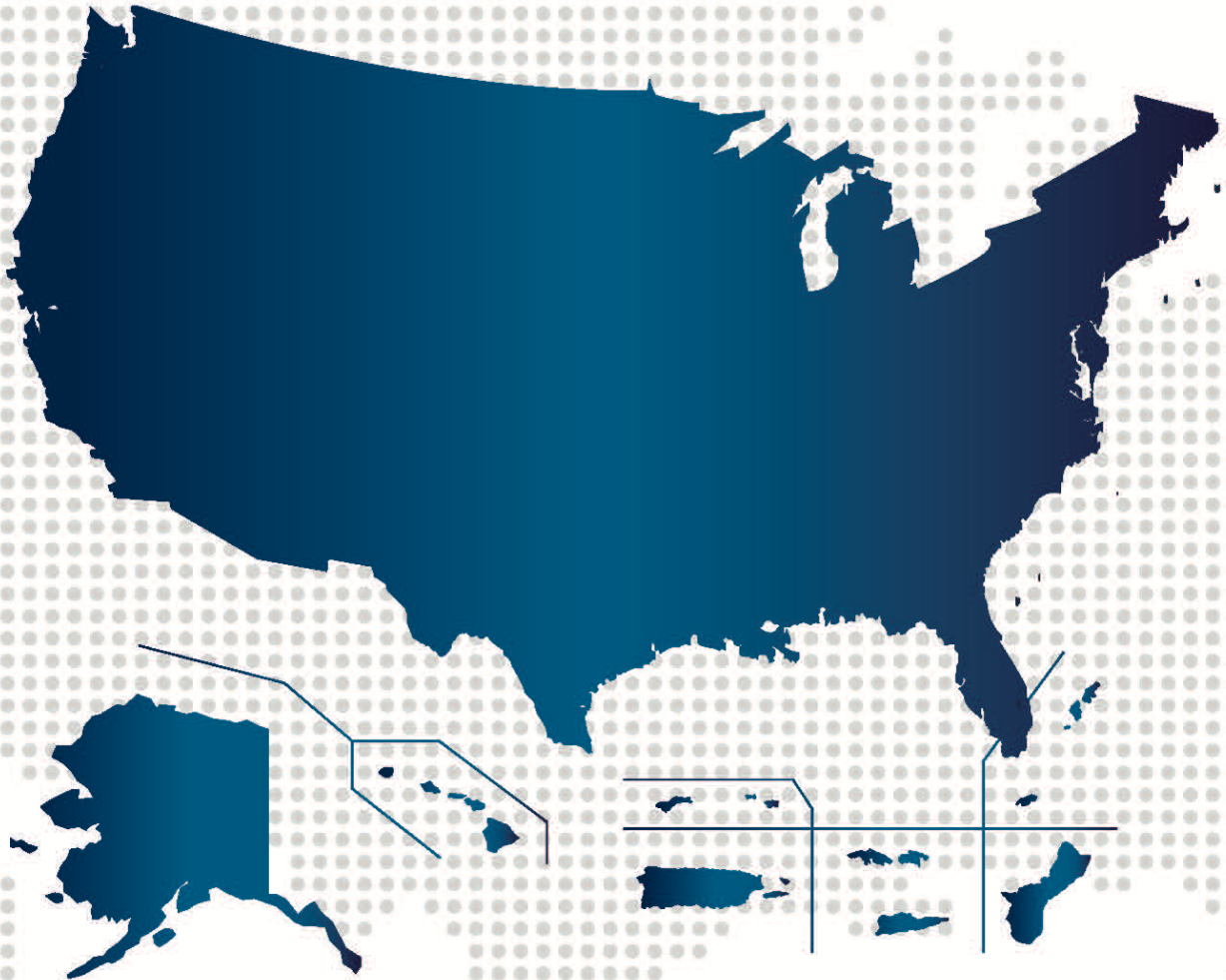




Emergency Management Assistance Compact



Resource Provider & Deployed Personnel EMAC Standard Operating Guidelines

v. 2.0 | March 2022 | National Emergency Management Association (NEMA)

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This document is reviewed and revised as needed by NEMA, the EMAC Executive Task Force, and the EMAC Committee.

Should you have questions/comments or need assistance, please contact your state EMAC Coordinator.

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1 Introduction

2 The goal of this document is to provide general guidance on the Emergency Management
3 Assistance Compact (EMAC) for Resource Providers and Deploying Personnel. This document
4 does not supersede guidance issued by the State/Territorial/District Emergency Management
5 Agencies who are legally responsible for implementing EMAC. As such, it is recommended you
6 engage with your emergency management agency EMAC Coordinator to learn more about your
7 state's EMAC program.

8
9 Included in this document is key information to assist in the request or deployment of resources
10 through EMAC including an overview on the law that governs the compact as well as details about
11 your responsibilities throughout the EMAC process and areas where states may differ in their
12 implementation.

13
14 EMAC is the nation's preeminent interstate mutual aid system providing requested resources
15 efficiently and effectively to states in support of saving lives, protecting property and damage to
16 the environment, meeting human needs, and minimizing the economic impact on states as we
17 respond to, and recover from disasters.

18
19 EMAC law has been passed in all 50 states, the District of Columbia, U.S. Virgin Islands, Puerto
20 Rico, Guam and the Northern Mariana Islands.



21
22 Additional information on EMAC's history, governance, and discipline specific guidance can be
23 found using the links below:

- 24 • EMAC's history is documented in [EMAC: A History and Analysis of the Evolution of National Mutual Aid Policy and Operations](#) detailing improvements made to the EMAC system over its 25+ year history
- 25 • The EMAC timeline displays [pivotal events in EMAC's history](#)
- 26 • An overview on [EMAC's Governance Structure](#) - highly regarded as a key feature for EMAC's longevity and success
- 27 • An overview of [EMAC's Operational Management](#) - state oversight of EMAC's operations to ensure compliance with the EMAC law, issue resolution, and more
- 28 • How EMAC applies to a specific discipline ([EMAC website](#) under "Education")

33 **EMAC Articles of Agreement**

34 For all entities involved in the EMAC process, it is important to understand the basics of the
35 thirteen articles of EMAC law passed by each EMAC member.

36
37 The Articles of Agreement describe state responsibilities to EMAC, define the legal protections
38 for Deploying Personnel, and more. The following are summaries of key points from each of the
39 thirteen Articles. Keep in mind as you review the article summaries that each state must ensure
40 they are prepared to implement EMAC using the consistent procedures developed to implement
41 the EMAC program nationwide.

42
43 To view the full text of the EMAC Articles, [visit the EMAC website](#).

44
45 EMAC law refers to EMAC members as “states” which is taken to mean the several states, the
46 Commonwealth of Puerto Rico, the District of Columbia, and all U. S. territorial possessions.
47 When the “state emergency management agency” is referred to herein, it is meant to include all
48 EMAC members.

49 **Article I: Purpose and Authorities**

50 Provide for mutual assistance between the states when the Governor of a disaster-affected state
51 has declared a state of emergency or a state of disaster before receiving resources through EMAC

- 52
- EMAC may be used during training and exercises without a declaration

53 **Article II: General Implementation**

- 54
- Recognizes that states may need resources from other states in response to emergencies
55 or disasters
 - Clarifies the fundamental principle of responding promptly, fully, and effectively for the
56 safety, care, and welfare of impacted citizens
 - Makes clear that states are to make available through EMAC all resources in their state that
57 could be used in the event of an emergency or disaster (natural or man-made)
 - Specifies that each state have a legally designated “Authorized Representative” (AR) who is
58 responsible for implementing EMAC on behalf of the Governor. This person is the Director
59 of the State EMA (or the State EMA Director’s appointed designee(s))
 - The State EMA is responsible for implementing EMAC in their state

64 **Article III: Party State Responsibilities**

- 65
- Review individual state hazard analyses to determine potential emergencies the party
66 states might jointly suffer
 - Develop a plan for the interstate management and provision of assistance
 - Develop interstate procedures to fill any identified response capability gaps
 - Assist in warning communities adjacent to, or crossing, the state boundaries
- 67
68
69

- 70 • Protect and assure uninterrupted delivery of services, medicines, water, food, energy and
71 fuel, search and rescue, and critical lifeline equipment, services, and resources, both human
72 and material
- 73 • Inventory and set procedures for the interstate loan and delivery of human and material
74 resources, together with procedures for reimbursement or forgiveness
- 75 • Provide, to the extent authorized by law, for the temporary suspension of any statutes or
76 ordinances that restrict the implementation of the above responsibilities
- 77 • The Authorized Representative of a party state may request assistance from another party
78 state by contacting the Authorized Representative of that state
- 79 • Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing
80 within 30 days from the date of the request. Requests shall include the following
81 information:
 - 82 ○ A description of the emergency support function, or core capability for which assistance
83 is needed
 - 84 ○ The amount and type of personnel, equipment, materials, and supplies needed, and a
85 reasonable estimate of the length of time resources will be needed
 - 86 ○ The specific place and time for staging of the assisting party’s response resources, to
87 include a point of contact at that location
- 88 • There shall be frequent consultation between state officials who have assigned emergency
89 management responsibilities and other appropriate representatives of the party states

90 **Article IV: Limitations**

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

98 **Article V: Licenses and Permits**

99 Whenever any person holds a state issued license, certificate, or other permit the person shall
100 be deemed licensed, certified, or permitted by the state requesting assistance, subject to any
101 limitations and conditions as the governor of the Requesting State may prescribe by executive
102 order or otherwise.

A state licensing board cannot over-rule EMAC law. Only the governor of the state can limit license reciprocity through an executive order.

103 **Article VI: Liability**

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

108 **Article VII: Supplementary Agreements**

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

111 **Article VIII: Compensation**

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

116

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

121 **Article IX: Reimbursement**

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

Reimbursement Standardization

In October 2019 states voted to adopt consistent implementation forms for EMAC reimbursement to accelerate the process. Reimbursement starts with you – Resource Providers and Deployed Personnel submitting your reimbursement package to your home state emergency management agency.

125 **Article X: Evacuation**

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

130 **Article XI: Implementation**

- 131 • The compact becomes operative immediately upon its enactment into law
- 132 • Any party state may withdraw from the compact by enacting a statute repealing the same
- 133 • EMAC state legislation is a matter of record in each party state

134 **Article XII: Validity**

135 If any provision of EMAC law is declared to be unconstitutional or invalid, it will not affect the

136 constitutionality of the remainder of the law.

137 **Article XIII: Additional Provisions**

138 The National Guard may deploy through EMAC under both Title 32 and State Active Duty.

139 However, the use of the National Guard under the authority of the President through EMAC is

140 prohibited.

141

142 **EMAC Implementation**

143 All incidents start locally. When that local government needs resources, they use state
144 procedures to request assistance. While the process may vary in between states, once the
145 request goes to the state emergency management agency, the state determines the best source
146 for obtaining the requested resources. Possible sources may be state resources, federal
147 resources, in-state (intrastate) mutual aid, private sector, or interstate mutual aid via EMAC.

148
149 Using EMAC is often less expensive than federal resources and strengthens our nation’s mutual
150 aid system by using trained and experienced personnel in one state who take lessons learned
151 home to implement improvements. It is truly a win-win for both Requesting and Assisting States.

152
153 As you read in Article II, EMAC is implemented on behalf of the Governor by the state emergency
154 management agency and the Director of Emergency Management is the primary individual
155 responsible for ensuring the EMAC law is being followed and the member is upholding their
156 responsibilities to the Compact.

157
158 In addition, all EMAC Members have agreed to follow the consistent procedures for
159 implementing EMAC. However, as each state is sovereign, and their emergency management
160 programs are not identical, there will be differences in how the state’s emergency management
161 program operates and what resources the state can deploy through EMAC (based on their state
162 law).

Engagement with Your Emergency Management Agency

Be sure to engage with, and get to know, the State Emergency Management personnel in your state who manage the EMAC process. The **state EMAC Coordinator** is the primary point of contact for implementing EMAC and answering any questions you may have regarding your responsibilities and how to request and receive resources through EMAC.

163 **A. Deploying Non-State Resources Through EMAC**

164 EMAC Article II, General Implementation, explains it is the state’s responsibility to make **all**
165 **resources** within the state available for deployment through EMAC.

166
167 Article VI affirms that EMAC responders of a party state rendering aid to another party state
168 **shall be considered agents of the Requesting State for tort liability and immunity purposes.**
169 So, to deploy a non-state asset through EMAC, they must be a temporary agent of the state.
170

171 What resources a state can deploy through EMAC, and how a state makes non-state
172 resources a temporary agent of the State for “tort liability and immunity purposes” is
173 dependent on the state’s laws. Thus, it is one of the key differences in state EMAC
174 implementation.

175
176 States utilize supplemental agreements (as identified in Article VII) to develop enabling
177 mechanisms. Locally owned, and in some states, private sector resources may be deployable
178 as “agents of the state” depending on that state’s laws, regulations, and policies.

179
180 There are various ways states can deploy non-state resources to make them “agents of the
181 state”:

- 182 • Intrastate legislation (utilized by the majority of EMAC members)
- 183 • Memorandums of Agreement/Understanding
- 184 • Intergovernmental agreements
- 185 • Executive Order
- 186 • Contract

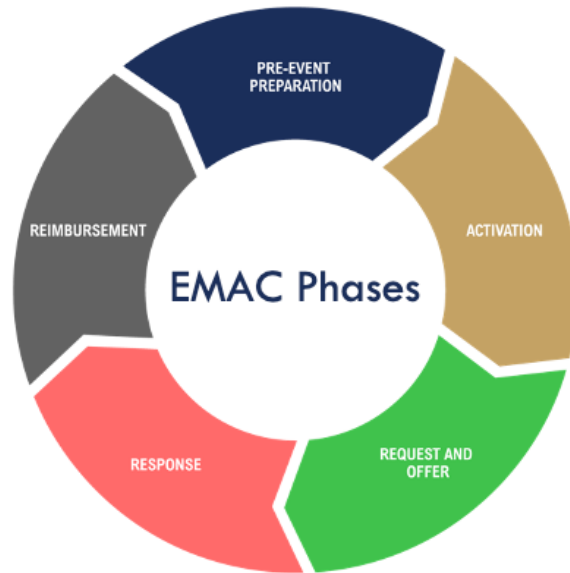
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188 **Work with your State EMA in advance of an incident to determine if state law allows for**
189 **deployment of non-state resources through EMAC. If allowable, identify which mechanisms**
190 **your state uses and establish implementation procedures as both a Requesting and**
191 **Assisting entity.**

192

EMAC Process: Resource Providers & Deployed Personnel Responsibilities

EMAC is implemented through a 5-phase process: Pre-event Preparation, Activation, Request and Offer, Response, and Reimbursement.

Responsibilities for Resource Providers and Deployed Personnel are detailed within each Phase of the EMAC Process, below.



A. Pre-Event Preparation Phase

In the pre-event preparation phase of EMAC, State Emergency Management Agencies and Resource Providers and Deployed Personnel from all jurisdictions (state, county, local, or private sector) have a responsibility to prepare before an emergency or disaster occurs.

Preparation includes the development of internal procedures for implementing EMAC (as both a Requesting and Assisting entity), incorporate planning and lessons learned, resource allocation with neighboring states, conducting EMAC training and exercises in cooperation with State EMA/Resource Providers, developing Mission Ready Packages (MRPs), and more.

Resource Provider responsibilities during pre-event preparation include the following:

- **Attend EMAC Training**

While many people think they understand how EMAC works, the Compact is always evolving with updated procedures and technologies to support the implementation.

At a minimum, it is recommended Resource Providers take a training course from your state emergency management agency (state EMA) or NEMA every two years. NEMA maintains a free online eLearning Center with courses developed specifically for Resource Providers and Deployed Personnel.

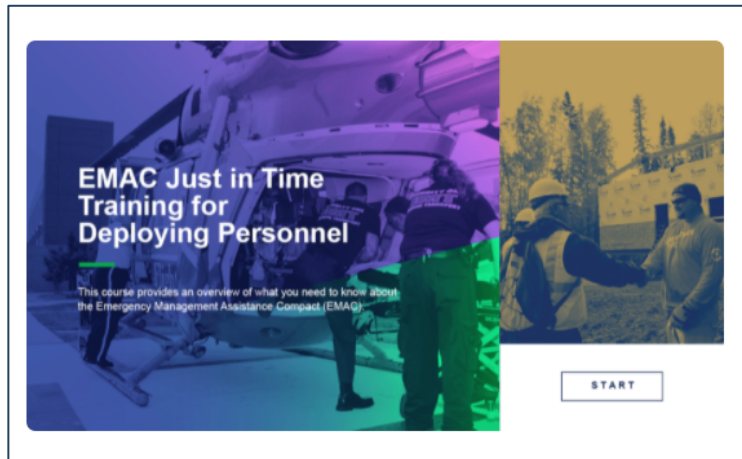
You can register for your free online EMAC account and complete the training in the eLearning Center at your own pace. Visit the EMAC website at www.emacweb.org to learn more.

Two courses in the eLearning Center were developed for Resource Providers and Deployed Personnel:

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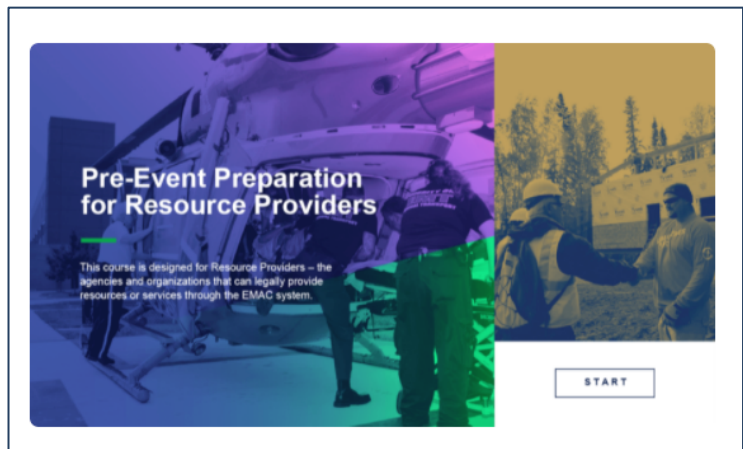
EMAC Pre-Event Preparation for Resource Providers

Reviews steps that Resource Providers should take prior to an emergency or disaster. The course reviews the EMAC Process, EMAC's legal protections, Resource Provider training and exercise responsibilities, and describes the Mission Ready Package - what it is - as well as why and how Resource Providers should develop and maintain one.



EMAC Just In Time Training For Deploying Personnel

Built upon lessons learned from EMAC deployments, this course provides basic EMAC education for response and recovery personnel prior to deployment. The course provides an overview of the EMAC Process, EMAC law, EMAC operational support structure as well as actions that should be taken during the Response Phase (to include Mobilization, Deployment, Demobilization), and the Reimbursement Phase.



NEMA also has several resources to learn more about learn more about EMAC: available on the [EMAC website](#).

- **Conduct Threat Hazard Assessment**

Identify resource shortfalls based upon your threat/hazard assessment and work with the state EMA to pre-identify potential Resource Providers through EMAC.

For example, if your state's biggest threat is flooding, develop pre-scripted resource requests for resources that may be needed in a flood event. Then work with your state emergency management agency to pre-identify resources that may be able to assist through EMAC in neighboring states. Once potential resources are identified, work with

275 the Resource Providers in the other state to develop a Mission Ready Package (MRP) so
276 the request and offer of the resource will be fast and efficient.

277
278 The typical timeframe for a request and offer to be deployed is hours, not days, when
279 using MRPs.

280
281 Your state EMAC Coordinator can assist you with pre-scripting resource requests,
282 entering them into EMAC's Resource Planner, and working through questions that may
283 arise regarding lodging, staging areas, logistical needs, etc.

284

Resource Planner

An online system developed and maintained by NEMA where states can pre-script resource requests for incidents, establish staging areas for reception, and link Mission Ready Packages from potential Assisting States to expedite response.

- 285 • **Develop Procedures**
286 Develop procedures in collaboration with your State EMA for the request and offer of
287 resources through EMAC.

288
289 Procedures should cover all aspects of the EMAC Process as both a requesting and
290 assisting entity:

291 **Requesting Entity**

- 292 ▪ Pre-scripting resource requests
- 293 ▪ Reception of resources: staging areas, etc.
- 294 ▪ Oversight/integration of resources into your response
- 295 ▪ Logistics: food, lodging, etc.

296 **Assisting Entity**

- 297 ▪ Maintenance of your MRP based on lessons learned from exercises and
298 deployments
- 299 ▪ Personnel accountability reporting
- 300 ▪ Reimbursement and cost tracking

- 301 • **Participate in EMAC exercises**

302 Include EMAC in exercises and test your MRP to validate it contains everything you
303 would need to conduct your mission in another state for a pre-determined amount of
304 time and implement lessons learned.

- 305 • **Develop and Maintain a Mission Ready Package (MRP)**

306 A Mission Ready Package is a pre-defined specific mission/capability with the
307 personnel, equipment, commodities, and more, with their associated costs. The

308 package also identifies logistic support requirements, limitations to the mission,
309 licenses/certifications of personnel, and more.

310
311 **All Resource Providers** should develop and maintain a MRP in the Mutual Aid Support
312 System (MASS) to be leveraged across the entire EMAC system – from planning to
313 request and offer. MASS is a free GIS-based MRP database available to all Resource
314 Providers.

315
316 **Why MRPs Are The Preferred Method of Offers of Assistance:**

- 317 ▪ MRPs expedite the Request and Offer Process
- 318 ▪ MRPs ensure the deploying resources have the logistical support, equipment,
319 commodities, and personnel to conduct the mission
- 320 ▪ MRPs set the foundation for reimbursement
- 321 ▪ If your resource aligns with a National Incident Management System (NIMS)
322 resource typed definition or job title/position qualifications, it can be identified
323 in the MRP ensuring consistency in resource ordering and offering. To see if a
324 resource aligns NIMS, access the FEMA Resource Typing Library Tool:
325 <https://rtlt.preptoolkit.org/Public>
- 326 ▪ If a resource does not align to the national NIMS resource typing definitions or
327 job titles/position qualifications, it can still be included within a MRP. The
328 resource should be described in plain, simple, thorough language – consistent
329 with NIMS principles for resource typing - so the Requesting and Assisting States
330 can be certain the resource request and offer match in capability, skill, and
331 qualifications

332
333 **Tools To Help You Develop Your MRP**

- 334 ▪ NEMA has developed MRP Job Aids you can use to get started
- 335 ▪ NEMA developed blank Excel MRP templates that can be used to assist in the
336 development of the MRPs. These MRPs can then be uploaded into MASS, the
337 **Mutual Aid Support System** where your MRP can be maintained. You can
338 download your MRP from MASS with the click of a button to export it back out
339 to Excel
- 340 ▪ Some disciplines have created Excel MRP “starter templates” that have some of
341 the information pre-filled out. These are available on the EMAC website

342
343 The job aids, [templates and guidance on MRPs can be found on the EMAC website](#).

345 **B. Activation Phase**

346 The Requesting State Emergency Management Agency (EMA) will open an event in the online
347 EMAC Operations System (EOS) which will alert EMAC leadership an EMAC member may be
348 soon requesting resources.

Governor Declaration

To receive resources through EMAC, a State must have a Governor declaration in effect (as stipulated by EMAC law)

349
350 **C. Request & Offer Phase**

351 As a Resource Provider, in the Pre-Event Preparation Phase you should have conducted pre-
352 planning and coordination with an agency in another state to fill pre-identified resource gaps.
353 You should have also coordinated with your home State EMA, prior to the disaster, so that
354 when the request is made, it can be expedited through the EMAC system.

355
356 Using state procedures, the local affected entity will request resources to the state
357 emergency management agency (State EMA).

358
359 The State EMA may fill resource requests through intrastate mutual aid, state resources,
360 federal resources, volunteer agencies, EMAC, or a combination of providers. How quickly this
361 process works, and where states turn to fill resource requests, is determined by the
362 Requesting State EMA. In some states, the requesting entity may have to exhaust intrastate
363 mutual aid before making a request to the State EMA.

364
365 Once EMAC is identified as the source, the Requesting State EMA will use established state
366 procedures to approve the requests by an EMAC Authorized Representative, financially
367 obligating the state for the reimbursement of the mission.

EMAC Does Not “Own” Resources

All resources that deploy through EMAC are from the state, local government, county, city, volunteer agencies, private sector, etc. (depending upon the state law and enabling mechanisms).

369
370 Once requests have been approved by an EMAC Authorized Representative, they are entered
371 (or imported from Resource Planner) into the EMAC Operations System (EOS) and sent to the
372 potential Assisting States. State EMA’s can also view their EOS dashboard for the list of open
373 resource requests across all events in the EMAC system.

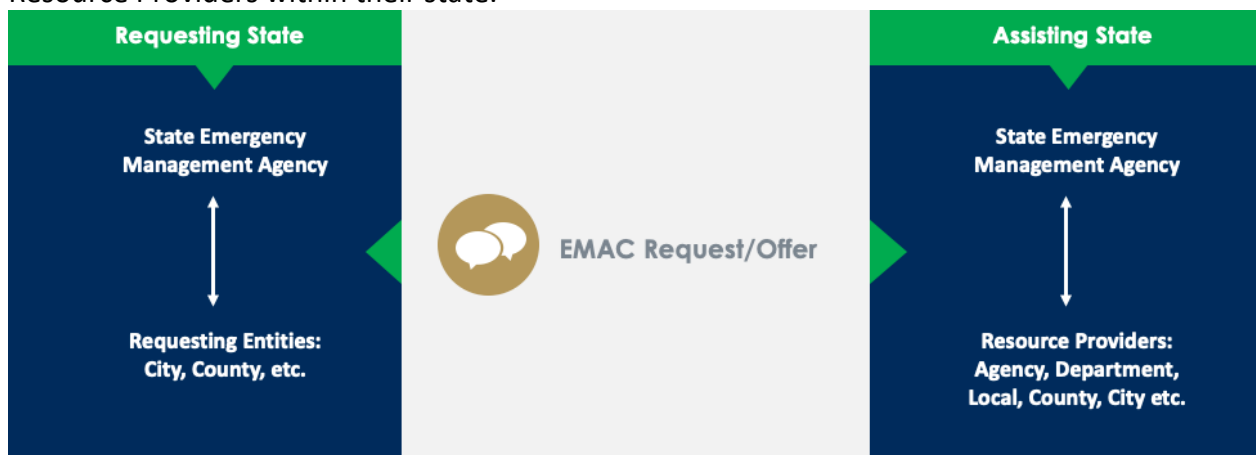
374

375 The EMAC Authorized Representatives of the Requesting and Assisting States may agree on
376 a verbal mission to expedite the deployment.

Verbal Agreements

EMAC law allows verbal missions between EMAC Authorized Representatives of the Requesting and Assisting State EMAs. Verbal requests must be formalized with a fully executive Resource Support Agreement (RSA) within 30 days.

377 The Assisting State EMA will determine if they are able to assist (as determined by the EMAC
378 Authorized Representative or State EMA Director) and if so, will contact the appropriate
379 Resource Providers within their state.



380 If Resource Providers can assist, you will need to provide the Assisting State EMA the mission
381 cost estimate, usually in the form of a Mission Ready Package (MRP). If you already have a
382 MRP, the document can be reviewed and updated in MASS or submitted to the Assisting State
383 EMA using the Excel workbook (available
384 on the EMAC website).

385
386
387
388 **Having an MRP developed prior to the**
389 **incident will greatly accelerate the**
390 **request and offer process.**

391
392 **Your offer of assistance must follow the**
393 **cost eligibility guidelines and be backed**
394 **by policies and justifiable cost estimates**
395 **[as described under Reimbursement.](#)**

396
397 It is also your responsibility to select
398 personnel who will deploy on EMAC

Resource Allocation & Accelerated Response

States have conducted pre-planning and typically knows which has the resource they need.

States also have access to MASS. The MASS/EOS integration allows states to request and offer resources from MASS within the EOS to accelerate the Request and Offer Process to just minutes.

399 missions. Factors to consider when selecting personnel to deploy:

- 400 • Credentialed (qualified) for their position
- 401 • In good standing (no claims of adverse actions)
- 402 • Current licenses, certificates, or permits,
- 403 • Are able to leave their home for the duration of the mission and work under extremely
- 404 stressful conditions

405
406 In some states, you will sign an enabling mechanism (MOU, MOA, intergovernmental
407 agreement, etc.) when you submit your offer. In other states the agreement is signed once
408 (during the pre-event phase) and in place going forward.

409
410 Once your offer is submitted in the EOS, it is reviewed by the Requesting State EMA and
411 accepted or declined. Your home State EMA will notify you of their decision.

412
413 Once the offer of assistance is accepted, the Requesting and Assisting State EMAs will
414 complete the two-part EMAC Resource Support Agreement form (RSA).

The Resource Support Agreement (RSA)

The legally binding agreement between the states that is signed by the EMAC Authorized Representatives of the Requesting and Assisting State EMAs.

- **Section 1:** Completed by the Assisting State (the request and offer)
- **Section 2:** Completed by the Requesting State (accepting the offer)

415 416 D. Response Phase

417 During the EMAC Response Phase resources prepare to leave their state (mobilize),
418 conduct their mission (deploy), and return home (demobilize).

419 420 Mobilization

421 Your home State EMA (Assisting State) will send you, the Resource Provider, the
422 EMAC Mission Order Authorization Form (Mission Order) once the RSA is executed.

423
424 **Unless you have been told otherwise, you should NOT deploy until the RSA is**
425 **completed and you receive the Mission Order.**

426
427 The Mission Order validates that a Resource Provider has the authority to take part
428 in an authorized EMAC mission and is the “green light” for the resource to proceed
429 to the Response Phase. It also identifies tips and guidance for a successful mission.

430 The Resource Provider will notify Deploying Personnel they will be conducting an
431 EMAC mission and prepare for the deployment which includes addressing logistical
432 support that will be needed throughout the mission.

Politically Sensitive Missions

There may be a circumstance when you do not receive the Mission Order but instead receive a verbal order if the incident is politically sensitive.

433
434 Personnel should be given adequate time between the notification of the mission
435 and deployment to complete personal business.

436
437 The Assisting State should conduct a pre-deployment briefing which should cover
438 the following:

- 439 • Define the scope and details of the mission and the role of the deploying team in
440 addressing and completing the mission
- 441 • Review the Mission Order Authorization Form and discuss approved mission
442 costs, documentation requirements, and other pertinent information
- 443 • Explain when the deployment will begin, and how long the mission will last
- 444 • Existing deployment conditions where the work will be performed
- 445 • Hazardous conditions requiring protective clothing, current vaccinations, and
446 health and safety concerns
- 447 • [Review guidelines for sensitive events](#), develop and implement procedures in
448 accordance with your state law to protect the identity of Deployed Personnel
449 and other contacts based upon the sensitivity of events
- 450 • Location where personnel should report to upon arrival in the Requesting State.
451 This may be a reception center or the actual deployment location
- 452 • Contact information in case assistance is needed
- 453 • Communication steps for reporting any changes to the mission, deployment
454 dates, or mission costs so an amendment can be completed
- 455 • Address logistical support for deploying teams:
 - 456 ▪ Transportation and fuel for vehicles
 - 457 ▪ Lodging
 - 458 ▪ Meals
 - 459 ▪ Communications
 - 460 ▪ Availability of ATMs to plan for use of cash / credit cards
 - 461 ▪ Badging/identification or copies of professional credentials, certificates or
462 licenses required

- 463 ▪ Review of items to consider bringing on the deployment
- 464 • Review the deployment checklist
- 465 • Review the demobilization checklist
- 466 • Review additional reimbursement documentation requirements identified in the
- 467 Mission Order and RSA
- 468 • Review reimbursement procedures to ensure Deploying Personnel have a clear
- 469 understanding of cost documentation requirements and purchasing procedures
- 470 • Review the code of conduct for deploying personnel
- 471 • Ensure a clear understanding that changes to their mission that would change
- 472 the deployment dates or mission costs must be communicated to the home
- 473 state emergency management so an amendment can be completed on their
- 474 behalf
- 475 • As part of the pre-deployment, each team member may be asked to sign a State
- 476 Code of Conduct which serves to remind all Deploying Personnel they are
- 477 representing themselves, the national EMAC system, their agency and their state
- 478 while deployed on a mission

479
480 In preparation for the mission and mobilization, Deploying Personnel should:

- 481 • Pack appropriately and remember to take all personal items such as clothing and
- 482 safety equipment that may be needed or that is recommended
- 483 • Ensure they have supplies for self-sustaining missions: Deployed Personnel will
- 484 need to supply their own food, sleeping gear, shelter, etc.
- 485 • Make sure they have adequate supplies of needed medications: Deploying
- 486 Personnel are responsible for personal supplies of medications. Prescriptions
- 487 may be difficult to obtain in the disaster area
- 488 • Have all family contact information: Deployed Personnel are responsible for
- 489 keeping family members informed regarding mission location and duties
- 490 • Ensure they have adequate cash on hand: ATMs may be out of order in the
- 491 disaster area. Deploying Personnel should take cash or identify arrangements for
- 492 cash advances if needed

493
494 All Deployed Personnel should depart with the following items:

- 495 • Driver's license or passport
- 496 • Agency identification
- 497 • A copy of their professional licenses, certificates, or permits

498
499 *Note: Licenses, certificates, and permits transfer into the Requesting State at the*
500 *same level, so Deployed Personnel practice at the same level as they do in their*
501 *home state. Job titles in the home jurisdiction may be the same job title in a*
502 *requesting jurisdiction but the skills, experience, and training may be different.*

503 *Thus, the level of practice may not be the same as the job title in the requesting*
504 *jurisdiction.*

505
506 ***Upon arrival in the Requesting State, personnel should discuss professional***
507 ***standards and levels of practice with the entity for which they will be working***

- 508 • Ensure all personal business is taken care prior to deployment (remember to
509 vote, renew DL, etc.)

510 511 Deployment

512 Upon arrival in the Requesting State, personnel are to report to a reception or staging
513 area as noted on the Mission Order. **It is important that you do not bypass this step.**
514 Reception centers or staging areas are designed to prepare Deployed Personnel for
515 the mission ahead. The following information may be provided:

- 516 • Mission priorities
- 517 • Maps
- 518 • Lodging provisions
- 519 • Safety briefing
- 520 • Immunizations (if not already done in the home state)
- 521 • Reimbursement guidance
- 522 • Other information relevant to the mission

523
524 Deployed Personnel are to report safe arrival to the home State EMA and report any
525 changes to the deployment conditions.

526
527 Personnel should immediately report any injuries sustained to their home state
528 emergency management agency using the contact information listed on the EMAC
529 Mission Order.

530
531 Throughout the mission, deployed resources maintain communications with the
532 home State EMA. Unforeseen circumstances may arise during emergencies, and the
533 two states depend on Deploying Personnel to report any changes to the situation
534 described in the Mission Order as changes may impact mission costs.

535
536 Some examples of changes that would need to be reflected in an update of the
537 legally binding agreement between the states include:

- 538 • Changes in lodging or food provisions
 - 539 • Changes in tour-of-duty dates
 - 540 • Necessary equipment repair or replacement
 - 541 • Restoring equipment to pre-deployment conditions
 - 542 • Errors in calculating personnel or fringe benefit costs
- 543

544 Deployed Personnel should have an opportunity to provide feedback on their
545 experience before leaving the affected area. The team leader should facilitate a
546 meeting of the whole team to capture experiences while they are still fresh in their
547 minds, e.g., before demobilization. If deployed as a single resource, personnel should
548 take the time, before leaving the Requesting State, to document experiences.
549

550 Demobilization

551 Once the mission is over, Deployed Personnel prepare to leave the Requesting State
552 and go back home. Prior to leaving, deployed resources should:

- 553 • Verify the mission is complete with the Requesting State
- 554 • Check out through the Requesting State Reception Center, if established, to be
555 debriefed. Check out should include accountability for all equipment, personnel
556 and other assets committed to the successful completion of the mission. Any
557 damaged equipment should be noted, documented, and acknowledged by the
558 Requesting State before the EMAC responders depart for home
- 559 • Inventory and check in any response equipment that was issued (such as radios)
- 560 • Responders should be given the opportunity to comment on the scope and
561 success of their mission. Any difficulties, unforeseen hazards, or issues should be
562 brought to the attention of the Requesting State
- 563 • Opportunities for improvement should be noted
- 564 • Reimbursement procedures should be discussed, and any necessary forms
565 provided
- 566 • Coordinate a demobilization plan and verify travel home arrangements

567
568 Upon their return home, Deployed Personnel should:

- 569 • Notify Assisting State A-Team or EMAC Designated Contact they have arrived at
570 home station
- 571 • Participate in a critical incident stress debriefing. Recommended following large-
572 scale catastrophic or traumatic events
- 573 • Ensure the timely submission of all EMAC cost documentation (as outlined in the
574 section detailing [Cost Eligibility and Documentation](#)) within 45 days of
575 demobilization to their Resource Provider.
- 576 • Complete a post-deployment survey, if requested. At the discretion of NEMA and
577 the EMAC ETF Chair, an EMAC Post-Deployment Survey may be developed. The
578 results of the survey will be used to evaluate EMAC operations results and
579 identify outcomes to improve EMAC documents and training materials

580
581 After demobilization, resources do **not** stay around to help. EMAC protections are
582 only valid during the mission dates on your Mission Order. Deployed Personnel, who

583 are still in the field after the mission is completed, will find they do not have tort
584 liability protection, workers' compensation benefits, or other protections afforded by
585 EMAC and cannot claim cost reimbursement for wages and expenses.

586

587 **E. Reimbursement Phase**

588 Timely reimbursement relies heavily on the documentation maintained and provided to the
589 Resource Provider by the Deployed Personnel.

590
591 The standard EMAC reimbursement
592 process is initiated when Deployed
593 Personnel submit documentation for
594 travel and other expenses to the
595 Resource Provider for payment. The
596 process ends when all parties have been
597 reimbursed for eligible, documented,
598 mission related expenses.

Deploying Personnel & Reimbursement
Deployed Personnel carry a great deal of responsibility for ensuring costs are fully and accurately recorded during a deployment. They are the only ones that have firsthand knowledge of the mission.

599
600 Each party to an EMAC mission must ensure that documentation relating to an EMAC claim
601 for reimbursement is complete and fully supports the expenses incurred. Issues with
602 insufficient documentation must be resolved between parties as soon as they are
603 discovered.

Federal Funding
While states may receive federal funding under the Stafford Relief and Emergency Assistance Act (Stafford Act), the reimbursement of the EMAC missions is not contingent upon the receipt of federal funds.

604 Specific responsibilities and documentation requirements for Deployed Personnel and
605 Resource Providers are as follows:

606
607 **1. Deployed Personnel**
608 Upon return home following a mission, Deployed Personnel are responsible for the
609 timely submission of all EMAC cost documentation (as outlined in the section detailing
610 [Cost Eligibility and Documentation](#)) within 45 days of demobilization to their Resource
611 Provider.

612
613 If the reimbursement package cannot be submitted within 45 days, it should be
614 communicated to the State EMA with justification.

615
616 Deployed personnel are also responsible in assisting the Resource Provider in preparing
617 documentation for other allowable expenses incurred during the deployment, including

618 daily equipment use, claims for damaged items (machinery and personal protective
619 equipment), maintenance or restoration of equipment to pre-deployment condition,
620 contractual services and any other expense authorized in the RSA.

621

622 **2. Resource Provider**

623 Upon the receipt of all mission cost documentation from the Deployed Personnel, the
624 Resource Provider completes all necessary accounting entries in their time keeping
625 system and financial system.

626

627 Once all accounting transactions for payroll and travel expenses have been processed,
628 the Resource Provider compiles the reimbursement packet, in accordance with [Cost
629 Eligibility and Documentation](#), as well as any additional requirements of the Requesting
630 State’s reimbursement guidance identified in the Mission Order.

631

632 All expenses incurred and paid by the Resource Provider are compiled and summarized
633 by category of expense on an EMAC Intrastate Reimbursement Form (R-2).

634

635 A single EMAC Form R-2 is used for each EMAC mission performed by personnel of the
636 Resource Provider and for which a single RSA was executed.

637

638 The Resource Provider’s reimbursement package consists of the following documents:

- 639 • Summarize all expenses incurred and paid by the Resource Provider on the [EMAC
640 R-2 Intrastate Reimbursement Form](#) and sign the form upon completion. NEMA
641 has developed a [Job Aid to assist with the development of the R-2 form](#) and a [Job
642 Aid on fringe benefits](#)
- 643 • **A signed cover letter**, on the Resource Provider’s letterhead, will be used to
644 officially transmit the reimbursement package to the Assisting State. The cover
645 letter should include information such as:
 - 646 ▪ EMAC mission number(s)
 - 647 ▪ Total amount of the reimbursement claim
 - 648 ▪ Amount(s) of any donated resources, listed by cost category
 - 649 ▪ Remittance address
 - 650 ▪ Any special instructions for the Assisting State that may assist them with
651 their review of the packet
 - 652 ▪ Completed IRS Form W-9
- 653 • Source documentation, as outlined under [“Cost Eligibility”](#)
- 654 • Policy documents to support claims (salary, overtime, per diem rates, etc.)

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Important Notes:

- Your reimbursement package should align with the Mission Order
- The Resource Provider should not submit partial or incomplete claims to the home state (Assisting State)
- *Depending on state law, regulations, policies, and extenuating circumstances, the Assisting State may issue payment to the Resource Provider upon completion of the audit prior to sending to the Requesting State or upon receipt of payment from the Requesting State.* This in no way impacts the requirement to reimburse the Assisting State under Article IX of EMAC law
- Reimbursement packages shall be submitted electronically unless instructed otherwise by your State EMA. Resource Providers shall retain the original documentation
- Mission documentation must be complete and accurate prior to submitting the reimbursement packet to the Assisting State
- Any problems or issues with documentation should be discussed with the Assisting State and resolved prior to submission to the Requesting State
- As the Resource Provider, be prepared to provide a reasonable justification of rates (equipment, etc.)
- Damage to equipment should be reported immediately to your home State EMA along with images and other documentation to demonstrate the equipment was damaged while on an approved mission and acting in good faith

Once received, your home state (the Assisting State), will audit the reimbursement package from the Resource Provider, resolve any issues, and send the reimbursement package to the Requesting State.

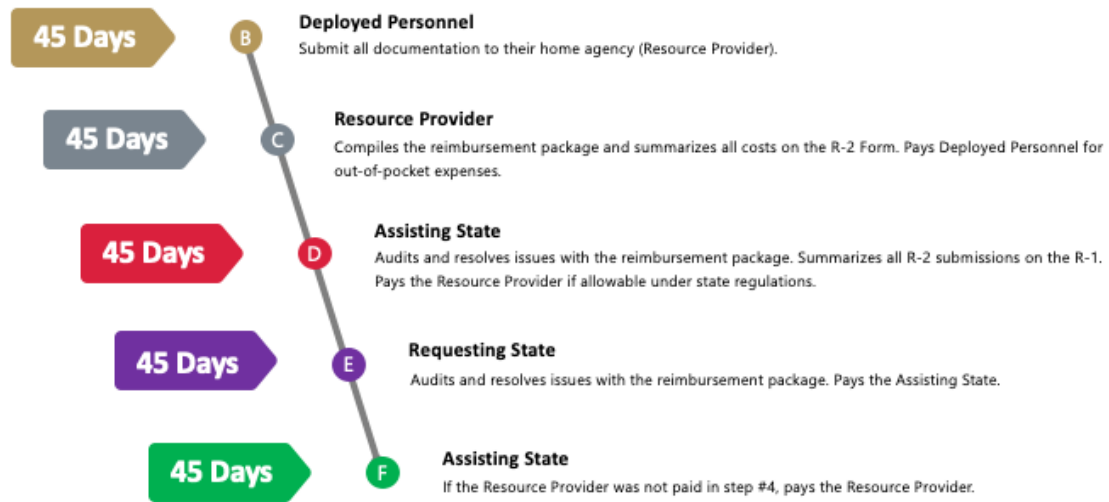
The Requesting State will audit the reimbursement package, resolve any issues with the Assisting State and Resource Provider, and pay the Assisting State.

As part of the issue resolution, you may be contacted by your home State EMA to provide additional documentation.

The Resource Provider will be paid by the Assisting State. ***Note: Some States have laws or procedures that prohibit payment to the Resource Provider until the Assisting State is paid by the Requesting State.***

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All states have agreed to make the processing of EMAC payments a priority. The EMAC reimbursement process has recommended timeframes to ensure the process does not cause hardships. In general, once the reimbursement package is received by the Assisting State, each step in the review of the claim should be completed within 45-day cycles unless there are issues.



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Waiving Reimbursement

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

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A. **Partial Waiver of Reimbursement:** The Assisting State should send notification on letterhead to the Requesting State their (or the Resource Provider’s) intention to waive a portion of the mission costs. The waived amounts should be itemized by cost category on the letter.

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B. **Full Waiver of Reimbursement:** The Assisting State should send notification on letterhead to the Resource Provider their intention to waive all mission costs. The waived amounts should be itemized by cost category on the letter.

Eligible Expenses and Documentation

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EMAC was intended to provide reimbursement for actual costs incurred during the execution of valid EMAC missions. Article IX of EMAC law states:

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“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

719 incurred in connection with such requests; provided, that any aiding party
720 state may assume in whole or in part such loss, damage, expense, or other
721 cost, or may loan such equipment or donate such services to the receiving
722 party state without charge or cost; and provided further, that any two or
723 more party states may enter into supplementary agreements establishing a
724 different allocation of costs among those states. Article VIII expenses shall
725 not be reimbursable under this provision.”

726

727 Eligible expenses are defined as those in the RSA/Mission Order (or the amended RSA, if
728 applicable). In addition, certain expenses incurred for pre- and post-deployment activities can
729 be eligible for reimbursement if the activities, timelines, and cost estimates are documented in
730 Section II of the RSA and approved by the Authorized Representative of the Requesting and
731 Assisting States.

732

733 The Assisting and Requesting States will need to provide any policy documents that justify the
734 basis of the costs. When the reimbursement package is prepared after the mission is complete,
735 the reimbursement package will include copies of policies such as salary, travel, lodging per
736 diem, meal per diem, and equipment rates. If the jurisdiction does not have a policy, the
737 jurisdiction may use the state policy. If there is no jurisdictional **or** state policy, the jurisdiction
738 may use federal guidelines (such as per diem rates as posted on www.gsa.gov). For example, if
739 the jurisdictional policy states that a salaried employee is not eligible for overtime, the
740 employee can record the 12 hours worked each day; but cannot receive overtime pay for the
741 four (4) additional hours. If the home agency provides compensation time, the employee may
742 be able to take that time when back home. Decisions regarding personnel compensation need
743 to be made prior to deployment and should be documented in the initial cost estimate.

744

745 Expenses are broken into eight categories: Personnel, travel, lodging, meals, equipment,
746 commodities, other, and ineligible. If an expense is **not** on the RSA/Mission Order, it will need
747 to be justified or it may not be reimbursed. Credit card statements are not substitutes for
748 receipts or considered supporting documentation.

749 **Cost Eligibility & Documentation Required**

750 EMAC law requires that states are reimbursed for the actual cost of eligible expenses
751 incurred during the execution of authorized missions.

752

753 To be eligible, costs must be:

- 754 • Aligned with the executed RSA/Mission Order
- 755 • Directly related to the performance of the mission
- 756 • Supported by cost tracking and source documentation
- 757 • Both **reasonable and allowable** under state and jurisdictional policies
- 758 • Legal under government laws and regulations
- 759 • Reduced by all applicable credits (i.e., insurance proceeds)

- 760
- 761 • Consistent with Resource Provider’s internal policies, procedures, regulations,
762 bargaining agreements, and procedures that apply uniformly to all activities of
763 the Resource Provider
 - 764 • Supporting documentation must be consistent and align with source
765 documentation
766 Example: If you submit salary expenses, the dates you are seeking to be
767 reimbursed for salary must align with the dates on the airline ticket which
768 demonstrates when the individual was working in the Requesting State. If
769 personnel are being paid or a written explanation must accompany the package

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

772

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

776

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

783

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

790 **Personnel**

791 **Eligible Costs:**

- 792 • Personnel regular time (i.e., a persons’ standard work week)
- 793 • Overtime
- 794 • Holiday
- 795 • Compensatory time earned at the individual’s actual rate of pay and in
796 accordance with their internal policies, regulations, and procedures

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- 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.

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:

- Personnel costs that do not align with a Resource Provider’s established labor policies
- Pre- and post-deployment costs not specified in the RSA

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

834 policies. If the Assisting State has a policy that disallows negotiated costs, that
835 policy must be followed.

836

837 This includes the following:

- 838 • Backfill costs
- 839 • Administrative costs
- 840 • Logistical support costs

841

842 **Travel: Meals by Per Diem**

843 **Eligible Costs:**

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

849

850 **Documentation:**

- 851 • Travel policy which identifies the per diem rates
- 852 • Proof of reimbursement by the Resource Provider to the Deployed
853 Personnel

854

855 **Ineligible Costs:**

- 856 • Paying per diem when the travel policy outlines payment by receipt
- 857 • Costs for meals provided by the Requesting State
- 858 • Alcohol

859

860 **Travel: Meals by Receipt**

861 **Eligible Costs:**

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

865

866 If no policy exists, the Resource Provider should follow the Assisting State’s policy
867 or use the federal per diem rates (CONUS: www.gsa.gov or OCONUS:
868 defensetravel.dod.mil).

869

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

876
877 **Documentation:**

- 878 ● Actual cost of meals – Itemized receipts that show the vendor’s name,
879 date, location, items purchased, and payment method
- 880 ● Travel policy which identifies meals by receipt and reasonableness of the
881 purchase of meals
- 882 ● Proof of reimbursement by the Resource Provider to the Deployed
883 Personnel (only when the purchase of the meals (by receipt) is made by the
884 Deployed Personnel)

885
886 **Ineligible Costs:**

- 887 ● Missing receipts, receipts not itemized, or receipts are not legible
- 888 ● Costs for meals provided by the Requesting State
- 889 ● Alcohol

890
891 **Travel: Airfare**

892 **Eligible Costs:**

- 893 ● Airfare (unless direct billed to the Requesting State)
- 894 ● Change fees (if authorized by the Requesting State)
- 895 ● Baggage fees

896
897 *Note: Extenuating circumstances may create a situation where a reasonable*
898 *rate (economy/coach) cannot be secured for the Deploying Personnel airfare*
899 *(e.g., only premium seats exist on available flights). In these instances, the*
900 *Assisting State should communicate the situation to the Requesting State and*
901 *see if, 1) the start date of the mission can be adjusted back, or 2) the higher*
902 *priced tickets should be purchased due to the urgent need of the resources.*
903 *Either situation should be documented appropriately for reimbursement*
904 *purposes.*

905
906 **Documentation:**

- 907
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- 913
- Airline receipt or paid invoice showing name of traveler, dates of travel, destination(s), itemization of costs, and confirmation of payment
 - Receipts for baggage fees
 - Receipt for change fees
 - Proof of reimbursement by the Resource Provider to the Deployed Personnel (only when the purchase of the ticket is made by the Deployed Personnel)

914

915 **Note On Documentation:**

- 916
- 917
- Airfare for personnel must align with the duty dates/personnel financial report records

918

919 **Ineligible Costs:**

- 920
- 921
- 922
- Tickets for premium class seating (e.g., first class or business class) – *see exception clause above under Eligible Costs*
 - Costs for travel amenities (e.g., Wi-Fi, headphones, etc.)

923

924 **Travel: Lodging**

925 **Eligible Costs:**

926 The costs associated with any lodging arrangements needed throughout the

927 course of the mission (e.g., hotels, Airbnb, VRBO, campgrounds, etc.).

928

929 Resource Providers shall make every effort to secure the lowest rate available or

930 government rate (www.gsa.gov).

931

932 **Notes:**

- 933
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- 936
- *Extenuating circumstances may create a situation where a reasonable rate cannot be secured for lodging. In these instances, the Assisting State should communicate the situation to the Requesting State and so they are aware of the rates.*
 - *Deployed Personnel may be required to provide their own lodging during primitive conditions (tents, etc.). In this case, there will be no lodging costs to claim for reimbursement with the exception of possible lodging on travel days.*
 - *Resource Providers may still have costs to claim for the use of the tents as well as any damages and/or decontamination costs. These types of costs will be covered under the Equipment and Other cost categories.*
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Documentation:

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

Note On Documentation:

- Lodging for personnel must align with the duty dates/personnel financial report records

Ineligible Costs:

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

Travel: Parking and Tolls

Eligible Costs:

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

Documentation:

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

Ineligible Costs:

- Parking fines

Travel: Vehicle

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.

981 The decision to request fuel **or** mileage is dependent on what the Resource
982 Provider’s organizational policy prescribes as allowable. If no policy exists, the
983 Resource Providers can adopt the Assisting State’s mileage rate or use a federal
984 mileage rate, specifically FEMA’s *Schedule of Equipment Rates*.
985

986 For any rate established by the Resource Provider, the rate should incorporate all
987 of the following cost components; operating costs, overhead, depreciation, repairs
988 and maintenance, and vehicle fluid (oil, fuel, etc.) consumption. Jurisdictional rates
989 are still subject to [reasonable costs](#) as detailed further below.
990

991 **Documentation:**

- 992 ● Taxi/Shuttle/Ride Share: Receipts with date, origin/destination points, and
993 amount paid
- 994 ● Rental Vehicle: Copy of rental agreement with name of renter and dates.
995 Receipt or paid invoice for the cost of the rental vehicle and fuel
- 996 ● POV and GOV:
997 Fuel: Receipts, if claiming fuel (credit card statements is not acceptable
998 documentation).
999 Mileage:
 - 1000 ○ Policy authorizing the mileage rate
 - 1001 ○ Daily mileage log showing the start and end location, as well as the
1002 beginning and ending odometer readings or maps showing routes
1003 driven if a mileage log is not maintained
- 1004 ● Proof of reimbursement by the Resource Provider to the Deployed
1005 Personnel (for fuel, POV, rental, or other out-of-expense paid by the
1006 Deployed Personnel)

1007
1008 **Ineligible Costs:**

- 1009 ● Transportation costs where the purpose **is not** mission related (e.g., after-
1010 hours or leisure)
- 1011 ● Traffic violations or fines

1012
1013 **Equipment by Rate**

1014 **Eligible Costs:**

1015 The actual cost of fuel and maintenance incurred during the mission or the cost of
1016 using the equipment based on an equipment usage rate, are eligible.
1017

1018 Equipment rates can be those established under the Resource Provider’s own
1019 guidelines, Assisting State guidelines, or FEMA’s *Schedule of Equipment Rates*. See
1020 section on the [reasonableness of rates when using jurisdictional policies](#).

1021
1022 For any rate established by the Resource Provider, the rate should incorporate all
1023 of the following cost components; cost of ownership and operation of the
1024 equipment including depreciation, overhead, all maintenance, field repairs, fuel,
1025 lubricants, tires, and other costs incidental to operation. Jurisdictional rates are
1026 still subject to [reasonable costs](#) detailed further below.

1027
1028 **Documentation:**

- 1029 • Daily equipment logs showing the name of the operator(s), equipment
1030 description, dates, and hours of use per day
- 1031 • Documentation demonstrating the equipment rate (unless using the FEMA
1032 equipment rate)

1033
1034 **Ineligible Costs:**

- 1035 • Costs for fuel and maintenance when usage rate is being claimed

1036
1037 **Negotiated Costs:**

1038 Negotiated costs are costs that are only eligible if included in the RSA and agreed
1039 upon by both the Requesting and Assisting states in the RSA. Note that negotiated
1040 cost may not be eligible under federal funding but if agreed upon in the RSA must
1041 be reimbursed. If your state has a policy regarding negotiated costs, that policy
1042 must be followed.

1043 This includes the following:

- 1044 • Equipment in “stand by” status

1045
1046 **Reimbursement for Federally Owned Equipment**

1047 In cases where equipment is owned by the federal government and not by state
1048 National Guard, the state will receive an invoice from the United States Property
1049 and Fiscal Office (USPFO) for the state’s use of the federally owned equipment. If
1050 the timing of the issuance of the invoice from the USPFO extends past the
1051 recommended timeline for the reimbursement process, this should be
1052 communicated to the Requesting State and the state National Guard to keep
1053 everyone informed of delays in the process.

1054

Equipment Repair and Replacement

1055

Eligible Costs:

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1057

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

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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.).

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Damage that is not reported within a reasonable timeframe may not be allowed.

1063

1064

Documentation:

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- Equipment Repair

1066

- Photographs documenting equipment damage

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- Written explanation on how the equipment was damaged (e.g., affidavits or police reports)

1068

- Copy of insurance claim

1069

- Repair receipt

1070

- Maintenance records showing the equipment was in good operational condition prior to the deployment

1071

- Depreciation schedule for the equipment showing the book value, useful life, salvage value, and accumulated depreciation

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- Equipment Replacement

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- Photographs documenting equipment destruction

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- Written explanation on how the equipment was destroyed (e.g., affidavits or police reports)

1079

- Copy of insurance claim

1080

- Maintenance records showing the equipment was in good operational condition prior to the deployment

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- Depreciation schedule for the equipment showing the book value, useful life, salvage value, and accumulated depreciation

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

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Ineligible Costs:

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- 1091 • Costs covered by insurance
- 1092 • The replacement cost of equipment will be limited to the book value of the
- 1093 damaged or destroyed piece of equipment, less any insurance proceeds
- 1094 • The cost to repair or replace damaged equipment that was found to be the
- 1095 result of willful misconduct, gross negligence, or recklessness
- 1096

1097 **Commodities**

1098 **Eligible Costs:**

1099 Consumables and other supplies and materials that are necessary to perform the
1100 mission.

1101

1102 Examples of commodities includes, **but is not limited to**, the following:

- 1103 • Office supplies
- 1104 • PPE (Masks, gloves, sunscreen, bug spray, coveralls, respirator filters, eye
- 1105 protection, face shields)
- 1106 • Bottled water
- 1107 • Snacks
- 1108 • Batteries
- 1109 • MREs/pre-packaged meals
- 1110 • Fluids not included in an equipment rate (bar/chain oil, fuel, engine oil,
- 1111 chainsaw chain)
- 1112 • Spark plugs
- 1113 • Medical supplies (disposable urinals, tongue depressors, syringes, medical
- 1114 tape, commode liners, gauze, alcohol pads, IV starter kits, catheter kit,
- 1115 cannula tubing, infection waste bags, shoe covers, pads for AED, etc.)
- 1116 • Decontamination soap
- 1117 • Self-sustainment supplies (ice, meals ready to eat (MREs), pre-packaged
- 1118 meals, water, snacks, toilet paper, snacks, etc.)
- 1119 • Specialty gasses (oxygen, etc.)
- 1120 • Ammunition and crowd control supplies
- 1121 • Sanitary Supplies (hand sanitizer, disinfectant wipes, hand towels, toilet
- 1122 paper)
- 1123 • Chemical light sticks (flares)
- 1124 • Body bags
- 1125 • Animal feed (dog, cat, etc.)
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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)

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)

Other by Quantity

Eligible Costs:

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

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

- Laundry

- 1163 • Transportation of equipment and supplies
- 1164 • Costs for the decontamination of equipment
- 1165 • Replacement, or repair of non-equipment (mobile phone)

1166
1167

Documentation:

- 1168 • Receipts or paid invoices
- 1169 • Written explanation describing the reasoning for the repair/replacement

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Ineligible Costs:

- 1172 • Damage or replacement of personal property

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1174 **Negotiated Costs**

1175 As noted above, some costs are eligible if agreed upon by both the Requesting and Assisting
1176 States at the time of the Request and Offer and completion of the RSA.

1177

1178 Negotiated costs shall be clearly defined, stated and identifiable in the offer of assistance
1179 and RSA as negotiated costs. For example, if backfill costs are in the offer, they must be
1180 labeled as “Backfill” under the appropriate cost category.

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1182 Any agreed upon negotiated costs that is found to be prohibited by a pre-existing state
1183 policy will be disallowed. The pre-existing policy must be in place at the time of the
1184 execution of the RSA.

1185

1186 If “negotiated costs” are not in the RSA, they will be immediately denied for
1187 reimbursement.

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1189 **Additional Examples of Ineligible Costs**

1190 The following are examples of situations where costs would be considered ineligible for
1191 reimbursement:

- 1192 • Pre- or post-deployment costs not included in the RSA
- 1193 • Costs over and above the book value of any damaged or destroyed equipment
- 1194 • Purchased equipment where title of ownership remains with the Resource Provider
1195 following demobilization
- 1196 • Any unauthorized purchases. Note: Deploying Personnel should be instructed to
1197 obtain written authorization from the Requesting State prior to making purchases
- 1198 • Damages or cost associated with the use of personal property (e.g., clothing,
1199 electronic devices, etc.)
- 1200 • Costs that do not adhere to a State or Resource Provider’s written policies

- Costs incurred where the assets self-deployed

Reasonable Costs

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

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

Reviewing Offers of Assistance

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

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

Notes on Reasonable Equipment Rates

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

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

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

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

1241 **State Reimbursement Best Practices**

1242 Of note, while not standard practice at this time, once a reimbursement package is
1243 received, through legislation or policy, some states have adopted an “advance payment”
1244 procedure which allows them to pay a portion of the requested reimbursement package to
1245 the Assisting State upon receipt of the reimbursement package. While the advance varies,
1246 the average advance was typically 75% - 80%.

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1250 **Continuous Process Improvement**

1251 EMAC deployments can be stressful, challenging, and uniquely rewarding. The experiences
1252 gained on a deployment are vastly different than working within a home state. Personnel step
1253 into unfamiliar stressful environments and are asked to perform at peak levels to make a
1254 positive impact on the lives of people in that community.

1255
1256 To continually improve the EMAC system, it is vital throughout the mission that deployed
1257 personnel capture best practices, lessons learned, and other ways to improve the EMAC
1258 system. These recommendations should be submitted to both the home state emergency
1259 management agency and to NEMA. After large-scale incidents, NEMA will contact deployed
1260 personnel to participate in after action follow-up through surveys or face-to-face meetings.
1261 NEMA is committed to the continual improvement of the EMAC system and values submitted
1262 feedback.

1263 **Resources**

1264 The EMAC website has a section that focuses on disciplines that routinely deploy through
1265 EMAC. Models to assist with the development of MRPs, links to the resource types and job
1266 position/qualifications for NIMS, webinars, tips documents, and other resources are available
1267 on the EMAC website.

Learn More

<https://www.emacweb.org>

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1270 **Definitions**

1271 **A. State Emergency Management Agency**

1272 “State Emergency Management Agency (State EMA)” is the generic term used within
1273 this document for the agency within the state that is responsible for managing
1274 emergencies or disasters. In some cases, the State EMA may be a stand-alone
1275 emergency management agency, or it may be located within the department of public
1276 safety, the military department (under the auspices of the adjutant general) or the
1277 governor’s office. In some states emergency management/homeland security are
1278 combined within one agency.

1279
1280 **B. Resource Provider**

1281 “Resource Provider” is the generic term used in the EMAC system to describe any entity
1282 (private sector, NGO, local government or state agency, etc.) that provides resources for
1283 an EMAC mission. A Resource Provider can be any state or local government political
1284 subdivision, organization, or state agency whose resources are requested through an
1285 Assisting State. Private sector resources may also be considered Resource Providers if
1286 the laws, regulations, and policies of the state allow their personnel to be considered
1287 “agents of the state”.

1288
1289 **C. Deploying Personnel**

1290 “Deploying Personnel” or “Deployed Personnel” are generic terms used in the EMAC
1291 system to describe any individual who deploys to the Requesting State to conduct an
1292 EMAC mission once the Resource Support Agreement (RSA) is fully executed.

1293 **Acronyms**

- 1294
1295 A-Team – Advance Team (EMAC)
1296 AR- Authorized Representative (EMAC)
1297 EMAC - Emergency Management Assistance Compact
1298 EOS – EMAC Operations System (EMAC)
1299 FEMA - Federal Emergency Management Agency
1300 GSA – General Services Administration
1301 MO – Mission Order Authorization Form (Mission Order)
1302 MRP – Mission Ready Package
1303 NEMA – National Emergency management Association
1304 NGO - Nongovernmental Organizations
1305 NIMS - National Incident Management System
1306 POV – Privately Owned Vehicle
1307 RSA – Resource Support Agreement Form (EMAC)
1308