

July 2008

## Protocols of EMAC ETF and LSR



**Protocols of EMAC ETF and LSR:**

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SECTION I. **EMAC Executive Task Force Protocols**

**March 2008**

**EMAC Executive Task Force Protocols**

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

**ARTICLE I: NAME OF GROUP**

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

**ARTICLE II: PURPOSE OF THE EXECUTIVE TASK FORCE**

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

**ARTICLE III: EXECUTIVE TASK FORCE REPRESENTATION**

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The Executive Task Force shall be comprised of personnel duly elected or appointed by representatives of those states whose legislatures have enacted the EMAC into state and who is authorized to serve on the Executive Task Force by the director of his or her emergency management organization. Member State representatives elected or appointed to serve on the Executive Task Force shall submit their names, mailing address and office and home telephone numbers, pager/cellular telephone,

and email address information to the National EMAC Coordinator, National Emergency Management Association, P. O. Box 11910, Lexington, KY 40578-1910.

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

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

#### **ARTICLE IV: ORGANIZATIONAL STRUCTURE AND FUNCTIONS**

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**A. Executive Task Force (ETF).** The ETF formulates and provides policy guidelines and procedures pertaining to the implementation of the Emergency Management Assistance Compact (EMAC) in coordination with the NEMA EMAC Coordinator and staff. The membership of the Executive Task Force shall not exceed sixteen (16) including among this number the current Executive Task Force Chair, the current Executive Task Force Chair-elect, the Immediate Past Executive Task Force Chair, three (3) At-Large Representatives pursuant to Article IV. with operations management expertise, selected by the Chair and ten (10) Lead State

representatives, one each selected from the ten FEMA Regions. The Legal Liaisons, NEMA EMAC Coordinator, NEMA EMAC Sr. Advisor and other NEMA EMAC staff are ex officio (non-voting) members and are not considered a part of the membership total. The Executive Task Force shall be granted the power to consider all matters of supervision and control of the business and operational affairs, and to take whatever action is deemed appropriate on behalf of the Member States. All recommendations and actions of the Executive Task Force shall be subject to approval by the membership present at the next regular meeting of the EMAC Committee. In the interim period between the promulgation of the actions taken by the Executive Task Force and said meeting of the EMAC Committee, the EMAC state membership shall abide by the recommendations and actions taken by the Executive Task Force on their behalf.

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

**1. Executive Task Force Officers**

**a. Chair:** The duties and responsibilities of the Executive Task Force Chair shall include but not be restricted to the convening and management of all meetings and activities of the Executive Task Force, and the National Coordination Group (NCG). In the foregoing endeavors, the Chair shall be assisted by the members of the Executive Task Force. The Chair shall also be assisted and kept

advised by the EMAC Coordinator and the EMAC Senior Advisor. The Chair shall represent the Executive Task Force as an Ex Officio (non-voting) member on the EMAC Committee of the National Emergency Management Association (NEMA). When the Chair is not present or otherwise unable to perform the duties of the Chair, the Chair-elect or the Immediate Past-Chair shall perform the duties and responsibilities of the Chair, and when so acting, shall have all the powers of, and be subject to the restrictions on, the Chair.

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

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

**d. Election Process.** Sixty days prior to the annual NEMA conference, any employee of an EMAC member state emergency management organization who has served on the ETF and desiring to serve as Chair-elect of the Executive Task Force must first submit a letter from the state emergency management director of that member state authorizing said employee to stand for election. The director will further state his or her recognition that by virtue of election, the Chair-elect automatically becomes the Chair for another one-year term, followed by a one-year term as Immediate Past-chair, and that the

candidate is allowed to accept the obligation and responsibilities that are associated with this important position, and specifically the willingness of the state to support the Chair in the performance of these duties and the functions of the NCG for the term of office as Chair. The letter will be forwarded to the EMAC Coordinator. The ETF shall select a nominee by a simple majority vote of the ETF and recommend the nominee to the EMAC Committee for election at the Annual NEMA Conference.

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

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

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

term of office, the LSR will follow 2(a) above to select a replacement for the unexpired portion of the term.

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

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

### **C. Executive Task Force Staff**

**All Executive Task Force Staff** are ex officio (non-voting) members and are not considered a part of the ETF membership total. ETF staff positions do not count against the number of positions allotted for ETF functions.

**1. NEMA EMAC Coordinator:** The NEMA EMAC Coordinator ("EMAC Coordinator"), a regular employee the National emergency Management Association, an affiliate of the Council of State Governments, serves on the staff of the, Executive Task Force and Special Assignment Task Forces. The EMAC Coordinator reports to the NEMA Executive Director and EMAC Committee. The EMAC Coordinator has primary responsibility for coordinating all EMAC activities, representing NEMA/EMAC on national resource typing and credentialing workgroups, maintaining the EMAC web site in an operational state-of-readiness and serves as the national point-of-contact for EMAC inquiries. The EMAC Coordinator also functions as the administrative assistant to the Executive Task Force Chair.

**2. NEMA EMAC Senior Advisor:** The EMAC Senior Advisor is under contract with NEMA as a subject matter expert to provide guidance and expertise in all matters pertaining to enhancing and promoting EMAC and mutual-aid in general. The Senior Advisor reports to the NEMA Executive

Director through the NEMA EMAC Coordinator who serves as supervisor. EMAC Senior Advisor serves as staff of the Executive Task Force and Special Assignment Task Forces. Responsibilities of the Senior Advisor are assigned by the NEMA EMAC Coordinator which includes, but is not limited to, updating and delivering training curriculum and representing NEMA/EMAC on national resource typing and credentialing workgroups, and serving as advisor to the ETF leadership.

**3. Legal Liaisons:** The Chair of the NEMA Legal Committee and any other member of the NEMA Legal Committee selected by the Legal Committee Chair will serve as the Legal Liaisons to EMAC and provides legal opinions and advice on matters that have legal implications or issues pending action by the officers or staff.

**4. Additional NEMA Staff.** All regular employees dedicated to EMAC by the National emergency Management Association, an affiliate of the Council of State Governments, shall be considered staff of the EMAC ETF. NEMA Staff reports to the NEMA Executive Director through the NEMA EMAC Coordinator who serves as supervisor. Responsibilities are assigned by the NEMA EMAC Coordinator.

**D. Special Assignment Task Force (SATF).** If deemed necessary and recommended by the Executive Task Force Chair, the Executive Task Force shall select from among its membership, and other interested parties with specific expertise, as many Ad Hoc Special Assignment Task Forces as necessary to conduct specific assignments and projects to enhance the implementation, maintenance, and sustainability of the EMAC. A Special Assignment Task Force will be charged to complete a specific task within the term of office of the Chair who recommended a special task be undertaken. Special Assignment Task Forces shall meet with such frequency as the members of said task force decide is necessary to accomplish its assigned tasks. The Special Assignment Task Force shall make recommendations in regard to said assignments to the Executive Task Force. All recommendations of the Special Assignment Task Forces shall be subject to a simple majority vote of the membership present at the next regular or special meeting of the Executive Task Force following said recommendations of the Special Assignments Task Forces, which shall remain recommendatory only. The Executive Task Force Chair may be selected

to serve upon any said Special Assignment Task Force, but not necessarily in the capacity of Special Assignment Task Force chairperson. As EMAC staff, the EMAC Coordinator and the EMAC Senior Advisor will serve in a non-voting capacity on all SATFs. A Chairperson for each designated Special Task Force shall be elected by a majority of the Special Assignment Task Force members.

**E. EMAC Committee Overview and Approval.** The membership of NEMA unanimously approved a resolution at the 2002 Mid-Year Conference granting the Executive Task Force leadership autonomy to act on behalf of the EMAC Member State(s) and the authority to revise and maintain the Operating Protocols without approval by the NEMA Response and Recovery Committee that exercise oversight of the EMAC Operations Subcommittee and Executive Task Force at that time.

The Executive Task Force Chair, through the EMAC Coordinator, shall provide all position papers, proposed resolutions, and other matters not clearly within the authorized purview of the Executive Task Force to the EMAC Committee for review and action. The Executive Task Force Chair, through the EMAC Coordinator, shall submit a bi-annual activity report to the EMAC Committee Chair no later than two-weeks prior to the NEMA Mid-Year and Annual Conferences.

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

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

Executive Task Force Chair or the Lead of a Special Assignment Task Force. Meetings can be face-to-face or conducted by telephonic or electronic means.

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

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

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

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

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

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

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

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

## **ARTICLE V: AMENDMENTS AND WAIVERS TO PROTOCOL**

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

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

*✓ As approved by the EMAC Committee in Washington, DC on March 9, 2008.*

## SECTION II. **EMAC Lead State Representative Protocols**

The Lead State Representative (LSR) is appointed to the Executive Task Force (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 Leadership and the Member States within their region.

### ***LSR Non-operational responsibilities***

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

- 6) Recruit regional states' Designated Contacts to participate on Special Assignment Task Forces.
- 7) Ensure communication lines are open with FEMA Regional office to keep them informed of key EMAC issues and activities.
- 8) Participate in exercises designed to test EMAC capabilities and processes.
- 9) Facilitate and encourage the development of intrastate mutual aid agreements that will allow for quick deployment of specialized teams and other resources.

### ***Lead State Representatives (LSR) Operational Duties***

- 1) Encourage member states in their region to identify and train qualified individuals who can participate as a component of an EMAC coordinating Team; such as an Advance Team (A-Team), Regional Coordinating Team (RCT), or National Coordinating Team (NCT).
- 2) Serve as their region's (2-person) EMAC Coordinating Team, ready to rapidly deploy, if readily available, as an A-Team or an RCT within hours upon notification by the NCG or NEMA (under designation by the NCG to carry out this function).
- 3) Work to identify states within the region who will agree to serve in a coordinating team capacity as an A-Team, RCT, NCT or NCG support Team or provide personnel to serve as a component of a composite coordinating team.
- 4) Undertake steps to develop a rotating schedule of identified A-Teams, RCTs, NCTs, and NCG Support Teams from states in their region.
- 5) Maintain a schedule of on-call teams within the region to support these roles.
- 6) Actions to be taken during declared events on behalf of Requesting States, as requested and able:
- 7) Participate on information and coordination conference calls.
- 8) When requested by the NCG, poll states within their respective regions to identify individuals that are EMAC trained with deployment experience who may be available for immediate deployment as part of an RCT, NCT, or A-Team.

### ***LSR Selection Process and Term of Office***

1. Selection Process - No later than sixty (60) days prior to the NEMA Annual Conference, the current LSR shall poll the state directors of each Member State within the appropriate FEMA Region to select a successor state to serve as LSR for

the next two (2) year term. The current LSR shall then notify the Executive Task Force Chair and provide the name of the successor LSR.

2. Term of Office - The term of office shall be two (2) years in duration commencing at the EMAC Executive Task Force meeting at the NEMA Annual Conference. An LSR can serve more than one term; however, efforts should be taken to rotate the LSR responsibility among Member States within every Region at the conclusion of each two (2) year term. If for any reason an LSR is unable to complete their term of office, the LSR will follow the selection process protocol (as given above) to select a replacement for the unexpired portion of the term.
3. Term of Office Rotation - To ensure continuity and avoid having all new LSRs on the ETF 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.