  
2464 mutual aid are often the same that are deployed through EMAC, it is recommended that  
2465 training for Resource Providers and Deploying Personnel incorporate both intrastate and  
2466 EMAC concepts and practices.

2467

2468 All EMAC training for potential mutual aid service providers will be facilitated, conducted,  
2469 and administered by NEMA or the emergency management organization of the EMAC  
2470 Member State, Territory, or Commonwealth. The Designated Contacts of EMAC Members  
2471 should network with in-state agencies such as National Guard, law enforcement, fire,  
2472 emergency medical, medical, public health, search and rescue, public works, environmental

2473 health, water and wastewater resources, and animal control, and their local city/county  
2474 emergency management organizations to keep them informed about EMAC training and  
2475 exercise opportunities. Information sharing can be accomplished through newsletters,  
2476 meetings, e-mail, or any other means deemed appropriate. These vital forces should be  
2477 viewed as “components of the State’s emergency management system” rather than appear  
2478 as separate and distinct emergency service providers.

2479

2480 States may use the EMAC eLearning Courses on the EMAC website to provide the basics on  
2481 EMAC and supplement the training with a review of EMAC procedures within their state.

2482

2483 A complete listing of EMAC training courses is available on the EMAC website.

2484

## 2485 **EMAC Exercises**

2486 State emergency management agencies are responsible for developing and conducting  
2487 exercises on EMAC as part of their legislative responsibilities.

2488

2489 Exercises prepare participants to activate EMAC and mutual aid in general - both as a  
2490 Requesting and Assisting State - in accordance with the procedures set forth in the EMAC  
2491 Operations Manual and supporting documentation to include standard operating  
2492 guidebooks and state law/procedures.

2493

2494 NEMA has several prepared exercise scenarios that can be used by EMAC Members. These  
2495 scenarios are available on the EMAC website under “Resources”.

2496

[Home](#) [About EMAC](#) [Training & Education](#) [Mission Ready Packages](#) [Resources](#) [Contact](#)

2497

## 2497 **EMAC Forms**

2498

2499 The following is a listing of all official EMAC forms and their basic function:










2500

- 2501 • The **EMAC Resource Support Agreement (RSA)** is used to officially request  
2502 assistance, offer assistance, and accept assistance. When duly executed by the  
2503 Authorized Representative of the Requesting and Assisting State(s), the RSA  
2504 constitutes a legally binding agreement between the Requesting and Assisting  
State(s). The EMAC RSA is completed through the EOS

- 2505 • **EMAC Interstate Reimbursement Summary R-1 Form** is completed by Assisting  
2506 State to compile and summarize all expenses incurred on an EMAC mission. It  
2507 will have a roll-up of all costs from all R-2s that supported the mission. This form  
2508 is available to EMAC Authorized Representatives and EMAC Designated Contacts  
2509 on the EMAC website
- 2510 • **EMAC Intrastate Reimbursement Summary R-2 Form** is completed by the  
2511 Resource Provider to compile and summarize by category of expense, all  
2512 expenses incurred and paid by the Resource Provider for an EMAC mission. This  
2513 form is available on the EMAC website
- 2514 • **Mission Order Authorization Form (Mission Order)** is the document issued at  
2515 the pre-deployment briefing that authenticates the Resource Provider is on an  
2516 official EMAC deployment. The Mission Order (MO) contains all mission related  
2517 information included in the Resource Support Agreement (except personnel  
2518 costs), reimbursement guidance and other tips.  
2519

## 2520 **Best Practices**

2521 Best practices for the implementation of EMAC can be found on the EMAC website under  
2522 the heading of “Resources”.

2523 Home  About EMAC   Training & Education   Mission Ready Packages  Resources   Contact 

2524

## 2525 Checklists

2526 The following checklists will aid in the implementation of EMAC responsibilities.

### 2527 A. Pre-Event Preparation Checklist

2528

2529  Brief local and state level elected and appointed officials on EMAC and Member  
2530 responsibilities

2531  Develop and maintain written EMAC procedures as both a Requesting and  
2532 Assisting State to include all resources that the state can legally deploy (local,  
2533 volunteers, etc.)

2534  Develop reimbursement guidance that incorporates state accounting policies  
2535 governing the payment of liabilities and details all needed documentation so  
2536 reimbursement can occur in a timely manner once resources demobilize

2537  Conduct a hazard analysis and capability assessment to determine where  
2538 resource gaps exist, and specifically what types of mutual aid resources may  
2539 be needed

2540  Conduct pre-planning for the sharing of resources through EMAC with  
2541 neighboring states

2542  Maintain an inventory of available response resources, teams, and Mission  
2543 Ready Packages

2544  Conduct NIMS Resource Typing and develop Mission Ready Packages (MRPs) for  
2545 internal use and for EMAC deployments and maintain an inventory of available  
2546 MRPs in the Mutual Aid Support System (MASS)

2547  Identify and officially appoint a minimum of three EMAC Authorized  
2548 Representatives who have the Governor's authority to financially obligate the  
2549 state to provide or request mutual aid resources

2550  Identify a minimum of three Designated Contacts who can implement EMAC.  
2551 Designated Contacts may also be Authorized Representatives

2552  Designate one individual to be the "lead" on EMAC as an EMAC Coordinator. The  
2553 EMAC Coordinator may also be a Designated Contact or Authorized  
2554 Representative

2555  Designate at least one individual to be the EMAC Finance/Administration  
2556 Coordinator

2557  Review and update contact information for EMAC Authorized Representatives,  
2558 Designated Contacts, the EMAC Coordinator, and Legal Counsel on the EMAC  
2559 website

2560  Develop enabling mechanisms intrastate mutual aid agreements,

- 2561 memorandums of understanding or other legally binding agreements which  
2562 allow assets to deploy through EMAC
- 2563  Conduct discussions with neighboring states and states within their FEMA region  
2564 to identify potential sources of mutual aid assistance to fill identified resource  
2565 and capability gaps
  - 2566  Establish a plan for a central reception center to receive, process, integrate, and  
2567 demobilize out-of-state EMAC responding resources into the state's response  
2568 operation
  - 2569  Develop an EMAC training program for your state and conduct training to all  
2570 Resource Providers eligible to deploy through EMAC
  - 2571  Develop an EMAC exercise program that includes stakeholders at the state and  
2572 local levels of government as well as other Resource Providers that may be  
2573 eligible to deploy through EMAC
  - 2574  Identify personnel to maintain EMAC qualification. At a minimum, the state  
2575 should be able to stand-up two Type IV A-Teams (4 personnel)
  - 2576  Establish a workstation for an EMAC A-Team with all necessary equipment,  
2577 communications, and connectivity to the internet
- 2578

## 2579 **B. Activation Checklist**

### 2580 **Requesting State**

- 2581  The Governor has declared a state of emergency or disaster
  - 2582  The state has evaluated existing inventory of response resources against the  
2583 developing disaster event to determine resource gaps and has begun the  
2584 development of a list of EMAC mutual aid requests
  - 2585  The state EMAC Authorized Representative has activated the state's internal A-  
2586 Team
  - 2587  Open an EMAC event in the EMAC Operations System
  - 2588  Post a situation report in the EMAC Operations System
  - 2589  Determine the need for an external A-Team, and coordinate with the NCS to  
2590 request an A-Team, if needed
  - 2591  Identify available funds for mission reimbursement(s)
  - 2592  Consider the activation/staffing of a reception center for out-of-state EMAC  
2593 mutual aid resources if EMAC resources are needed
- 2594

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2601

### Assisting State

- Activate internal A-Team to monitor activity from the affected state or states in the EMAC operations system
- Prepare to offer assistance when requested from the affected state or states
- Evaluate current and ongoing activities and determine availability of response assets, teams, and mission ready packages

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### National Coordinating State (NCS)

- Establish communications with the Requesting State to determine the need for A-Team support
- Schedule daily, or as needed, conference calls to coordinate communications among the activated EMAC Operational Components
- Resolve policy and procedure issues in coordination with the NEMA EMAC Program Director

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### NEMA

- Ensure operations of the EMAC Operations System (EOS), monitoring events and addressing any technical or support needs as they arise
- Monitor events and address any technical issues or support needs
- Provide support to Requesting and Assisting States to resolve policy and procedure issues in coordination with the NCS
- Participate in daily, or as needed, conference calls with EMAC leadership and the affected state(s)
- Coordinate communications with EMAC Operational Components
- Work with NCS to schedule conference calls as needed

2621

## C. Request and Offer Checklist

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2629

### Requesting State

- A-Teams must receive resource requests or approval to source a resource need from EMAC Authorized Representatives
- A-Team: Post the request for assistance in the EMAC Operations System and broadcast request as directed
- A-Team: Review offers of assistance with EMAC Authorized Representative
- Accept/Decline offers of assistance as directed by the EMAC Authorized Representative

- 2630  A-Team/Requesting State EMAC Designated Contact: For those offers that have  
2631 been accepted, after the Assisting State has completed Section 1, complete RSA  
2632 Section 2 by printing, obtaining signature from EMAC Authorized  
2633 Representative, and scanning/uploading into EOS
- 2634  Provide Assisting States with reimbursement guidance
- 2635  Process incoming resources through the state reception center and provide  
2636 mission briefing upon arrival (if applicable)
- 2637  A-Team: Utilize reports in the EMAC Operations System for tracking of  
2638 personnel, costs, and share reports with Operations, Logistics,  
2639 Finance/Administration, and Planning as needed
- 2640

### 2641 **Assisting State**

- 2642  A-Team/EMAC Designated Contact: Confirm willingness of state to offer  
2643 assistance and ensure enabling mechanisms are up to date and ready to be  
2644 implemented for non-state assets
- 2645  Upon receipt of a resource request, the Assisting State uses their internal  
2646 EMAC procedures to review the request and determine if they will offer  
2647 assistance. Note: Offers of assistance must be approved by the Assisting State  
2648 EMAC Authorized Representative
- 2649  A-Team / EMAC Designated Contact: Contact Resource Provider to determine  
2650 availability/willingness to deploy
- 2651  If needed, communicate with the Requesting State A-Team to verify mission  
2652 details and the potential responding mutual aid resource
- 2653  Use the “Indicate Interest” option in the EOS to indicate whether your state  
2654 will be able to offer assistance (indicate yes or no)
- 2655  The A-Team, EMAC Coordinator or EMAC Designated Contact will work with  
2656 the Resource Provider to develop an offer of assistance. If an MRP for the  
2657 resource is not already in MASS, the Resource Provider can develop much of  
2658 the offer as a new MRP in MASS, which could then be uploaded into an offer
- 2659  Upon verbal approval by the Assisting State Authorized Representative, the  
2660 Assisting State’s A-Team may enter an offer of assistance into the EOS. The  
2661 verbal approval authorizes the A-Team to move forward with the intent of  
2662 completing an RSA
- 2663  Offers of assistance:
- 2664 • May be pre-scripted using a Mission Ready Package (MRP) and uploaded  
2665 into EOS or imported from the Mutual Aid Support System (MASS)

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- 2692
- Should include estimates for all known deployment expenses (e.g., personnel, equipment usage, commodities, and travel categories). [Refer to cost eligibility guidelines](#), available to state emergency management agency users on the EMAC website. Keep in mind that unknown expenses (e.g., replacing damaged equipment, etc.) will not be part of the offer but may be part of the reimbursement package
  - Must be published in the EOS to be visible to the Requesting State
  - Will be accepted or declined. If declined, an email will be sent indicating offer declined. If accepted, print RSA, Section 1, obtain signature of the EMAC Authorized Representative and scan/upload into the EOS.
- Once the Requesting State has completed Section 2, use the EMAC Operations System to send the Mission Order Authorization Form (Mission Order) to the Resource Provider and set up a time to provide the pre-deployment briefing
  - If an unexpected cost arises during the deployment an RSA amendment can be initiated
  - All cost estimates must be in compliance with the Resource Provider’s written policies. See D. Reimbursement, 2. Reimbursement Implementation, c. Policy Validation Requirements.
  - Names and contact information should be entered for all personnel being deployed on an EMAC mission so they may be tracked and accounted for while they are deployed. Members should follow guidance for the protection of personal information of responders being deployed on any EMAC mission  
*Note: When an event is of a sensitive political nature, information in the RSA that would normally list deploying personnel names and other sensitive information may be modified to ensure safety of deployed personnel. See [Sensitive Events and Open Records Requests](#).*

#### NEMA

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- Assist the affected state with technical issues or training needs in the EOS
  - Monitor activity in the EOS and address any issues
  - Assist the NCS with the identification of available EMAC mutual aid resources
  - Assist with the resolution of any policy or procedural issues that may develop during the response to the event
  - Participate in conference calls with the affected state to address issues as they arise



## 2701 D. Response Checklist – Mobilization

### 2702 Requesting State

- 2703  Establish and manage a reception center to receive all responding EMAC mutual
- 2704 aid resources and personnel
- 2705  Utilize the EOS to track costs and to send reports to Operations,
- 2706 Finance/Administration, Logistics, and Planning, as needed
- 2707  Stand prepared to complete RSA amendments as needed on behalf of deployed
- 2708 resources
- 2709

### 2710 Assisting State

- 2711  Assisting State A-Team personnel or EMAC Designated Contacts should send
- 2712 the Resource Providers (individual or team leader) a Mission Order
- 2713 Authorization Form (Mission Order) from the EOS

2714 *Note: While the Mission Order Authorization Form is designed to assist*

2715 *Deploying Personnel, it may be prudent in politically sensitive missions to not*

2716 *send the form and instead review all mission information directly with the*

2717 *Deploying Personnel. The Mission Order contains reimbursement tips and*

2718 *guidance for Deploying Personnel.*

- 2719  Ensure personnel receive as much time as possible between the notification of
- 2720 the mission and deployment to complete personal business
- 2721  Provide a pre-deployment briefing to:
  - 2722 ● Define the scope and the details of the mission and the role of the
  - 2723 deploying team in addressing and completing the mission
  - 2724 ● Explain when the deployment will begin, and how long the mission will last
  - 2725 ● Existing deployment conditions where the mission will be performed.
  - 2726 ● Hazardous conditions requiring protective clothing, current vaccinations,
  - 2727 and health and safety concerns
  - 2728 ● Where personnel should report upon arrival in the Requesting State. This
  - 2729 may be a reception center or the actual deployment location
  - 2730 ● Contact information for the Assisting State A-Team or EMAC Designated
  - 2731 Contact
  - 2732 ● Address logistical support for deploying teams:
    - 2733 ■ Transportation and fuel for vehicles
    - 2734 ■ Lodging
    - 2735 ■ Meals
    - 2736 ■ Disaster environment issues/concerns

- 2737                                   ▪    Communications
- 2738                                   ▪    Availability of ATMs
- 2739                               •    Review items to consider bringing on the deployment
- 2740                               •    Review the deployment stage checklist
- 2741                               •    Review the demobilization stage checklist
- 2742                               •    Review documentation required for reimbursement to ensure
- 2743                                   deploying personnel understand what are considered to be eligible
- 2744                                   costs
- 2745                               •    Review the code of conduct for deploying personnel
- 2746                               •    Ensure a clear understanding that changes to their mission that would
- 2747                                   change the deployment dates or mission costs must be communicated
- 2748                                   to the home state emergency management so an amendment can be
- 2749                                   completed on their behalf
- 2750

## 2751    **E. Response Checklist – Deployment**

### 2752    **Requesting State**

#### 2753     Requesting State Reception Center

- 2754                               •    If established in the Requesting State all deploying and demobilizing
- 2755                                   EMAC teams, personnel and equipment would be required to check in
- 2756                                   at the Requesting State’s reception center to receive an up-to-date
- 2757                                   mission briefing
- 2758                               •    Arriving teams and personnel must have:
  - 2759                                   ▪    An EMAC Mission Order Authorization Form (Mission Order) or
  - 2760                                   a copy of the executed RSA
  - 2761                                   ▪    Driver’s license or state issued identification
  - 2762                                   ▪    Agency issued identification
  - 2763                                   ▪    Necessary equipment to perform the assigned mission
  - 2764                                   ▪    Credentials/copy of license to support any skilled mission
  - 2765                                   requirements (medical/health/etc.)
  - 2766                                   ▪    Personal clothing, supplies, and equipment to support the
  - 2767                                   mission length of stay
  - 2768                                   ▪    Cash or credit cards
- 2769                               •    Reception centers should provide an official identification badge to EMAC
- 2770                                   responders for use while executing their assigned missions
- 2771                               •    Reception center personnel should verify that EMAC responders have:
  - 2772                                   ▪    Adequate equipment and supplies to accomplish the mission

- 2773                   ▪ An identified point of contact at the mission location
- 2774                   ▪ Clear directions to the mission location
- 2775                   ▪ Arrangements for meals and lodging
- 2776                   ▪ A clear understanding of the disaster environment and the
- 2777                   living/working conditions at the mission location
- 2778                   ▪ A safety plan for their personnel working in the current
- 2779                   disaster conditions
- 2780                   ▪ A clear understanding of reimbursement requirements which
- 2781                   will include cost tracking procedures (e.g., timesheets, mileage
- 2782                   logs, etc.) and purchasing procedures

### 2783 **Assisting State**

- 2784    A-Team / EMAC Designated Contact should conduct personnel accountability
- 2785       reporting to monitor teams for issues. Issues that may arise include:
- 2786
  - 2787           • Changes to missions that may require an amendment to the RSA, or the
  - 2788           development of a new RSA.
  - 2789           • Unexpected costs that arose during the mission (e.g., damage to
  - 2790           equipment or decontamination needs)
  - 2791           • Injuries sustained during the performance of the mission. Deployed
  - 2792           personnel should immediately contact the home state emergency
  - 2793           management agency contact listed on the EMAC Mission Order

## 2794 **F. Response Checklist – Demobilization**

### 2795 **Requesting State**

- 2796    If established, personnel should check out through the Requesting State’s
- 2797       reception center to be debriefed and accounted for before they start the travel
- 2798       to home station. Check out at the Requesting State Reception Center should
- 2799       include:
- 2800
  - 2801           • Accountability for all equipment, personnel and other assets committed to
  - 2802           the successful completion of the mission. Any damaged equipment should
  - 2803           be noted, documented, and acknowledged by the Requesting State before
  - 2804           the EMAC responders depart for home
  - 2805           • Feedback: Responders should be given the opportunity to comment on the
  - 2806           scope and success of their mission. Any difficulties, unforeseen hazards, or
  - 2807           issues should be brought to the attention of the Requesting State
  - Opportunities for improvement / lessons learned

- 2808                   • Reinforcement of reimbursement procedures along with copies of any  
2809                   necessary forms

2810

2811                   **Assisting State**

- 2812                    Assisting State A-Team or EMAC Designated Contact should ensure responders  
2813                   have arrived at home station
- 2814                    Ensure Resource Providers receive Post-Deployment Survey as needed. At the  
2815                   discretion of NEMA and the EMAC ETF Chair, an EMAC Post-Deployment  
2816                   Survey may be developed. The results of the survey will be used to evaluate  
2817                   EMAC operations results and identify outcomes to improve EMAC documents  
2818                   and training materials
- 2819                    Encourage responders participate in a critical incident stress debriefing  
2820                   following large-scale catastrophic or traumatic events.

2821

2822                   **G. Checklist – Reimbursement - Pre-Event Preparation**

2823                   **Requesting State**

- 2824                    Establish internal procedures and reimbursement guidelines for handling claims  
2825                   within your state. When developing internal procedures and guidelines:
- 2826                   • Refer to the [reimbursement section of this manual](#)
- 2827                   • Include where to send the completed package
- 2828                   • If claims will be sent to FEMA for reimbursement under a Stafford Act  
2829                   Declaration, ensure they are consistent with FEMA Public Assistance  
2830                   Program and Policy Guide, to the fullest extent of the law and regulation
- 2831                   • If reimbursement is being supplied through a grant for a NSSE type event,  
2832                   eligibility and documentation requirements must be provided to Assisting  
2833                   States prior to the deployment of any resources
- 2834                   • Should address how Members will determine cost estimates, ensure  
2835                   proper capturing of cost documentation, identify funding for  
2836                   reimbursements, and instructions on how to prepare and review  
2837                   reimbursement claims
- 2838                   • Should ensure contractors are trained on the EMAC reimbursement  
2839                   process if the state chooses to use a consulting firm to handle  
2840                   reimbursements
- 2841                   • Identify potential funding sources that may be used to reimburse the costs  
2842                   associated with EMAC missions. Reminder – states are responsible for

2843 reimbursing Resource Providers and Assisting States regardless of any  
2844 federal disaster funds that may become available

- 2845  States should pre-identify personnel who will handle the EMAC claims process  
2846 and ensure they are trained in EMAC reimbursement procedures for the  
2847 efficient and timely processing of reimbursement packages. The state should  
2848 ensure adequate staffing to meet the demands of the reimbursement phase
- 2849  Exercise reimbursement procedures so in real world events it is understood  
2850 who will handle each responsibility. This will also help locate bottlenecks in the  
2851 process that could slow the reimbursement being paid
- 2852  States should develop Mission Ready Packages with Resource Providers for  
2853 commonly deployed resources to ensure all costs are considered and to allow  
2854 training and education on the state reimbursement process

### 2856 **Assisting State**

- 2857  Establish internal procedures and reimbursement guidelines for handling claims  
2858 within your state. When developing internal procedures and guidelines:
  - 2859 • Refe to the [reimbursement section of this manual](#)
  - 2860 • If the state uses enabling mechanisms to deploy non-state assets, the  
2861 state’s reimbursement procedures must include these entities
  - 2862 • Enabling mechanisms should include reimbursement timelines and  
2863 guidance that aligns with jurisdictional, state and EMAC policies and  
2864 procedures. See D. Reimbursement, 2. Reimbursement Implementation, c.  
2865 Policy Validation Requirements
  - 2866 • Should address how Members will determine cost estimates, ensure  
2867 proper capturing of cost documentation, identify funding for  
2868 reimbursements, and instructions on how to prepare and review  
2869 reimbursement claims
- 2870  States should pre-identify personnel who will handle the EMAC claims process,  
2871 to include resolution of issues with reimbursement packages from Resource  
2872 Providers, and ensure they are trained in EMAC reimbursement procedures for  
2873 the efficient and timely processing of reimbursement packages. The state  
2874 should ensure adequate staffing to meet the demands of the reimbursement  
2875 phase
- 2876  Exercise reimbursement procedures so in real world events it is understood  
2877 who will handle each responsibility. This will also help locate bottlenecks in the  
2878 process that could slow the reimbursement being paid

- 2879  States should develop Mission Ready Packages with Resource Providers for  
2880 commonly deployed resources to ensure all costs are considered and to allow  
2881 training and education on the state reimbursement process

## 2882 H. Reimbursement Checklist – Activation Phase

### 2883 Requesting State

- 2884  When activating EMAC, ensure there are sufficient funding sources identified  
2885 to pay EMAC missions in a timely fashion upon receipt of the reimbursement  
2886 packages  
2887

### 2888 Assisting State

- 2889  Provide situational awareness information so Resource Providers, state staff  
2890 and other partners are aware of potential mission reimbursement  
2891 documentation needs

## 2892 I. Reimbursement Checklist –Request & Offer Phase

### 2893 Requesting State

- 2894  Identify any documentation requirements that are above what is stated in the  
2895 EMAC Operations Manual and have included the additional documentation  
2896 requirements in the resource request

### 2897 Assisting State

- 2898  Ensure Resource Providers are aware of any additional documentation  
2899 requirements that were identified in the request. Resource Providers should  
2900 make Deployed Personnel aware of additional documentation requirements  
2901 that were identified in the request

## 2902 J. Reimbursement Checklist – Response Phase – Mobilization

### 2903 Requesting State

- 2904  Identify reimbursement guidance that should be available to Deploying  
2905 Personnel at staging areas  
2906  Ensure finance/administration staff are identified to handle the processing of  
2907 reimbursement packages

### 2908 Assisting State

- 2909  Conduct the pre-deployment briefing with responders. Deploying Personnel  
2910 and Resource Providers should receive the internal reimbursement guidelines  
2911 of their state and be notified that following the reimbursement they may  
2912 receive additional instructions from the Requesting State. Provide all  
2913 responders with any forms required by the state for documenting costs.

2914 Responders should understand the importance of accurate documentation of  
2915 mission expenses and retention of receipts to include:

- 2916 • Personnel costs, regular time, and overtime
  - 2917 • Meals and lodging costs
  - 2918 • Transportation costs, airline tickets, rental cars, agency vehicles, private  
2919 vehicles, fuel, damage, and repairs, etc.
  - 2920 • Procedure for making purchases to support the mission
  - 2921 • Replacement of expendable equipment or supplies
- 2922

## 2923 **K. Reimbursement Checklist – Response Phase – Deployment**

### 2924 **Requesting State**

- 2925  Include reimbursement guidance as part of the briefing to arriving personnel  
2926 to review reimbursement responsibilities and documentation requirements  
2927 for the mission.
  - 2928  Utilize the EOS to track estimated costs associated with missions
- 2929

### 2930 **Assisting State**

- 2931  Check with Deployed Personnel (or team leaders) to verify there are no  
2932 changes to the estimated costs that may require an amendment or a new  
2933 mission

## 2934 **L. Reimbursement Checklist – Response Phase – Demobilization**

### 2935 **Requesting State**

- 2936  Upon completion of EMAC missions, ensure the Assisting State EMAC  
2937 Designated Contact has the appropriate reimbursement guidance
- 2938

### 2939 **Assisting State**

- 2940  The guidance, along with any special notes (such as documentation that the  
2941 Requesting State requires that the Assisting State does not), a blank R-2 and  
2942 sample cover letter should be communicated to the Resource Provider  
2943 immediately upon their return from the EMAC deployment
  - 2944 • Establish clear and defined timelines for receipt of the claim packet
  - 2945 • All expenses incurred and paid by the Resource Provider are compiled  
2946 and summarized by category of expense on an EMAC Intrastate  
2947 Reimbursement Form (R-2)
- 2948

## 2949 M. Reimbursement Phase

### 2950 Requesting State

- 2951  Supply the Assisting State reimbursement guidelines and instructions on the
- 2952 submission of the reimbursement package within 5 business days of
- 2953 demobilization of the mission

### 2954 Deployed Personnel

- 2955  Upon return home following a mission, Deployed Personnel are responsible
- 2956 for the timely submission of all EMAC cost documentation (as outlined in the
- 2957 section detailing Cost Eligibility) within 45 days of demobilization to their
- 2958 Resource Provider

### 2959 Resource Provider

- 2960  Upon receipt of all mission cost documentation from Deployed Personnel,
- 2961 complete all necessary accounting entries in their time keeping and financial
- 2962 systems. Once all accounting transactions for payroll and travel expenses have
- 2963 been processed, compile the reimbursement packet, in accordance with Cost
- 2964 Eligibility, as well as any additional requirements of the Requesting State's
- 2965 reimbursement guidance
- 2966  When complete submit the reimbursement packet to the Assisting State
- 2967  Except for possible delays to obtain payroll reports (which should be
- 2968 communicated to the Requesting State), these actions should occur within 45
- 2969 days from the date of demobilization for the EMAC mission

### 2971 Assisting State

- 2972  Upon receipt of Resource Provider's reimbursement packet, perform a
- 2973 thorough review and ensure the packet complies with the requirements of
- 2974 Cost Eligibility, as well as any requirements of the Requesting State's
- 2975 reimbursement guidance
- 2976  Rectify any deficiencies with the reimbursement packet prior to submission to
- 2977 the Requesting State
- 2978  All actions should occur within 45 days of receipt of the reimbursement
- 2979 packet from the Resource Provider.
- 2980  Upon discovery of conditions preventing the submission of a complete and
- 2981 accurate reimbursement packet within the standard timeline, immediately
- 2982 contact the Requesting State to provide awareness. For example, if payroll



2983 processing will take 90 days, that should be communicated to the Requesting  
2984 State.

- 2985  Depending on state law and regulations, issue payment to the Resource  
2986 Provider at this time or payment may occur once reimbursement is received  
2987 from the Requesting State
- 2988  If, due to a state law or regulation, payment to the Resource Provider was not  
2989 made within 45 days of receipt of the Resource Provider's claim, Assisting  
2990 State upon receipt of payment from the Requesting State, will issue payment  
2991 to the Resource Provider within 45 days of receipt

2992 **Requesting State**

- 2993  Upon receipt of the reimbursement package from the Assisting State,  
2994 complete responsibilities, and issue payment no later than 45 days after the  
2995 receipt of the Assisting State's claim
- 2996  Upon discovery of conditions that may delay the reimbursement process,  
2997 immediately communicate the situation to all concerned parties. If known at  
2998 the start of the event, the Requesting State should make Assisting States  
2999 aware by communicating the financial situation in their resource requests.  
3000 Clear communication will ensure all parties (Resource Providers and Assisting  
3001 States) are cognizant of the implications of providing assistance
- 3002  Provide timeline updates for payments throughout the reimbursement  
3003 process to the Assisting States who can communicate updates to Resource  
3004 Providers

3005

## 3006 Appendices

### 3007 A. Definitions, Terms & Acronyms

3008

3009 **Advance-Team (A-Team):** An A-Team consists of two or more persons from a  
3010 Member who have been qualified by NEMA after successfully completing the  
3011 EMAC A-Team Training Course. A-Team members are knowledgeable about,  
3012 and prepared to implement, EMAC procedures in their own state or any other  
3013 Member. A-Teams may work in either the Requesting or Assisting States to  
3014 facilitate requests, offers, completion of the RSA, tracking of deployed  
3015 resources, and providing the states with reports on the EMAC response.

3016

3017 A-Teams are typed I through IV. The Type IV A-Team consists of two members,  
3018 Type III consists of four members, Type II has six members, and a Type I team  
3019 has ten members. The team structure may expand, and contract as needed to  
3020 fit the need.

3021

3022 At the request of a Member, an A-Team is deployed to the Requesting State's  
3023 EOC to facilitate EMAC requests and assistance between Members.

3024

3025 **Assisting State:** An Assisting State is any EMAC Member State, Territory or  
3026 Commonwealth that has completed the RSA to provide assistance to another  
3027 Member State, Territory, or Commonwealth.

3028

3029 **Authorized Representative (AR)** – The Authorized Representative is the person  
3030 empowered to obligate state resources and expend state funds for EMAC  
3031 purposes. In a Requesting State, the AR is the person who is legally  
3032 empowered under Article III. B. of the Compact to initiate a request for  
3033 assistance under EMAC. In an Assisting State, the AR is the person who can  
3034 legally approve the response to a request for assistance. State Emergency  
3035 Management Directors are automatically Authorized Representatives. The  
3036 director can delegate this authority to other EM officials within the  
3037 organization as long as they possess the same obligating authority as the  
3038 director. A list of Authorized Representatives for each Member is available to  
3039 state emergency management agency users on the EMAC website.

3040

3041 **Broadcast:** The EMAC Broadcast functionality sends EMAC key personnel (as  
3042 designated by the state emergency management agency director) an email  
3043 when a request for assistance needs to be shared. It is the primary means used  
3044 to alert EMAC states of an impending or occurring emergency event or to

3045 request assistance and is sent via the EOS. The system can send to individuals,  
3046 selected states, states in FEMA Regions, or all members.

3047  
3048 **Debrief:** A conversation where information is exchanged on aspects of the mission  
3049 (such as personnel well-being, experience, etc.).

3050  
3051 **Demobilization:** This is the process of releasing assets (personnel and/or  
3052 equipment) whose mission is completed or no longer needed to support a  
3053 specific mission within an event. The process involves debriefing personnel,  
3054 returning issued equipment, completing, and submitting required paperwork,  
3055 arranging return travel, and tracking released assets back to their home duty  
3056 station in the Assisting State in a safe and timely manner.

3057  
3058 **Deployed Resource:** Any resource that is deployed on an official EMAC mission.

3059  
3060 **Designated Contact (DC):** An individual within the state/territory/district  
3061 emergency management agency who is familiar with the EMAC process and  
3062 serves as the point of contact for EMAC in their state and can discuss the  
3063 details of a request for assistance. The DC is not usually legally empowered to  
3064 initiate an EMAC request or authorize EMAC assistance without direction from  
3065 a superior. A list of Member Designated Contacts is available to state  
3066 emergency management agency users on the EMAC website.

3067  
3068 **EMAC:** The Emergency Management Assistance Compact, an interstate mutual aid  
3069 agreement which enables entities to provide mutual assistance during times of  
3070 need.

3071  
3072 **EMAC Advisory Group (EAG):** The EAG, comprised of representatives from national  
3073 organizations whose membership are EMAC stakeholders, facilitates the  
3074 effective integration of multi-discipline emergency response and recovery  
3075 assets for nation-wide mutual aid through EMAC. Many of these resources are  
3076 local teams which must have the ability to be brought on as temporary state  
3077 employees.

3078  
3079 **EMAC Executive Task Force (ETF):** The ETF, under the leadership of the Chair, is  
3080 responsible for managing the day-to-day programmatic activities on behalf of  
3081 the Members to ensure that the EMAC system, including the Operating  
3082 Protocols, Operations Manual, Standard Operating Guidebooks are maintained  
3083 in a current state of operational readiness. The ETF is comprised of the chair,  
3084 chair-elect, immediate past-chair, a representative from each FEMA region,  
3085 three at-large members, and the NEMA Legal Counsel Committee liaison.

3086

3087 **EMAC Member or EMAC Member State:** The term applies to the 50-states, the  
3088 Commonwealth of Puerto Rico, the District of Columbia, and all U. S. territorial  
3089 possessions whose governors have signed the Compact into law. See definition  
3090 of the **Requesting** and **Assisting State** used when denoting EMAC Member roles  
3091 during activation of the EMAC.

3092  
3093 **EMAC Operations Manual:** A manual of written standardized processes to ensure  
3094 each Member understands the EMAC agreement, is adequately prepared to  
3095 participate in the agreement, and follows the same standardized procedures  
3096 while implementing EMAC. The manual sets forth the terms of the EMAC  
3097 agreement and establishes the EMAC procedures that all Members are to  
3098 follow. The manual includes supplemented by Standard Operating Guidelines  
3099 for positions.

3100  
3101 **EMAC R-1 Interstate Reimbursement Form:** The form used to summarize the costs  
3102 of all interstate assistance requested and provided by an Assisting State. A single  
3103 R-1 should be completed and submitted to the Requesting State by each  
3104 Assisting State that provided assistance. All the costs for providing assistance  
3105 under the RSA(s) are totaled. Copies of receipts and payment vouchers are  
3106 attached to the R-1. The R-1 is signed and sent to the Requesting State for  
3107 reimbursement. A copy of the R-1 Form may be found on the EMAC website.

3108  
3109 **EMAC R-2 Intrastate Reimbursement Form:** The form used to summarize the costs  
3110 of all intrastate assistance requested and provided by an agency, municipality,  
3111 county, or other organization within a State providing assisting to another state  
3112 under EMAC. A single R-2, accompanied by copies of receipts, payment vouchers  
3113 and other costs supporting documents, should be completed, and submitted to  
3114 the Assisting State for each agency, municipality, county, or other organization  
3115 who provided assistance. The R-2 is signed by the appropriate authority of the  
3116 requesting entity and sent to the Assisting State for reimbursement. The  
3117 Assisting State attaches copies of all R-2s and supporting documents to all  
3118 applicable R-1s as appropriate. A copy of the R-2 may be found on the EMAC  
3119 website.

3120  
3121 **Equipment Rates:** The per hour charges for equipment usage. Rates may be  
3122 jurisdictional, state, or federal. The equipment rates include fuel, oil, lubrication,  
3123 repairs, normal wear/tear, maintenance, and insurance for the use of the  
3124 equipment.

3125  
3126 **Joint Field Office (JFO):** This facility is used to house state, federal and voluntary  
3127 agency personnel who manage emergency response and recovery operations  
3128 and administer state and federal recovery assistance programs within each state  
3129 declared a major disaster by the president.

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**Lead State Representative (LSR):** A member of the EMAC Executive Task Force responsible for representing the EMAC Members within their respective FEMA Region.

**Legal Committee Liaison:** The Chair or the Chair’s Designee from NEMA’s Legal Committee which serves as a voting member to the EMAC ETF.

**Mission:** A specific pre-defined scope of work to be completed during a defined timeframe. A mission under EMAC becomes an official mission once both sections of the RSA have been duly executed by the Authorized Representatives of the Requesting and Assisting state(s).

**Mission Order Authorization Form (Mission Order):** The document issued at the pre-deployment briefing that authenticates the Resource Provider is on an official EMAC deployment. The Mission Order (MO) contains all mission related information included in the Resource Support Agreement (except personnel costs), reimbursement guidance and other tips.

**Mission Ready Package (MRP):** A mission ready package is a pre-defined specific mission/capability with a list of all associated personnel and equipment necessary to accomplish the pre-defined mission. The package also includes logistic support requirements, and a total cost per day for operation of the MRP. The intent is to pre-define as many response and recovery missions as possible, and have Members organize, list, and maintain their response and recovery inventory in a mission ready package format.

**Mutual Aid Support System (MASS):** The online inventory of Mission Ready Packages.

**National Coordinating State (NCS):** The home state of the Chair of the EMAC Executive Task Force is the NCS. The Chair of the ETF is responsible for the development of an in-state team to assist with the management of EMAC operations when the national mutual aid system is activated. The NCS Lead is the nationwide EMAC point-of-contact during normal day-to-day, non-emergency periods. The NCS is prepared to activate EMAC on short notice by coordinating with the EMAC Authorized Representatives or Designated Contacts of the other Members.

**National EMAC Liaison Team (NELT):** In the event the NRCC is activated at FEMA Headquarters in Washington, D.C. and a coordinating team is needed to maintain overall coordination among the deployed EMAC components.

3172 DHS/FEMA will request that NEMA/NCG deploy a NELT to the NRCC. Costs for  
3173 deploying and maintaining a NELT are reimbursed by NEMA through a  
3174 cooperative agreement with FEMA.

3175  
3176 **National Incident Management System (NIMS):** The system used to conduct  
3177 incident management as specified in Homeland Security Presidential Directive  
3178 (HSPD)-5 and HSPD-8. NIMS is an established national standard methodology  
3179 for managing emergencies and ensure seamless integration of all local, state,  
3180 and federal forces into the system.

3181  
3182 **National Response Coordination Center (NRCC):** Is the facility in Washington, D. C.  
3183 used by DHS/FEMA to coordinate federal response and recovery operations.  
3184 The Federal Emergency Support Functions (ESFs) are co-located at the NRCC to  
3185 provide resource support to state counterparts through the Regional Response  
3186 Operations Centers.

3187  
3188 **National Response Framework (NRF):** The NRF establishes the national framework  
3189 for domestic incident management in accordance with Homeland Security  
3190 Presidential Directive-5 and HSPD – 8.

3191  
3192 **Point of Contact (POC):** The person or entity that is the main contact.

3193  
3194 **Regional EMAC Liaison Team (RELT):** If the disaster event involves more than one  
3195 state in a single FEMA region or multiple states in multiple regions, FEMA may  
3196 request a RELT be deployed to the federal Regional Response Coordination  
3197 Center (RRCC) to coordinate the state EMAC response with the FEMA regional  
3198 office. The RELT prepares regional Situation Reports and channels information  
3199 up to the NELT.

3200  
3201 **Regional Response Coordination Center (RRCC):** The federal facility from which  
3202 federal personnel coordinate response operations and provide resource support  
3203 to states within each FEMA region.

3204  
3205 **Reimbursement:** The process of submitting documented eligible costs by an  
3206 Assisting State to a Requesting State in order to receive financial compensation  
3207 for providing assistance specified in the RSA and in accordance with the EMAC.

3208  
3209 **Requesting State:** Any EMAC Member State, Territory, or Commonwealth that has  
3210 informally or formally requested interstate assistance using any of the systems  
3211 established by EMAC for this purpose.

3212  
3213 **Resource Provider:** “Resource Provider” is the generic term used in the EMAC  
3214 system to describe any entity (private sector, NGO, local government, or state

3215 agency, etc.) that provides resources for an EMAC mission. A Resource Provider  
3216 can be any state or local government political subdivision, organization, or state  
3217 agency whose resources are requested through an Assisting State. Private  
3218 sector resources may also be considered Resource Providers if the laws,  
3219 regulations, and policies of the state allow their personnel to be considered  
3220 “agents of the state”.

3221

3222 **Resource Support Agreement (RSA):** The EMAC Resource Support Agreement (RSA)  
3223 Form is used to officially request assistance, offer assistance, and accept  
3224 assistance. The use of the single form simplifies and streamlines the paperwork  
3225 necessary to request and receive assistance from Members. It is important to  
3226 remember that when duly executed by the Authorized Representative of the  
3227 Requesting and Assisting State(s), the RSA becomes a legally binding agreement  
3228 between the Requesting and Assisting State(s) under EMAC. A copy of the RSA  
3229 Form is available to EMAC Authorized Representatives and Designated Contacts  
3230 and may be found on the EMAC website.

3231

3232 **Resource Typing:** The method employed to categorize and describe the resources  
3233 that are commonly exchanged in disaster via mutual aid, by capacity and/or  
3234 capability of a resource’s components (i.e., personnel, equipment, and training).

3235

3236 **Situation Report (SITREP):** The status report that is prepared by a Requesting State  
3237 and posted within the EOS. The SITREP details the status of the emergency  
3238 operation and the response to that emergency event. The purpose of the SITREP  
3239 is to ensure that all parties involved in the response effort are thoroughly  
3240 informed of every facet of the current operation.

3241

3242 **Source Documentation:** A document that contains the details of a business  
3243 transaction. A source document captures the key information about a  
3244 transaction, such as the names of the parties involved, amounts paid (if any),  
3245 the date, and the substance of the transaction.

3246 **B. EMAC Articles of Agreement**

3247  
3248 **ARTICLE I - PURPOSE AND AUTHORITIES**

3249  
3250 This compact is made and entered into by and between the participating Member States  
3251 which enact this compact, hereinafter called party states. For the purposes of this agreement,  
3252 the term "states" is taken to mean the several states, the Commonwealth of Puerto Rico, the  
3253 District of Columbia, and all U.S. territorial possessions.

3254  
3255 The purpose of this compact is to provide for mutual assistance between the states entering  
3256 into this compact in managing any emergency or disaster that is duly declared by the governor  
3257 of the affected state(s), whether arising from natural disaster, technological hazard,  
3258 man-made disaster, civil emergency aspects of resources shortages, community disorders,  
3259 insurgency, or enemy attack.

3260  
3261 This compact shall also provide for mutual cooperation in emergency-related exercises,  
3262 testing, or other training activities using equipment and personnel simulating performance of  
3263 any aspect of the giving and receiving of aid by party states or subdivisions of party states  
3264 during emergencies, such actions occurring outside actual declared emergency periods.  
3265 Mutual assistance in this compact may include the use of the states' National Guard forces,  
3266 either in accordance with the National Guard Mutual Assistance Compact or by mutual  
3267 agreement between states.

3268  
3269 **ARTICLE II - GENERAL IMPLEMENTATION**

3270  
3271 Each party state entering into this compact recognizes many emergencies transcend political  
3272 jurisdictional boundaries and that intergovernmental coordination is essential in managing  
3273 these and other emergencies under this compact. Each state further recognizes that there  
3274 will be emergencies which require immediate access and present procedures to apply outside  
3275 resources to make a prompt and effective response to such an emergency. This is because  
3276 few, if any, individual states have all the resources they may need in all types of emergencies  
3277 or the capability of delivering resources to areas where emergencies exist. The prompt, full,  
3278 and effective utilization of resources of the participating states, including any resources on  
3279 hand or available from the Federal Government or any other source, that are essential to the  
3280 safety, care, and welfare of the people in the event of any emergency or disaster declared by  
3281 a party state, shall be the underlying principle on which all articles of this compact shall be  
3282 understood.

3283  
3284 On behalf of the governor of each state participating in the compact, the legally designated  
3285 state official who is assigned responsibility for emergency management will be responsible  
3286 for formulation of the appropriate interstate mutual aid plans and procedures necessary to  
3287 implement this compact.

3288  
3289 **ARTICLE III - PARTY STATE RESPONSIBILITIES**



3292 A. It shall be the responsibility of each party state to formulate procedural plans and programs  
3293 for interstate cooperation in the performance of the responsibilities listed in this article. In  
3294 formulating such plans, and in carrying them out, the party states, insofar as practical, shall:

- 3295
- 3296 i. Review individual state hazards analyses and, to the extent reasonably possible, determine  
3297 all those potential emergencies the party states might jointly suffer, whether due to natural  
3298 disaster, technological hazard, man-made disaster, emergency aspects of resource  
3299 shortages, civil disorders, insurgency, or enemy attack.
- 3300
- 3301 ii. Review party states' individual emergency plans and develop a plan which will determine  
3302 the mechanism for the interstate management and provision of assistance  
3303 concerning any potential emergency.
- 3304
- 3305 iii. Develop interstate procedures to fill any identified gaps and to resolve any identified  
3306 inconsistencies or overlaps in existing or developed plans.
- 3307
- 3308 iv. Assist in warning communities adjacent to or crossing the state boundaries.
- 3309
- 3310 v. Protect and assure uninterrupted delivery of services, medicines, water, food, energy and  
3311 fuel, search and rescue, and critical lifeline equipment, services, and resources, both  
3312 human and material.
- 3313
- 3314 vi. Inventory and set procedures for the interstate loan and delivery of human and material  
3315 resources, together with procedures for reimbursement or forgiveness.
- 3316
- 3317 vii. Provide, to the extent authorized by law, for temporary suspension of any statutes or  
3318 ordinances that restrict the implementation of the above responsibilities.
- 3319

3320 B. The Authorized Representative of a party state may request assistance of another party  
3321 state by contacting the Authorized Representative of that state. The provisions of this  
3322 agreement shall only apply to requests for assistance made by and to Authorized  
3323 Representatives. Requests may be verbal or in writing. If verbal, the request shall be  
3324 confirmed in writing within 30 days of the verbal request. Requests shall provide the following  
3325 information:

- 3326
- 3327 i. A description of the emergency service function for which assistance is needed, such as  
3328 but not limited to fire services, law enforcement, emergency medical, transportation,  
3329 communications, public works and engineering, building inspection, planning and  
3330 information assistance, mass care, resource support, health and medical services, and  
3331 search and rescue.
- 3332
- 3333 ii. The amount and type of personnel, equipment, materials, and supplies needed, and a  
3334 reasonable estimate of the length of time they will be needed.
- 3335
- 3336 iii. The specific place and time for staging of the assisting party's response and a point of  
3337 contact at that location.
- 3338

3339 C. There shall be frequent consultation between state officials who have assigned emergency  
3340 management responsibilities and other appropriate representatives of the party states with  
3341 affected jurisdictions and the United States Government, with free exchange of information,  
3342 plans, and resource records relating to emergency capabilities.

3343

3344

#### **ARTICLE IV - LIMITATIONS**

3345

3346 Any party state requested to render mutual aid or conduct exercises and training for mutual  
3347 aid shall take such action as is necessary to provide and make available the resources covered  
3348 by this compact in accordance with the terms hereof; provided that it is understood that the  
3349 state rendering aid may withhold resources to the extent necessary to provide reasonable  
3350 protection for such state.

3351

3352 Each party state shall afford to the emergency forces of any party state, while operating  
3353 within its state limits under the terms and conditions of this compact, the same powers  
3354 (except that of arrest unless specifically authorized by the receiving state), duties, rights, and  
3355 privileges as are afforded forces of the state in which they are performing emergency services.  
3356 Emergency forces will continue under the command and control of their regular leaders, but  
3357 the organizational units will come under the operational control of the emergency services  
3358 authorities of the state receiving assistance. These conditions may be activated, as needed,  
3359 only subsequent to a declaration of a state of emergency or disaster by the governor of the  
3360 party state that is to receive assistance or commencement of exercises or training for mutual  
3361 aid and shall continue so long as the exercises or training for mutual aid are in progress, the  
3362 state of emergency or disaster remains in effect or loaned resources remain in the receiving  
3363 state(s), whichever is longer.

3364

3365

#### **ARTICLE V - LICENSES AND PERMITS**

3366

3367 Whenever any person holds a license, certificate, or other permit issued by any state party to  
3368 the compact evidencing the meeting of qualifications for professional, mechanical, or other  
3369 skills, and when such assistance is requested by the receiving party state, such person shall  
3370 be deemed licensed, certified, or permitted by the state requesting assistance to render aid  
3371 involving such skill to meet a declared emergency or disaster, subject to such limitations and  
3372 conditions as the governor of the Requesting State may prescribe by executive order or  
3373 otherwise.

3374

3375

#### **ARTICLE VI - LIABILITY**

3376

3377 Officers or employees of a party state rendering aid in another state pursuant to this compact  
3378 shall be considered agents of the Requesting State for tort liability and immunity purposes;  
3379 and no party state or its officers or employees rendering aid in another state pursuant to this  
3380 compact shall be liable on account of any act or omission in good faith on the part of such  
3381 forces while so engaged or on account of the maintenance or use of any equipment or  
3382 supplies in connection therewith. Good faith in this article shall not include willful misconduct,  
3383 gross negligence, or recklessness.

3384

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#### **ARTICLE VII - SUPPLEMENTARY AGREEMENTS**

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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

3433 shall be reimbursed as agreed by the party state from which the evacuees come. After the  
3434 termination of the emergency or disaster, the party state from which the evacuees come shall  
3435 assume the responsibility for the ultimate support of repatriation of such evacuees.  
3436

#### 3437 **ARTICLE XI - IMPLEMENTATION**

3438  
3439 A. This compact shall become operative immediately upon its enactment into law by any two  
3440 (2) states; thereafter, this compact shall become effective as to any other state upon its  
3441 enactment by such state.  
3442

3443 B. Any party state may withdraw from this Compact by enacting a statute repealing the same,  
3444 but no such withdrawal shall take effect until 30 days after the governor of the withdrawing  
3445 state has given notice in writing of such withdrawal to the governors of all other party states.  
3446 Such action shall not relieve the withdrawing state from obligations assumed hereunder prior  
3447 to the effective date of withdrawal.  
3448

3449 C. Duly authenticated copies of this compact and of such supplementary agreements as may  
3450 be entered into shall, at the time of their approval, be deposited with each of the party states  
3451 and with the Federal Emergency Management Agency and other appropriate agencies of the  
3452 United States Government.  
3453

#### 3454 **ARTICLE XII - VALIDITY**

3455  
3456 This Act shall be construed to effectuate the purposes stated in Article I hereof. If any  
3457 provision of this compact is declared unconstitutional, or the applicability thereof to any  
3458 person or circumstances is held invalid, the constitutionality of the remainder of this Act and  
3459 the applicability thereof to other persons and circumstances shall not be affected thereby.  
3460

#### 3461 **ARTICLE XIII - ADDITIONAL PROVISIONS**

3462  
3463 Nothing in this compact shall authorize or permit the use of military force by the National  
3464 Guard of a state at any place outside that state in any emergency for which the President is  
3465 authorized by law to call into federal service the militia, or for any purpose for which the use  
3466 of the Army or the Air Force would in the absence of express statutory authorization be  
3467 prohibited under Section 1385 of title 18, United States Code.  
3468

3469 *Ratified during the 2nd session of the 104th Congress and became Public Law 104-321,*  
3470 *October 1996*

#### 3471 **C. NEMA Data Sharing Policy**

3472 The official NEMA Data and Information Sharing as adopted by the NEMA  
3473 membership is as follows:  
3474

3475 It is the policy of NEMA not to share data or information considered to be the  
3476 property of State Emergency Management Agencies, without express written

3477 permission of the owner. The exception is information gathered  
3478 through NEMA surveys for the purpose of issue papers, reports, and publications.

## 3479 **D. Templates**

### 3480 **1. EMAC Assisting State Cover Letter for the R-1 reimbursement Package**

3481

3482

***Please use Official Agency Letterhead***

3483

3484 Date

3485

3486 Name of Requesting State EMAC Coordinator

3487 Coordinator's Official Title

3488 Name of Requesting State Agency

3489 Mailing Address (Street, PO Box)

3490 City, State, Zip Code

3491

3492 Regarding: Reimbursement Request for EMAC Mission (insert number) for (disaster name)

3493

3494 Dear Ms./Mr. Last Name:

3495

3496 The State of (name of Assisting State) responded in support of the State of (name of  
3497 Requesting State) for (name of event). Enclosed is our EMAC Interstate Reimbursement  
3498 Form R-1 with supporting documentation for expenses incurred during EMAC Mission  
3499 (insert number) to assist your state from (start date) to (end date).

3500

3501 The Resource Provider(s) have documented a total mission cost of (enter dollar amount)  
3502 on their EMAC R-2(s).

3503

3504 Specific enclosures include:

3505

3506 • Executed EMAC RSA

3507 • Certified EMAC R-1

3508 • Signed IRS W-9

3509 • Validated EMAC R-2(s) with supporting receipts and documentation

3510 • Policy documents as necessary to support claims (salary, overtime, per diem rates,  
3511 etc.)

3512 • *If applicable*, Donated Resources, waiver of mission costs reimbursement (These  
3513 costs must be documented in case the Requesting State is eligible to use them to  
3514 offset their cost share)

3515 ○ Personal Costs = (Dollar amount)

3516 ○ Equipment = (Dollar amount)

3517 ○ Travel Expenses = (Dollar amount)

3518                   ○ Commodities = (Dollar amount)

3519

3520   Please remit payment to:    Name of Agency  
3521                                    ATTN: (name)  
3522                                    Street or PO Box Address  
3523                                    City, State, Zip Code

3524

3525   The State of (name of Assisting State) has validated and is certifying the costs claimed on  
3526   the EMAC R-2(s) are in accordance with the Resource Providers policies and consistent  
3527   with the executed EMAC RSA for the mission(s). We are submitting the EMAC R-1  
3528   Reimbursement Package for your review and payment.

3529

3530   Please let me know if you have any questions or need further clarification in support of  
3531   this request for reimbursement, (Insert name, phone number and email address).

3532

3533   Sincerely,  
3534   Name of Assisting Entity Authorized Agent  
3535   Official Title

3536

CONFIDENTIAL



3580

3581 We have validated and are certifying the costs claimed on the EMAC R-2 are in accordance  
3582 with our policies and consistent with the executed RSA for the mission(s). We are  
3583 submitting the EMAC R-2 Reimbursement Package for your review and submission to the  
3584 Requesting State.

3585

3586 Please let me know if you have any questions or need further clarification in support of  
3587 this request for reimbursement, (Insert name, phone number and email address).

3588

3589 Sincerely,

3590 Name of Resource Provider Authorized Agent

3591 Official Title

CONFIDENTIAL



# EMAC's 25 Years of Fast Scalable Response

