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## EMAC Organization & Governance Structure



**EMAC Organization and Governance Structure:**

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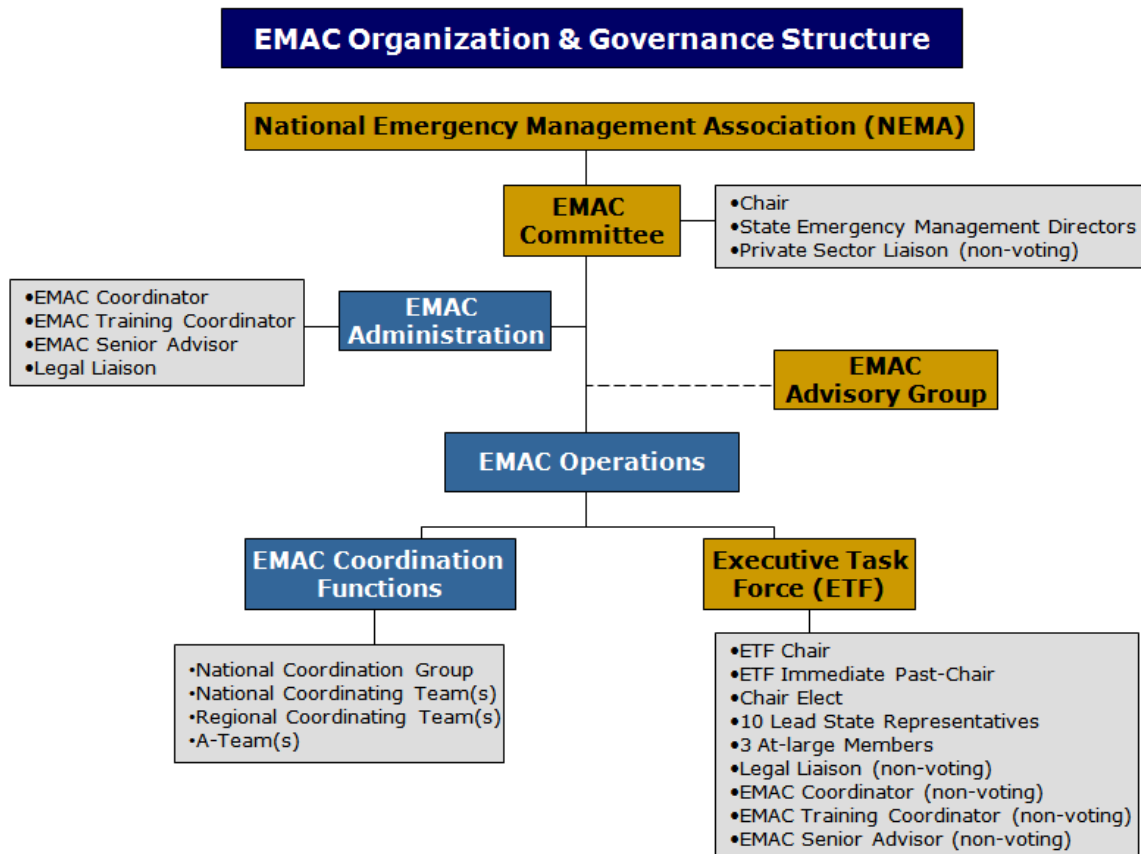
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**SECTION I. Overview**

EMAC is unique among mutual aid agreements in that it must be coordinated with federal, state, local jurisdictions (county, city) and the multiple disciplines that may be deployed under EMAC. The EMAC governance structure mirrors the uniqueness of the compact as it combines NEMA staff members with state emergency management directors and their staff to work with the political jurisdictions and disciplines that are deployed under EMAC. The ultimate goal is a unified mutual aid system for the nation that coordinates with partners at all levels of government. The roles and responsibilities of the governance structure include both operational (event) and non-operational roles. The diagram below shows the relationship of each component that comprises the governance structure of EMAC:



A more in-depth overview of each of the organizational and governance structures of EMAC is described herein.

## **SECTION II. The National Emergency Management Association**

The National Emergency Management Association (NEMA), a nonprofit (501)(3), nonpartisan association of emergency management and homeland security professionals, was established in February 1974 when state directors of emergency services first united to exchange information on common emergency management issues that threatened their constituencies. Since that time, the emergency management profession has grown and changed to meet current and emerging threats. Likewise, NEMA has grown and achieved recognition and credibility with the White House, Congress, Governors, federal agencies, the private sector, military and other government representative organizations. State emergency management directors are the voting members of NEMA. Membership categories also exist for key state staff, homeland security advisors, federal agencies, nonprofit organizations, private sector companies and concerned individuals.

In 1990 NEMA became an affiliate organization with The Council of State Governments (CSG). CSG supports NEMA in its goals to provide an information and support network among State Directors of Emergency Management and to interface with other national and regional organizations involved in emergency management and state government policy in general. The CSG/NEMA partnership recognizes the commitment by both parties to the mutual advancement of their respective agendas to promote the role of the State in our federal system of government and to foster excellence in the functions of government.

### **NEMA's Vision and Mission statements:**

NEMA is an association of state emergency management directors and professionals dedicated to protecting our nation.

**Vision:** NEMA will be the national leader in the advancement of all-hazards emergency management.

**Mission:** To develop the partnerships and initiatives necessary to improve the nation's capabilities to protect the public through prevention, mitigation, preparedness, response, and recovery from all emergencies, disasters, and threats to our homeland.

In 1995, when SREMAC<sup>1</sup> was broadened to be inclusive of all states and renamed EMAC, NEMA began serving as the administrative body for the Compact.

NEMA serves as the administrative body for EMAC by:

- Providing day to day overall administration and management
- Providing fiscal management
- Serving on national committees, under the leadership of the Department of Homeland Security (DHS), devoted to enhancing mutual aid through resource typing, resource management, credentialing, and catastrophic disaster planning initiatives
- Supporting the EMAC Committee
- Supporting the EMAC Executive Task Force and Lead State Representatives
- Providing coordination and support of DHS/FEMA activations where appropriate
- Securing and managing grants to grow and sustain EMAC strategic initiatives
- Serving as an advocate to state elected officials, Congress and the federal government to ensure that EMAC is recognized as the nation's premier interstate mutual aid mechanism
- Providing day-to-day program administration staff
- Answering inquiries from all disciplines
- Answering inquiries from Member States
- Keeping Member States/territories informed on new and emerging issues
- Maintaining the EMAC Web Site and EMAC Operations System (which includes the EMAC broadcast functionality)
- Supporting operations that involve the states and the sharing of resources between states under EMAC
- Promoting and marketing EMAC as well as mutual aid in general
- Maintaining EMAC documents
- Providing instructors to support EMAC Train-the-Trainer courses taught at FEMA's Emergency Management Institute
- Providing support to the EMAC Advisory Group
- Providing a forum for input into the EMAC process
- Working to resolve issues to the satisfaction of EMAC users
- Assisting with training, exercises, and education

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<sup>1</sup> SREMAC: Southern Regional Emergency Management Assistance Compact

- Sharing critical information for disciplines during major activations
- Remaining true to the legislated articles and intent of EMAC
- Developing exportable training module packages that can be provided to member organizations for use as part of their training and awareness packages
- Providing educational opportunities about EMAC
- Supporting other responsibilities as necessary

### **SECTION III. The EMAC Committee**

The EMAC Committee, the managing body of the compact, is a standing committee under the NEMA organizational structure that maintains oversight of EMAC and the EMAC Executive Task Force.

The EMAC Committee consists of a chair, assigned state directors (or their designees) and a non-voting private sector liaison. The emergency management director from every state and territory that has passed EMAC legislation and signed EMAC into (state) law are invited to participate on the Committee. All Member States have agreed to accept the EMAC Committee decisions made within the purview of the NEMA By-Laws and to follow the Member State responsibilities. The EMAC Committee is responsible for policy oversight of the Compact and has delegated responsibility for conducting business and emergency operations responsibilities on its behalf to NEMA staff and the EMAC Executive Task Force.

#### 1. The Chair of the EMAC Committee:

Election: Selected annually by the NEMA President

Term: One year (but may serve consecutive years)

Roles/Responsibilities: Provides direct oversight of the EMAC Executive Task Force (ETF) through coordination with the EMAC ETF Chair and NEMA Staff

#### 2. EMAC Committee:

Election: Volunteer or may be appointed

Term: One year (but may serve consecutive years)

Roles/Responsibilities: Provides overall guidance and policy direction for EMAC

#### 3. Private Sector Liaison

Election: Selected annually by the Private Sector Committee Chair

Term: One year (but may serve consecutive years)

Roles/Responsibilities: Represents the NEMA Private Sector Committee and provides technical assistance and expertise as needed

## **SECTION IV. EMAC Executive Task Force**

The EMAC Executive Task Force (ETF) conducts the work of the EMAC Committee. It is comprised of a chair, chair-elect, past chair, ten (10) lead state representative members, three (3) members at large, and three (4) non-voting members (comprised of a legal liaison from the NEMA Legal Committee and NEMA staff). The composition of the ETF is described in more detail below. The ETF operating protocols are detailed in the [EMAC Executive Task Force Operation Protocols](#) document.

### **1. The Executive Task Force Chair**

The Chair of the Executive Task Force serves in dual capacities. This person is the chair of the working group (ETF) for the EMAC Committee and also the Team Leader of the National Coordination Group. The National Coordination Group is the operational arm of EMAC which resides in the state of the EMAC ETF Chair to reinforce the policies and procedures of EMAC during an event.

Term: One year commencing at the NEMA Annual Conference until the next NEMA Annual Conference

Election: Assumes role of Chair after serving as Chair-elect for one year

Role/Responsibilities: Reports to the EMAC Committee and serves as the main communication link with the NEMA EMAC Coordinator for operational and non-operational matters.

The ETF Chair also shares both operational and non-operational duties as outlined below.

#### *Non-operational:*

- Selects the Members at Large that serve on the ETF
- Ensures coordination on EMAC issues
- May establish Special Assignment Task Force (SATF) working groups to complete specific tasks or deliverables

#### *Operational:*

- Directs the activities of the National Coordination Group to reinforce the policies and procedures of EMAC during events
- Resolves any policy or procedural issues that may arise during the activation and implementation of EMAC operations
- Ensures command and control for EMAC activities are followed
- Maintains the EMAC concept of operations as a function of the emergency management system.

## 2. The ETF Chair-Elect

The Chair-Elect to the ETF is the successor to lead the EMAC ETF.

Term: One year commencing at the NEMA Annual Conference until the next NEMA Annual Conference

Election: Is nominated by members of the ETF and is voted on by the EMAC Committee. *The ETF Chair Elect must have a letter of support signed by their state emergency management director and must have served on the EMAC ETF in some capacity in the past.*

Role/Responsibilities: The ETF Chair-Elect is assigned duties by the ETF Chair and becomes the ETF Chair at the conclusion of the term of office of the current Chair. May serve on SATF(s) as requested by the ETF Chair.

Voting Member: Yes

## 3. The ETF Past Chair

The ETF Chair becomes the ETF Past Chair after the one year term of office.

Term: One year commencing at the NEMA Annual Conference until the next NEMA Annual Conference

Election: None.

Role/Responsibilities: Provides support to and mentors the current Chair and Chair-Elect during their year of service. Should the current Chair be unable to serve in the NCG role, responsibility will revert to Past Chair.

Voting Member: Yes

**4. The Lead State Representatives (LSR)** The Lead State Representatives serve on the EMAC Executive Task Force as the state representative for their FEMA region.

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

Term of Office Rotation: To ensure continuity and avoid having all new LSRs on the board at once, LSRs representing a FEMA Region that is

oddly numbered will rotate on odd years and LSRs representing a FEMA Region that is evenly numbered will rotate on even years.

**Election:** The Lead State Representative (LSR) is appointed to the ETF by a consensus of the state emergency management directors in each of the ten (10) FEMA regions to serve as a liaison and a conduit between the EMAC ETF and the Member States within their region. No later than sixty (60) days prior to the NEMA Annual Conference, the current LSR shall poll the state director of each Member State within his/her respective FEMA Regions to select a successor state to serve as LSR for the next two (2) year term. The current LSR shall then notify the Executive Task Force Chair and provide the name of the successor LSR.

**Role/Responsibility:** The LSR's have non-operational and operational responsibilities. These responsibilities are detailed on the EMAC document titled, EMAC Lead State Representative (LSR) Duties.

**Voting Member:** Yes

#### 5. Members at Large

The EMAC ETF Chair may appoint three Members at Large to serve on the EMAC ETF.

**Term:** One year commencing at the NEMA Annual Conference until the next NEMA Annual Conference

**Election:** The three (3) At-Large Members are selected from the public or private sector at the discretion of the Chair because of a particular expertise and commitment to the mutual aid ideals.

**Roles and Responsibilities:** Provide guidance on policies and issues as they relate to EMAC and mutual aid by attending EMAC meetings and conference calls and assisting the EMAC Executive Task Force Chair on Special Assignment Task Forces (SATFs) working groups or other working groups as requested.

**Voting Member:** Yes

#### 5. Legal Liaison

**Term:** No set limits

**Election:** The NEMA Legal Counsel Committee Chair, or any other member of the NEMA Legal Committee selected by the Legal Committee Chair, will serve as the Legal Committee Liaison.

Roles and Responsibilities: Provide legal opinions and advice on mutual aid or emergency management matters that have legal implications or issues pending action by the officers or staff.

Voting Member: No

#### 6. NEMA Staff

NEMA staff serves as the administrator of EMAC and while all NEMA staff members contribute time to EMAC, there are two (2) full-time paid employees (EMAC Coordinator, EMAC Training Coordinator) and one part time private contractor (NEMA EMAC Sr. Advisor). Additional NEMA staff provides support and assistance as needed (NEMA Executive Director, NEMA Senior Policy Analyst, NEMA Government Relations Director, Meeting and Marketing Coordinator, and Administrative Assistant. There are no term limits or election process and they have no vote on the ETF.

The NEMA EMAC Coordinator provides administrative support to both the EMAC Committee and the ETF. The NEMA EMAC Coordinator is the national point of contact for EMAC, coordinates all EMAC activities on behalf of the ETF, the EMAC Committee, and Member States. The EMAC Coordinator also maintains the EMAC Web Site, databases, and EMAC Operations System.

The NEMA EMAC Training Coordinator provides training materials and training for EMAC Member States, multi-disciplinary and A-Team training, and other training as needed. This position also keeps the EMAC PowerPoint briefing up-to-date for usage by Member States, coordinates speakers to events, and handles other work items as assigned by the NEMA EMAC Coordinator.

The NEMA EMAC Senior Advisor is responsible for providing guidance on:

- 1) Mutual aid matters to all EMAC organizational components and
- 2) Expertise in conducting the EMAC system processes. This position also takes on other projects associated with the annual work plan as assigned by the NEMA EMAC Coordinator.

## **SECTION V. EMAC Advisory Group**

The EMAC Advisory Group is comprised of invited representatives from national based organizations who represent the first responder community and other mutual aid stakeholders. Its mission is to facilitate the effective integration of multi-

discipline emergency response and recovery assets for nationwide mutual aid through the Emergency Management Assistance Compact. Members of the EMAC Advisory Group are not members of the EMAC Executive Task Force or EMAC Committee but are invited to attend such meetings as spectators.

Term: There are no term limits.

Election: Members are asked to join the EMAC Advisory Group at the invitation of NEMA, EMAC Committee Chair, and EMAC Executive Task Force Chair.

Roles and Responsibilities:

- Represent the issues, positions, resource capabilities and requirements of the respective disciplines and national organizations
- Share information with national memberships, solicit feedback and provide responses to NEMA on EMAC-related issues
- Facilitate outreach, education and training opportunities on EMAC
- Share situational awareness information with national memberships, organizations and agencies during major EMAC activities, as necessary and appropriate
- Participate in conference calls, meetings, and after-action reviews on behalf of national memberships
- Identify and share best practices
- Identify emerging issues that will impact the development of EMAC
- Provide a connection between other mechanisms to provide aid (FEMA, USAR-VHP, Citizen Corps, etc.) and EMAC
- Facilitate information gathering and sharing
- Network in the states to pre-plan for EMAC deployments

## **SECTION VI. EMAC Coordination**

### Coordinating Resources under EMAC:

Resource Requests under EMAC are coordinated through the state emergency management agencies of both the Requesting and Assisting States.

In-state agencies and any political subdivisions should coordinate with their home state emergency management agency.

Assets deployed under EMAC are not the property of "EMAC" or "NEMA" but are assets of the state or assets the state is bringing on through an agreement to deploy under the provisions of EMAC.

State emergency management agencies utilize EMAC Advance Teams (A-Teams), comprised of persons trained in EMAC policies/procedures and the EMAC Operations Systems to coordinate the event.

The EMAC Operations System and operations manuals/field guides for A-Teams or other EMAC coordination elements are protected documents. These systems and documents are only available to EMAC Authorized Representatives, EMAC Designated Contacts and EMAC A-Team personnel as designated by the state emergency management director. The list of these personnel is maintained by the NEMA EMAC Coordinator. Requests for external usage will be denied.

### Coordination with DHS/FEMA:

EMAC is first and foremost a state-to-state compact; however, DHS/FEMA and EMAC leadership have a long-standing agreement in which NEMA, through the NCG, facilitates requests to deploy teams (called National Coordination Team (NCT), or Regional Coordination Team (RCT) to coordinate EMAC activities with federal personnel whenever requested by DHS/FEMA Headquarters.

Upon a request by DHS/FEMA with the concurrence of the NCG Leader (Chair of the EMAC Executive Task Force) and NEMA, an EMAC Coordinating Team may be deployed to the National Response Coordination Center (NRCC) at DHS/FEMA Headquarters in Washington, DC, or to a DHS/FEMA Regional Response Coordination Center (RRCC).

### Visibility of Resources under EMAC:

EMAC Advisory Group members are given access to a section of the EMAC Web Site displaying event statistics. Coordination of resource requests are done through the state emergency management agencies. There

are no special visibility privileges given to any other agency outside of the arrangement with DHS/FEMA as stated above.

## **SECTION VII. Summary**

EMAC sets the stage for a successful mutual aid system by:

1. Leveraging dollars invested in resources to build emergency management capacity that can be used at home and in other states during an emergency
2. Coordinating resources through one agency (state) to ensure that while providing mutual aid to an impacted state the home state has sufficient coverage of resources
3. Coordinating resources through the state to ensure that during an event the command and control of the incident is clear and the event is coordinated for the best outcome

The dynamic EMAC organizational structure supports the effective facilitation of the sharing of resources between member states by bringing together State Emergency Management personnel, disciplines, political jurisdictions, and Federal partners. EMAC is the only emergency management compact that has been ratified by U.S. Congress, passed by all 50 member states, the District of Columbia, the U.S. Virgin Islands, Puerto Rico, and Guam.