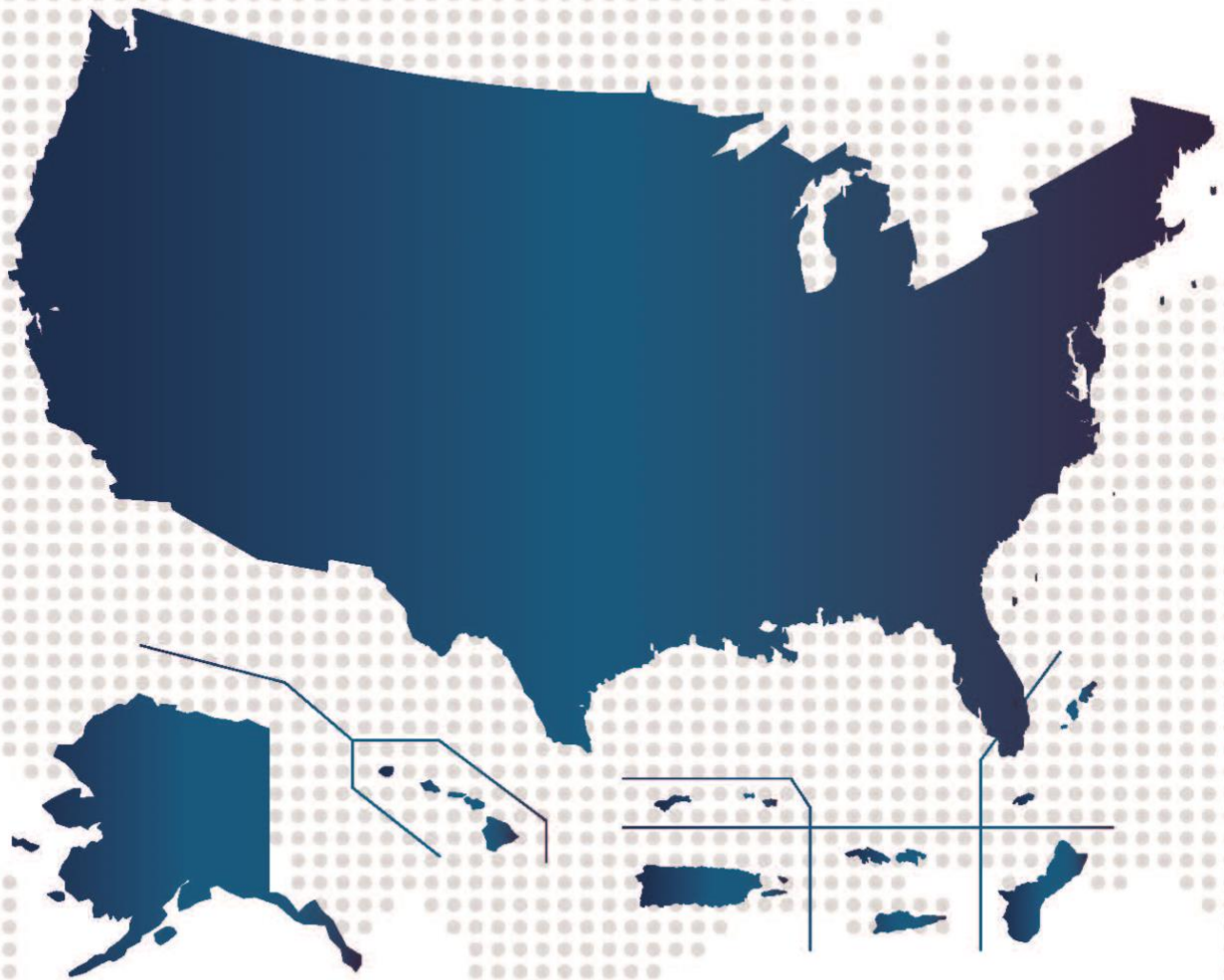




Emergency Management Assistance Compact



2024 – 2026 EMAC Strategic Plan

v. 2 | May 2024 | National Emergency Management Association (NEMA)

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Strategic Plan for the Emergency Management Assistance Compact (EMAC)

The EMAC Strategic Plan focuses on five strategic goals. Each goal has several objectives and tasks. Together these goals, objectives, and tasks are the basis of the strategic plan, which is used by the NEMA staff to develop work plans with specific activities, deadlines, and responsibilities.

MISSION

To facilitate and promote EMAC, the nation's preeminent interstate mutual aid system, in support of saving lives and minimizing economic and environmental impacts across all phases of emergency management.

VISION

To strengthen EMAC and enhance relationships with mutual aid stakeholders in emergency management communities.

GOAL 1: PROVIDE NATIONAL LEADERSHIP AND EXPERTISE ON MUTUAL AID

OBJECTIVE 1.1: ENSURE EMAC MEMBERS¹ INFLUENCE PROGRAMS AND POLICIES

- **Task 1:** Advocate for the involvement of Members and EMAC leadership in the development of planning and guidance documents that impact EMAC and mutual aid
- **Task 2:** Provide information, resources, technical assistance and feedback to FEMA, Congress, and other stakeholders
- **Task 3:** Demonstrate to FEMA, Congress, and federal government agencies the value of continuous and increased funding for EMAC
- **Task 4:** Seek opportunities for representatives of EMAC's leadership to be active participants in mutual aid initiatives
- **Task 5:** Identify specific opportunities and engage the EMAC Advisory Group to advance EMAC and document accomplishments

OBJECTIVE 1.2: CONTINUE TO PROMOTE AN UNDERSTANDING OF EMAC

- **Task 1:** Educate state, district, and territorial executive leadership on the responsibilities and benefits of EMAC
- **Task 2:** Educate current, and potential, stakeholders on EMAC through representation at national meetings, conferences, workshops, and distribution of after-action reports
- **Task 3:** Encourage the integration of EMAC into comprehensive emergency management programs

¹ Members refers to the EMAC membership of the 50 states, the District of Columbia, U.S. Virgin Islands, Puerto Rico, Guam, and the Northern Mariana Islands

GOAL 2: COORDINATE EMAC WITH THE NATIONAL PREPAREDNESS GOAL

OBJECTIVE 2.1: PARTICIPATE IN NATIONAL PREPAREDNESS INITIATIVES

- **Task 1:** Influence national resource management priorities
- **Task 2:** Maintain integration of national resource management strategies into EMAC operations
- **Task 3:** Integrate EMAC into all phases of emergency management
- **Task 4:** Utilize EMAC deployment data in support of national mutual aid efforts

OBJECTIVE 2.2: SUPPORT THE DEVELOPMENT AND SUSTAINMENT OF MISSION READY PACKAGES (MRPS)

- **Task 1:** Educate stakeholders on the value of Mission Ready Packages
- **Task 2:** Encourage Members to identify, create, and maintain discipline specific Mission Ready Packages and catalog them in the Mutual Aid Support System (MASS)
- **Task 3:** Develop, document, and share templates for the development of Mission Ready Packages
- **Task 4:** Continue promoting NIMS resource typing and job positions/qualifications into MRPs in EMAC Operational Management

GOAL 3: SUSTAIN AND ENHANCE EMAC CAPABILITIES

OBJECTIVE 3.1: PROVIDE FOR ONGOING SUSTAINABILITY AND GROWTH

- **Task 1:** Ensure sufficient administrative capacity to meet the needs of the Members
- **Task 2:** Encourage all Members to support a dedicated EMAC Coordinator (program manager) in their mutual aid program
- **Task 3:** Advocate for, and secure, sufficient funding and other resources to support sustainment and growth of EMAC
- **Task 4:** Coordinate with NEMA staff to provide EMAC orientation to new EMAC Coordinators within 6 months of new appointments
- **Task 5:** Coordinate with NEMA staff to provide EMAC orientation to new directors within one year of new appointments
- **Task 6:** EMAC Coordinators should educate Executive Leadership, Finance, Resource Providers, federal agencies, and other key partners about the importance of utilizing EMAC as both a Requesting and an Assisting State

OBJECTIVE 3.2: DEVELOP, EVALUATE, AND IMPROVE EMAC OPERATIONAL PLANS, PROCEDURES, AND SYSTEMS

- **Task 1:** Conduct ongoing review and revision of EMAC documents
- **Task 2:** Develop guidance for EMAC's systems
- **Task 3:** Engage the EMAC Advisory Group to develop discipline specific guidance in support of EMAC operations
- **Task 4:** Enhance EOS, MASS, NCS Companion Application, and Resource Planner based upon lessons learned and integration of new technologies
- **Task 5:** Enhance EMAC's systems to streamline the reimbursement process
- **Task 6:** Encourage national level hotwashes or after-action reports following significant EMAC responses
- **Task 7:** Encourage the integration of EMAC in state, territory, and district after-action reports

OBJECTIVE 3.3: SUPPORT CONTINUOUS IMPROVEMENT OF EMAC CAPABILITIES

- **Task 1:** Conduct a biennial review of the strategic plan and update as necessary
- **Task 2:** Develop and implement an annual work plan based upon the EMAC strategic plan

- **Task 3:** Incorporate after-action review relevant suggestions into policies, plans, procedures, and systems
- **Task 4:** Encourage Members to conduct education and training on EMAC
- **Task 5:** Implement the EMAC Program Assessment for continual improvement of the Member’s EMAC program
- **Task 6:** Leverage EMAC Executive Task Force (ETF) Lead State Representatives (LSRs) to enhance regional EMAC capabilities

OBJECTIVE 3.4: CONTINUALLY IMPROVE EMAC INFORMATION EXCHANGE AND MANAGEMENT CAPABILITIES

- **Task 1:** Review and enhance the EMAC website and systems based upon after-action reports (AARs) and user feedback
- **Task 2:** Review technologies and implement recommendations for the continual improvement of EMAC’s systems
- **Task 3:** Gather and share lessons learned, best practices, and opportunities for improvement

GOAL 4: ENHANCE EMAC PROGRAM PREPAREDNESS

OBJECTIVE 4.1: MAINTAIN AND ENHANCE A COMPREHENSIVE PREPAREDNESS PROGRAM FOR EMAC

- **Task 1:** Encourage Members to identify potential EMAC resource needs for recurring and catastrophic incidents
- **Task 2:** Encourage Members to utilize the Resource Planner tool and develop pre-scripted resource requests
- **Task 3:** Encourage Members to engage in planning efforts by working with potential assisting Members to identify MRPs (in MASS) and link them to pre-scripted requests (in Resource Planner) for import into the EMAC Operations System (EOS)

OBJECTIVE 4.2: MAINTAIN AND ENHANCE A COMPREHENSIVE TRAINING PROGRAM FOR EMAC

- **Task 1:** Enhance and maintain administrative capacity to support the EMAC training program
- **Task 2:** Continual improvement of the online eLearning courses
- **Task 3:** Seek new opportunities and continually improve training curriculum
- **Task 4:** Develop training/education toolkits for Members
- **Task 5:** Increase the cadre of qualified training instructors by leveraging the EMAC Executive Task Force
- **Task 6:** Deliver EMAC training to stakeholders
- **Task 7:** Grow the cadre of qualified EMAC A-Team Members and NELTs/RELTs
- **Task 8:** Advocate to FEMA for the adoption of EMAC A-Team Typing
- **Task 9:** Include the EMAC eLearning courses in Member EMAC programs

OBJECTIVE 4.3: SUPPORT INCLUSION OF EMAC IN MEMBER EXERCISE PROGRAMS

- **Task 1:** Provide sufficient support for the EMAC exercise program and supporting systems
- **Task 2:** Promote EMAC participation in local, state, territory, district, regional, and national exercises
- **Task 3:** Conduct the NCS transition training and exercise prior to the change in NCS leadership in accordance with the EMAC Executive Task Force Protocols
- **Task 4:** Encourage Members to conduct exercises to evaluate their EMAC plans and procedures

GOAL 5: PROMOTE AND EDUCATE ON EMAC AND MUTUAL AID TO STRENGTHEN RELATIONSHIPS

OBJECTIVE 5.1: PROVIDE INFORMATION AND RESOURCES IN SUPPORT OF EMAC AND MUTUAL AID

- **Task 1:** Provide outreach, education, and marketing to all emergency management stakeholders
- **Task 2:** Develop discipline and stakeholder specific EMAC educational materials
- **Task 3:** Engage social media to highlight EMAC
- **Task 4:** Continue to market the National Model Intrastate Mutual Aid Agreement and provide technical assistance for adoption and implementation
- **Task 5:** Develop an enabling mechanism template to deploy non-state, territory, or district resources through EMAC
- **Task 6:** Promote the Mutual Aid Support System (MASS) as the national repository to inventory Mission Ready Packages (MRPs)

OBJECTIVE 5.2: MAINTAIN AND STRENGTHEN RELATIONSHIPS WITH STAKEHOLDERS

- **Task 1:** Continue collaborative efforts with the EMAC Advisory Group to highlight successes, encourage outreach, share information, and promote education of EMAC within their discipline
- **Task 2:** Support collaboration between stakeholders and state, territory, or district emergency management agencies
- **Task 3:** Seek opportunities to strengthen relationships with non-governmental organizations and the private sector to enhance EMAC operations
- **Task 4:** Facilitate workshops to promote EMAC and mutual aid

OBJECTIVE 5.3: COLLABORATE ON INTERNATIONAL MUTUAL AID EFFORTS

- **Task 1:** Provide information on EMAC capabilities and procedures
- **Task 2:** Maintain a dialogue on international mutual aid efforts by coordinating with states, territories, the district, federal agencies, and corresponding country representatives
- **Task 3:** Increase membership of the Northern Emergency Management Assistance Compact (NEMAC)
- **Task 4:** Support NEMAC's strengthening of procedures, processes, and collaboration

EMAC STRATEGIC PLANNING HISTORY

EMAC developed and implemented its first strategic plan in 2003. In 2005, the EMAC Executive Task Force and NEMA staff met to develop a five-year strategic plan that would serve from 2005-2010. Due to changes in EMAC's Governance Structure, the EMAC Executive Task Force and NEMA staff met in 2007 to develop a five-year plan that would span from 2007 – 2012. In 2012, the EMAC Committee Chair, EMAC Executive Task Force, and NEMA staff met to update the plan for 2013-2017. In 2016, the EMAC Committee Chair, EMAC Executive Task Force, and NEMA staff reviewed the SWOT (strengths, weaknesses, opportunities, threats) analysis completed by the Strategic Plan SATF (Special Assignment Task Force) and updated the 2013 – 2017 plan to reflect 2017 – 2022 objectives and goals. In 2022, the EMAC Committee Chair, Vice Chair, EMAC Executive Task Force, and NEMA staff reviewed and updated the strategic plan as a 2-year plan to better align it with the quickly changing world. In 2024, the EMAC Executive Task Force and NEMA staff reviewed and updated the 2-year strategic plan.