



Region IV ESF8 Unified Planning Coalition Resource Coordinating Task Force

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Version 1
August 2008



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Region IV ESF8 Unified Planning Coalition
 Resource Coordinating Task Forces
OPERATIONS MANUAL

Table of Contents

Document	Tab Number
1. Introduction	Tab 1
2. Organization and Responsibilities <ul style="list-style-type: none"> A. Region IV ESF8 Unified Planning Coalition B. Emergency Management Assistance Compact C. Resource Coordinating Task Force D. Member Responsibilities 	Tab 2
3. Alert and Notification <ul style="list-style-type: none"> A. Assumptions B. Triggers for Alerting C. Alerting Procedures D. Triggers for Notification E. Notification Procedures F. Roles and Responsibilities for Alert & Notification 	Tab 3
4. Activation	Tab 4
5. Operational Activities <ul style="list-style-type: none"> A. Mobilization and Deployment B. Resource Support C. Coordination with Member States D. Coordination with Federal Partners E. Demobilization 	Tab 5
6. Reimbursement <ul style="list-style-type: none"> A. Task Force Operations B. Resource Support 	Tab 6
7. Appendices <ul style="list-style-type: none"> A. Table of Organization B. Levels of Operation 	Tab 7
<ul style="list-style-type: none"> C. EMAC Tools <ul style="list-style-type: none"> i. EMAC Standard Operating Procedures ii. Requisition-A iii. EMAC Cost Projection Worksheet 	Tab 8
<ul style="list-style-type: none"> D. Federal Action Request Form 	Tab 9

<p>E. Mission Request Language</p> <ul style="list-style-type: none"> i. Requesting Deployment of Task Force ii. Requesting Deployment of Regional Coordinator iii. Requesting Communications Support Package 	Tab 10
<p>F. Deployment Resources</p> <ul style="list-style-type: none"> i. Deployment Location & Equipment Specifications ii. WebEOC Instructions 	Tab 11
<p>G. Incident Action Plan Template H. Situation Report Template</p>	Tab 12
<p>I. Contact Information</p> <ul style="list-style-type: none"> i. Duty Officer or On-Call List ii. State ESF8 Primary Point of Contact 	Tab 13

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1. Introduction

During the devastating 2004 and 2005 hurricane seasons, the Southeastern states worked together through the Emergency Management Assistance Compact (EMAC) to provide mutual aid to the impacted areas in Florida, Alabama, Mississippi, and Louisiana. Public health and medical services were coordinated under Emergency Support Function 8. Based on experience, the Southeastern states recognized the value of close coordination among the states, effective communication, and standardized resource typing. In March 2006, Region IV convened a workgroup of key public health and emergency management leaders from federal ESF8 agencies and representatives from each of the eight Region IV states. This workgroup became the Region IV ESF8 Unified Planning Coalition (UPC) to improve interstate coordination and cooperation in public health and medical response to disasters.

Early on the UPC identified a need to establish a team that could come together during disaster response to assist in resource identification, gathering situational awareness and enhance planning efforts for the public health and medical (ESF8) system through EMAC. The EMAC Compact states that *“direct coordination among requesting and assisting state program managers, ESF counterparts, operations personnel or those who are ultimately engaged in using or providing the specific resource is essential. All parties are encouraged to communicate directly during the fulfillment of the Req-A process to ensure that a clear understanding of what is being requested and provided and the terms of the assistance provided are clearly understood by both parties.”* Under this guidance, the UPC developed a Resource Coordinating Task Force.

The Operations Manual contains the operating procedures for the Resource Coordinating Task Force which includes standard operating procedures, key tools, and contact lists.



2. Organization and Responsibilities

This section describes the components of governance, general responsibilities, functions and duties related to the Resource Coordinating Task Force. The descriptions of each component will assist states in understanding how the Resource Coordinating Task Force fits into the overall Region IV ESF8 Unified Planning Coalition structure and can assist states through the EMAC process.

A. Region IV ESF8 Unified Planning Coalition

The Region IV ESF8 Unified Planning Coalition (UPC) is the parent organization to the Resource Coordinating Task Force. The UPC is planning and preparedness organization that meets during non-disaster times. The UPC is made up of ESF8 leadership from each of the FEMA Region IV states (Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee) and federal ESF8 representatives.

1. The UPC's mission is through collaborative all-hazards planning and the development of partnerships, the Region IV ESF8 Unified Planning Coalition will enhance the member states' abilities to prepare for public health and medical response to incidents or events.
2. An Executive Committee leads the UPC;
 - a. Made-up of representatives from each member state and federal partners.
 - b. Responsible for setting the strategic direction for the UPC
 - c. Determines future projects,
 - d. Establishes workgroups for focused planning projects
 - e. Makes decisions for the coalition by consensus.
3. Executive Committee members are leaders in their individual states' ESF8 structures.
4. A Region IV Coordinator serves as the only full-time employee of the coalition and is a part of the Executive Committee. The Region IV Coordinator:
 - a. Coordinates regional projects
 - b. Maintains regional situational awareness
 - c. Liaisons with workgroups to assure completion of deliverables and objectives
 - d. Serves as the central point of contact for the UPC
 - e. Represents the UPC at local/state/regional/national conferences, meetings, planning workshops
 - f. Answers inquires regarding the UPC
 - g. Keeps member states informed on new and emerging issues
 - h. Maintains the website
 - i. Promotes and markets the UPC
 - j. Oversees day to day administrative functions
5. Each member state of the UPC has completed a State Profile which provides an overview of the state's government, public health, emergency management, and ESF8 structure. The profiles include information about logistical, communication, and status systems.
6. UPC members make up the members of the Resource Coordinating Task Force upon initial activation (and may delegate another representative from their state to take their place on the task force as necessary).

B. Emergency Management Assistance Compact

The Emergency Management Assistance Compact (EMAC) is a state to state agreement, signed into legislation by state governors, that allows for states to support one another with resources during disasters. Each state in the U.S. is a signatory state to the EMAC compact.

1. EMAC outlines the process for requesting, receiving and reimbursing resources utilized during a disaster response.
2. States have the right to decline sending resources via EMAC if their state is threatened or needs the resources in-state.
3. EMAC is coordinated through a state's division/office of emergency management.
 - a. All requests (Req-A) must be submitted to and received by the state EMAC Coordinator
 - b. The designated authorized EMAC representative must approve all resource requests
4. The articles of the EMAC agreement encourage states, ESF counterparts, and response staff to communicate directly regarding resource needs and support throughout the EMAC process.

C. Resource Coordinating Task Force

The Resource Coordinating Task Force is a team of ESF8 leaders from FEMA Region IV that will assist an impacted or potentially impacted state during disasters with key ESF8 functions.

1. The functions of the task force may include but are not limited to:
 - a. Logistical/Resource support
 - i. Identifying public health and medical assets available within Region IV to assist in a disaster response
 - ii. Assisting states in developing federal action request forms (ARF) and EMAC Requisition-A's for operational resource needs
 - iii. Brokering resources
 - iv. Assisting in forecasting resource needs
 - v. Providing a channel for non-impacted states to offer assistance to impacted states and reduce redundancy in the deployment of resources.
 - vi. Documenting offers of assistance in response to a specific request
 - b. Planning Support
 - i. Providing regional communications on situation status as related to incidents/events
 - ii. Developing an interstate incident action plan (IAP).
 - iii. Gathering and communicating intelligence regarding health impacts, medical facilities, medical beds, and patient movements.
 - iv. Coordinating with state and federal ESF8 entities
 - c. Other duties as assigned by the impacted state within the scope of planning, situation status and resource identification.
2. The task force may not:
 - a. Prioritize or allocate resources
 - b. Allocate resources.
 - c. Obligate or allocate state funds



3. There is no binding or legal obligation for Region IV states to participate in the Resource Coordinating Task Force. Each state should determine their capability to participate upon activation.

D. Member Responsibilities

Each state in Region IV has a role in assuring the successful operations of the Resource Coordinating Task Force and has the right to call upon the task force as needed for disaster responses in their state.

1. Each Region IV state should prepare for participation in the Resource Coordinating Task Force before an incident/event occurs. Preparations include:
 - a. Identifying appropriate staff and alternates to serve on the task force.
 - b. Identifying a minimum of two locations in their state that could house the task force during deployment. The locations should meet the specifications as outlined in the Resource Coordinating Task Force Deployment Location Specifications. See appendices.
 - c. Assuring access to WebEOC, the designated system for communicating resource needs and situation status during activations.
 - d. Briefing their State EMAC Coordinator on the role of the Resource Coordinating Task Force and assuring the EMAC Coordinator understands how ESF8 will utilize this regional resource.
 - e. Providing contact 24/7 information to UPC regional coordinator for ESF8 leadership in their state.
 - f. Providing a complete and accurate State Profile
2. Each person identified to serve on the Resource Coordinating Task Forces should:
 - a. Be active participants in the UPC.
 - b. Be familiar with the Standard Operating Procedures
 - c. Be familiar with EMAC policies and procedures
 - d. Be very familiar with the ESF8 structure in their home state and have immediate and direct contact with ESF8 decision makers within their state.
 - e. Be familiar and have a working knowledge of WebEOC
 - f. Be self-sufficient for 72 hours upon deployment
 - g. Bring all necessary personal items with them upon deployment.
 - h. Bring any equipment necessary to complete their mission.
3. Each Region IV state should understand that resources brokered by the Resource Coordinating Task Force should be requested through the official EMAC process to guarantee reimbursement and liability coverage.
4. The Region IV Coordinator should assure continued readiness for the Resource Coordinating Task Force, which includes:
 - a. Maintaining regional situational awareness of incidents/events within Region IV (or events in which Region IV states are providing ESF8 support).
 - b. Maintaining accurate contact information for Region IV states
 - c. Maintaining the deployment cache
 - d. Maintaining established regional communication mechanisms
 - e. Assuring access to WebEOC for each Region IV State
 - f. Initiating and disseminating regional alerts and notifications as appropriate
 - g. Maintaining the Resource Coordinating Task Force Operations manual
 - h. Coordinating regional exercises of the Resource Coordinating Task Force

3. Alert & Notification

The procedures outlined in this section are intended to establish triggers and mechanisms for alerting and notifying the Region IV ESF8 Unified Planning Coalition about declared and undeclared emergencies, incidents/events, and exercises impacting ESF8 (public health and medical). These procedures are not meant to prevent the dissemination of additional information but to establish a minimum baseline. These procedures do not address day to day communications among the Region IV ESF8 Unified Planning Coalition.

For the purposes of this document, alert is defined as the dissemination of time-sensitive information that causes an elevated state of readiness, anticipation of an impending threat, and/or immediate action by the recipient.

For the purposes of this document, notification is defined as the dissemination of time-sensitive information that provides awareness of an action, current situation or condition to the recipient.

Alerts and notifications may lead to the activation of the Region IV Resource Coordinating Task Force (see the following section for information on activation).

A. Assumptions

1. Alerts and notifications need to be timely and appropriate to the situation.
2. Event based notifications should utilize existing systems and communication products (e.g., situation reports, HAN messages, etc.) and not require creation of additional materials or systems to the full extent possible.
3. Other interstate communication networks may exist and provide for redundant channels of communication. (e.g. State Health Officer to State Health Officer).
4. All information flow should be in accordance with existing state Emergency Operations Plans and coordinated with emergency management where applicable.
5. Some information may be considered sensitive and/or be prohibited from sharing due to individual state policies.
6. Although federal Health and Human Services Regional Emergency Coordinators are included in regional alerts and notifications; this does not replace or substitute for official state-federal communication channels for emergency response operations.
7. Choice of methods for information sharing should be flexible to account for jurisdictional differences and for variations in types of event.



B. Triggers for Alerting

1. A need for ESF8 resource support is anticipated or identified.
2. There is potential for other member states to be impacted by an incident/event or as a result of an incident/event (e.g., risk of spread of an infectious disease, impact of environmental contamination, patient evacuations, surge on bordering healthcare facilities). This includes both events occurring within member jurisdictions and federal knowledge of information elsewhere that has the potential to impact member states.

C. Alerting Procedures

1. Alerts should be approved by a designated Region IV Executive Committee member in the state in which the alert is originated before being disseminated.
2. An alert message should be crafted that includes:
 - a. Nature of the message
 - b. Current situation and threats
 - c. Action required (and time to be completed if applicable)
3. Alert should be disseminated
 - a. A state may choose to directly alert a Region IV Executive Committee member from each state in Region IV and the Region IV Coordinator or to alert the Region IV Coordinator and have him/her alert the other states in the region.
 - b. Electronic (e-mail) messages via the Region IV Executive Committee Listserv may be used for dissemination when no immediate action is needed
 - c. Phone contact should be used to disseminate alerts when immediate action is required or an imminent threat exists (person to person contact which may be facilitated via electronic means—e.g., rapid notification systems to phone or pager, etc.).
 - i. Direct state to state alerts
 1. Call the designated Region IV Executive Committee member for desired state, if they are un-available or for after-hours alerts contact the state's 24/7 on-call number
 2. Alert other states in the region with electronic dissemination as outlined above
 3. The Region IV Coordinator may assist in alerts as requested by the alerting state
 - ii. Multiple states within region alerts
 1. States may send alerts using their established rapid notification system or health alert network to share information itself or to direct where to go to learn more (e.g., portal, conference call being convened, call back number, etc.).
 2. A call-tree may be established when a rapid notification system is unavailable
 3. State warning points or on-call duty officers should be called for extremely urgent alerts that occur after the traditional business hours of 7am to 6pm during the week or on weekends.
 - a. On-call information should be maintained in SendSS on-call system

- b. On-call information should be provided to the Regional Coordinator

D. Triggers for Notification

1. Any activation of a State ESF8 System or State Emergency Operations Center.
2. An anticipated or actual change in availability of resources routinely used across borders (e.g., a hospital widely used by neighboring jurisdictions is out of service due to a major event anticipated to result in long term impact.)
3. Likelihood of public/media inquiry related to issue.
4. Status of incidents/events

E. Notification Procedures

1. Notifications should be approved by a designated Region IV Executive Committee member in the state in which the notification originated before being disseminated (Executive Committee members may choose to waive this process for on-going communications during an incident/event such as the dissemination of situation reports).
2. Notification messages should be developed. Appropriate forms of notification include:
 - a. Situational status reports
 - b. Current resource capabilities
 - c. Anticipated control / response measures (including timing thereof)
 - d. Anticipated public information / health guidance release
 - e. Resources for tracking situation (links to applicable websites, etc.)
3. Dissemination of notifications may be done through a variety of mechanisms. The notifying state should choose the appropriate mechanism.
 - a. Electronic (e-mail) message via the Region IV Executive Committee Listserv
 - b. WebEOC postings
 - c. Regional conference calls
 - d. Region IV SharePoint Portal
 - e. Region IV Resource Coordinating Task Force

F. Roles and Responsibility for Alert and Notification

1. Pre – Incident/Event System Capabilities:
 - a. Listservs
 - i. Region IV Ops Listserv (Executive Committee) – maintained by Region IV Coordinator and Regional Emergency Coordinators from HHS
 - ii. Region IV Workgroup Listserv – maintained by Region IV Coordinator, members identified by Executive Committee Members
 - b. Region IV SharePoint Portal (contact information, document posting, etc.) – maintained by the Region IV Coordinator and supported through HHS Secretary Operations Center

<https://socportal.hhs.gov/regions/region4/default.aspx>

- c. Conference call line – maintained by the Florida Department of Health
Number 1-888-808-6959
Conference Code 4234598
Leader Pin 1054
- d. WebEOC – maintained by the Georgia Department of Human Resources
<http://167.193.156.163/eoc7/default.aspx>
- e. Individual states should maintain the following capabilities:
 - 1) 24/7 On-call duty officer
 - 2) Accurate contact lists
 - 3) SendSS On-call Calendar <https://sendss.state.ga.us/sendss/login.screen>
 - 4) Health Alert Network (HAN)

2. During Incident/Events

- a. Affected State (e.g., where event occurs, most impacted, etc.)
 - 1) Identify/confirm triggering event
 - 2) Make or alert notification
 - 3) Situation reports – gather and disseminate information using existing information and mechanisms
 - 4) Provide information to the Resource Coordinating Task Force (if applicable)
- b. Other states in the Region:
 - 1) Maintain situational awareness
 - 2) Establish prompt communication with affected state
 - 3) Further disseminate information as appropriate within individual chains of command
 - 4) Report incident/event related information as appropriate
 - 5) Provide information to the Resource Coordinating Task Force (if applicable)
- c. HHS Region IV Regional Emergency Coordinators (REC)
 - 1) Initiate alerts/notifications as appropriate
 - 2) Maintain situational awareness
 - 3) Report incident/event related information as appropriate
 - 4) Provide information to the Resource Coordinating Task Force (if applicable)
- d. Region IV Coordinator
 - 1) Assist in alerts/notifications as requested
 - 2) Initiate alerts/notifications as appropriate
 - 3) Establish/organize regional conference calls as needed
 - 4) Develop and distribute call summary
 - 5) Provide information to the Resource Coordinating Task Force (if applicable)
- e. Resource Coordinating Task Force
 - 1) Facilitate and coordinate regional distribution of incident/event related information to include notifications, alerts, situation status, resource status, public information releases and policy decisions

- 2) Facilitate and coordinate federal situation status
- 3) Initiate alerts/notifications as appropriate

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4. Activation

The Resource Coordinating Task Force may be activated at various levels of operational deployment (Level 4, Level 3, Level 2, and Level 1) depending on the circumstances of the event. The operational deployment levels are activated depending on the scale of the event. The levels of operation can be ramped up from a Level 4 to a Level 1 if the event warrants, with Level 1 being the highest level of operational deployments. Some events may require the immediate activation of a level 2 or 1 deployment, thus bypassing the earlier levels.

Any Region IV state may request the activation of the Resource Coordinating Task Force in response to an incident/event. In some cases, the Executive Committee of the Region IV ESF8 Unified Planning Coalition or the Region IV Coordinator may choose to activate the Resource Coordinating Task Force for the response to an incident/event without a request in order to keep other states abreast of situation status or resource needs. In this situation the task force would operate at Level 2.

1. The Resource Coordinating Task Force operational components are:
 - a. Region IV Coordinator
 - b. Executive Committee of the Region IV ESF8 Unified Planning Coalition
 - c. Resource Coordinating Task Force members
2. The decision to expand or elevate the level of operations rests with the Executive Committee and the Region IV Coordinator.
3. The task force may activate at one of four different operational levels. (See Levels of Operation matrix for more details.)
 - a. Level 4 is normal day-to-day operations. There is no activity by the Resource Coordinating Task Force beyond the daily duties of the Region IV Coordinator.
 - b. Level 3 activation is the lowest level of activity. This level is for incidents/events when impacted states require no ESF8 resource support but have caused the activation of State ESF8 System within Region IV or a significant local state of emergency.
 - i. The Region IV Coordinator makes the decision to activate at this level.
 - ii. During this level of operations the task force is operating in a virtual environment.
 - iii. The Region IV Coordinator is completing the primary task force activities which include:
 1. Gathering and reporting situational awareness
 2. Identifying resources available to support needs if they should arise
 - iv. Task force members report situation status information.
 - v. Task force members identify resources that may be called upon if needed.
 - vi. Information is communicated via email (with telephone call for more urgent issues)
 - c. Level 2 activation is a moderate level of activity. This level is for incidents/events when impacted states require or anticipate requiring some ESF8 resource support via EMAC or for events which occur outside of Region IV but require EMAC support from Region IV for ESF8 resources.
 - i. During this level of operations the task force is operating in a virtual environment but requires a heightened level of communications.

- ii. The Region IV Coordinator is coordinating task force activities which include:
 - 1. Developing incident action plans
 - 2. Gathering and reporting situational status
 - 3. Brokering resource requests between states
 - 4. Identifying resources available to support needs if they should arise
 - iii. Task force members report situation and resource status information.
 - iv. Task force members review resource needs to identify available resource in their state.
 - v. Task force members coordinate with State EMAC Coordinators to complete the Req-A process as necessary.
 - vi. States deploy resources as requested by the impacted state utilizing the EMAC system.
 - vii. Conference calls are scheduled as appropriate for the task force to communicate and conduct joint planning.
 - viii. Reports are distributed via email and posted in WebEOC as appropriate
- d. Level 1 activation is the highest level of activity. This level is for incidents/events when impacted states require or anticipate requiring significant ESF8 resource support via EMAC and/or require interstate coordination support.
- i. During this level of operations the task force is operating from a central location.
 - 1. Task force has determined a central location to deploy staff
 - 2. Each state deploys staff to participate in the task force (through EMAC)
 - ii. The Region IV Coordinator is supporting task force activities which include:
 - 1. Developing incident action plans
 - 2. Gathering and reporting situational status
 - 3. Brokering resource requests between states
 - 4. Identifying resources available to support needs if they should arise
 - 5. Planning
 - 6. Supporting patient movement operations
 - iii. States deploy resources as agreed upon by the impacted state utilizing the EMAC system.
 - iv. Reports are posted in WebEOC as appropriate
 - v. Task force members report situation and resource status information.
 - vi. Task force members identify available resources to support needs
 - vii. Task force members coordinate with their individual State ESF8 systems.
4. Initial activation
- a. After receiving the initial alert or notification (see section above for alert and notification procedures), the Region IV coordinator gathers immediate situation status and determines what is needed from Region IV from the impacted state. This information is distributed to the Executive Committee of the Region IV UPC.
 - b. As determined by the situation, the Region IV Coordinator will establish the initial level of operations and notify the Executive Committee for their approval.
 - c. As necessary, a conference call is conducted with the Region IV UPC to identify next steps. The conference call will address:
 - i. Current Situation
 - ii. Current Resource Needs
 - iii. Future Plans for the Resource Coordinating Task Force
 - d. Future levels of operation will be determined based on size, scope and scale of event.

5. Operational Activities

This section outlines the operating procedures for mobilizing, operationalizing and demobilizing the Resource Coordinating Task Force.

A. Mobilization and Deployment (Level 1 - Activations)

1. Ramping up the Resource Coordinating Task Force
 - a. The impacted state should brief the task force during the initial conference call
 - b. The impacted state should determine at what level the UPC should operate
 - c. If a Level 1 activation is necessary, the Resource Coordinating Task Force will determine where to deploy based on the current situation, safety, and access
 - i. This location may be outside of the impacted state
 - ii. This location should meet the requirements outlined in the Deployment Location Specifications (see appendix)
 - d. The reporting time and date should be determined
 - e. Assignments should be made to task force members to assure the effective deployment of the task force

2. Upon the decision to activate the Resource Coordinating Task Force at Level 1 appropriate actions should be taken
 - a. The impacted state should send an EMAC request to all Region IV states requesting activation of the Resource Coordinating Task Force and activation of the Region IV coordinator.
 - i. The Region IV Coordinator will bring the deployment cache to the base of operations (at no cost to the impacted state)
 - b. The impacted state should submit an ARF to request federal support from a Region IV HHS Regional Emergency Coordinator to deploy with the task force.
 - c. If the task force needs communications support (i.e. internet access), the impacted state should request communications support for the task force from Kentucky
 - i. The impacted state, in conjunction with the host state, should decide if this resource is needed
 - d. Each state should complete Part II of the Req-A with the names and cost projections for deployment
 - i. No state is obligated to deploy as a part of the Resource Coordinating Task Force
 - ii. Deployed personnel may return to their home state at any time upon the request of their home state
 - e. The state hosting the Resource Coordinating Task Force should assure that the base of operations for the task force is prepared for the group' arrival.
 - f. The impacted state, in conjunction with the host state, should arrange lodging for task force members
 - g. The impacted state should designate a liaison to work with the task force

3. Upon deployment to the designates base of operations, the task force should take these steps:
 - a. Report to the impacted state's liaison
 - b. Establish communications with each Region IV state
 - c. Establish communications with the Regional Emergency Coordinators from HHS
 - d. Set-up work stations

- e. Receive operational briefing from impacted state
- f. Establish connection to the Region IV WebEOC
- g. Establish connection to the impacted state's mission tasking/tracking system
- h. Develop a Incident Action Plan for each operational period
- i. Develop a Situation Report for each operational period

B. Resource Identification

1. Procedures for Requesting Assistance in Identifying Resources
 - e. The impacted/potentially impacted state must assure that they are eligible for EMAC
 - f. The impacted/potentially impacted state identifies a actual or potential resource need and requests support from the Resource Coordinating Task Force to identify an available resource
 - g. A task force member from each state queries their state's ESF8 system to determine if there is a resource available to support the request
 - h. Each state reports back to the Resource Coordinating Task Force with a response to the resource request
 - i. No state is obligated to provide resources
 - ii. The impact state is not obligated to use the resources identified by the Resource Coordinating Task Force
 - i. The Resource Coordinating Task Force develops a list of all available resources and submits to the impacted state
 - i. The task force may make a recommendation on which resource would best serve the request if multiple resources are identified
 - j. The impacted state selects a resource to fulfill their resource need.
 - k. To officially request assistance, the impacted state must complete Part I of the Req-A form and transmits it to the assisting state using the EMAC system established within each state's emergency management agency.
 - i. The task force may draft the Req-A for the impacted state
 - ii. The impacted state must review and approve the Req-A
 - l. The state providing assistance should contact their State EMAC coordinator to be on the lookout for the incoming Req-A
 - m. The state providing assistance should complete Part II of the Req-A and send back to the impacted state within 8 hours throught the designated EMAC system
 - i. The task force may assist with the completion of Part II of the Req-A
 - ii. The assisting state should review and approve the Req-A
 - iii. The Req-A should also be sent to the impacted state ESF8 system
 - n. Within 4 hours (as outlined in the EMAC standard operating procedures), the impacted state should reject, accept or negotiate the offer for assistance outlined in the Req-A
 - o. At the point that an offer for assistance is accepted, the State ESF8 system in the assisting state mobilizes resources.
 - p. Once the resources are deployed, the impacted state has operational control of the resources until demobilization.
 - q. The task force tracks all Region IV resources deployed through EMAC

C. Coordination with Member States

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The Resource Coordinating Task Force exists to serve an impacted state while better coordinating ESF8 response systems at all levels. A key role of the Resource Coordinating Task Force is to coordinate with the State ESF8 Systems in their home states.

1. Each task force member should keep State ESF8 leadership in their home state apprised of situation status, potential resource needs, and potential impacts to their state (i.e. potential for evacuated patients transported to their state)
2. Each task force member should obtain situation status from their home state to contribute to the regional situation report.
3. Each Region IV state should communicate resource availability to the task force.
4. Each Region IV state should communicate changes in situation to the task force.

D. Coordination with Federal Partners

The Resource Coordinating Task Force has an essential role with coordination among federal ESF8 partners. For this reason, the participation of a Regional Emergency Coordinator from HHS is necessary on the task force.

1. Federal partners on the task force will assist in identifying federal resources to support resource needs.
2. Federal partners will assist in gathering situation status on federal the federal ESF8 response.
3. The task force will provide regional situation status information to federal ESF8 partners.

E. Demobilization

The Resource Coordinating Task Force will demobilize as the incident de-escalates. This is when it is unlikely that additional resources will be needed to support the response and planning assistance no longer is required.

1. The Resource Coordinating Task Force may change operational levels before completely demobilizing.
2. If the task force was operating at Level 1, the impacted state will determine when to drop back to Level 2 operations (based on the terms outlined in the Req-A).
3. The task force may stand-down when there are no longer resource needs.
4. The decision to cut back or lessen the level of operations rests with the Executive Committee based on current situation.



6. Reimbursement

This section provides details on the reimbursement for activities related to the Resource Coordinating Task Force.

A. Task Force Operations

Reimbursement for participation in the Resource Coordinating Task Force depends on the level of activation.

1. Level 2 and Level 3 activations are not eligible for reimbursement by participating states.
 - a. Each state is responsible for determining an appropriate amount of time and man-power that can be devoted to task force activities.
 - b. No state is required to participate.
2. Level 1 activations are eligible for reimbursement through EMAC when the impacted state requests the deployment of the task force through a Req-A and following the EMAC process
 - a. The impacted state must be operating under a State Declaration of Emergency
 - b. The impacted state is responsible for all related expenses.
3. Reimbursement for Level 1 activations which are not eligible for EMAC should be negotiated on a state-by-state basis before any task force members are deployed.

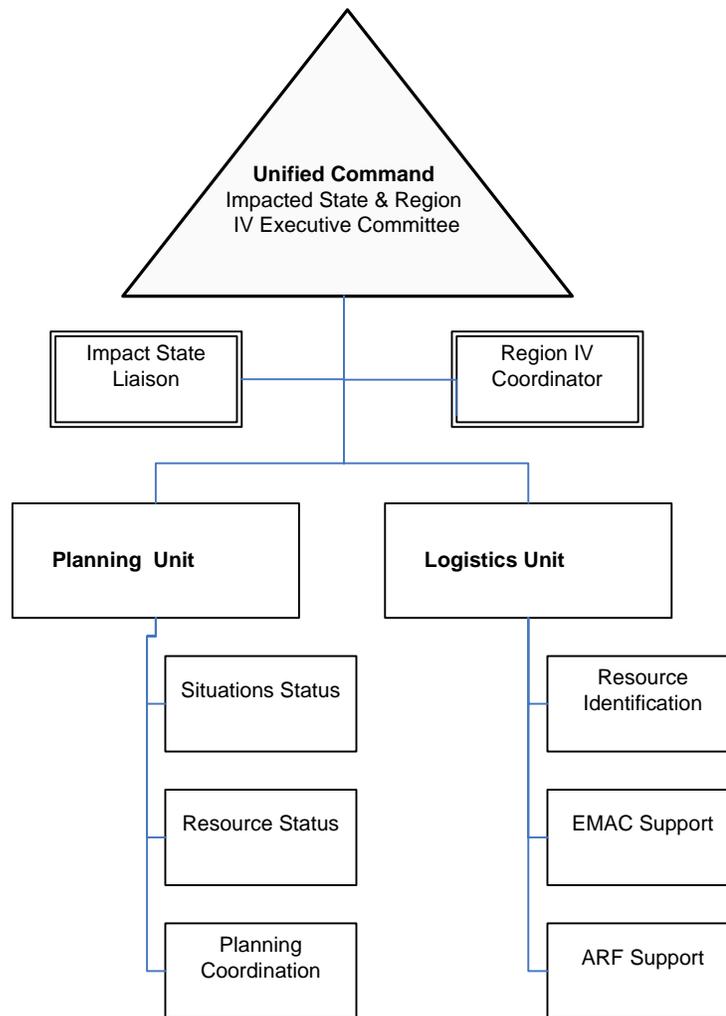
B. Resources Support

Any resources brokered through the task force for an EMAC mission are subject to standard EMAC reimbursement procedures. Each state should review EMAC reimbursement guidelines.

If the circumstances arise where a resources deployed not under EMAC it is the responsibility of the impacted and assisting state to negotiate the terms before the deployment.



Region IV ESF8 Unified Planning Coalition
Resource Coordinating Task Force
Table of Organization
Last Update: August 5, 2008



Region IV ESF8 Unified Planning Coalition
Resource Coordinating Task Force
Levels of Operation

Level	Description	Event Scale	Deployment Status	Task Force Activities	Staffing	Communications
Level 4	No Operations	No incidents/events involving Region IV states	None	1. Day to day duties of the Region Iv Coordinator	Region Iv Coordinator	None necessary
Level 3	Lowest Level of Operations	Incidents/events when impacted states require no resource support but has caused the activation of the State ESF8 system within Region IV	Virtual Activation	<ol style="list-style-type: none"> 2. Region IV Coordinator is completing the primary task force activities: <ol style="list-style-type: none"> a. Gathering and Reporting Situational Awareness b. Identifying resources available to support needs if they should arise 3. Task force members report situation status information. 4. Task force members identify resources that may be called upon if necessary 	<p>Region IV Coordinator</p> <p>Executive Committee members serves task force members</p>	Information is communicated via email (with telephone calls for more urgent issues).
Level 2	Moderate Level of Operations	<p>Incidents/events when impacted states require or anticipate requiring some ESF8 resource support via EMAC</p> <p>or...</p> <p>Events that occur outside of Region IV but require EMAC support from Region IV for ESF8 resources</p> <p>**State declaration of emergency in place</p>	Virtual Activation	<ol style="list-style-type: none"> 1. Region IV Coordinator is coordinating task force activities which include: <ol style="list-style-type: none"> a. Developing Incident Action Plans b. Gathering and reporting situational status c. Brokering resource requests between states d. Identifying resources available to support needs if the should arise 2. Task force members: <ol style="list-style-type: none"> a. Report situation and resource status b. Review resource needs to identify available resources in their state c. Coordinate with State EMAC Coordinators to complete Req-A process as necessary 3. Supporting states deploy resources as agreed upon with the impacted state utilizing EMAC 	<p>Region IV Coordinator</p> <p>Task Force members are identified by Executive Committee Members.</p>	<p>Conference calls are scheduled as appropriate</p> <p>Reports are distributed via email and posted in WebEOC as appropriate</p>

Level	Description	Event Scale	Deployment Status	Task Force Activities	Staffing	Communications
Level 1	Highest Level of Operations	<p>Incidents/events when impacted states require or anticipate requiring significant ESF8 resource support via EMAC and/or require interstate coordination support.</p> <p>**State declaration of emergency in place</p>	Deployed to a Central Operations Location	<ol style="list-style-type: none"> 1. Task force has determined a central location to deploy staff 2. Each state deploys staff to participate in the task force (through EMAC) 3. The regional coordinator is supporting task force activities which include: <ol style="list-style-type: none"> a. Developing incident action plans b. Gathering and reporting situational status c. Brokering resource requests between states d. Identifying resources available to support needs if they should arise e. Planning f. Supporting patient movement operations 4. States deploy resources as requested by the impacted state utilizing the EMAC system. 5. Reports are posted in WebEOC as appropriate 6. Task force members report situation and resource status information. 7. Task force members identify available resources to support needs 8. Task force members coordinate with their State ESF8 systems. 	<p>Each state identifies 1 to 2 task force members for deployment.</p> <p>Region IV Coordinator</p>	<p>WebEOC will be used for mission tasking and tracking</p> <p>Direct communication between states</p>



EMAC Operations Manual

June 2005

The National Emergency Management Association

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RECORD OF CHANGES

Whenever updates/changes are made to this manual, the following procedures should be followed:

1. Updates/changes must be recorded on the log as given below (new pages may be added as needed).
2. NEMA will advise all Member States of record by electronic means that approved updates have been made and are available on the EMAC web site (www.emacweb.org) for downloading.
3. If changes are minor, and NEMA has directed, changes may be made on existing pages in pen ink. Non-minor changes should be downloaded, saved, printed, and new pages inserted where appropriate.
4. Old pages removed and destroyed.

Change Number	Date Entered	Pages or Section Changed	Initials
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INTRODUCTION

Disasters continually threaten our nation, individual state, and local communities. On a daily basis, all levels of government are faced with the potential for natural, technological, and man-made emergencies and disasters. Governments at all levels share the responsibility to plan for and implement proper protective measures for its citizens in the event of an emergency or disaster situation. When government fails to plan and prepare for such eventualities, both elected officials and the public will find themselves ill prepared to cope with the problems that threaten their lives.

This Nation was founded on the basic principle of “neighbors helping neighbors”. From that simple premise, mutual aid has evolved into a response capability of its own. The Emergency Management Assistance Compact (EMAC) evolved from a regional concept of a few states helping each other as a result of the devastation caused by Hurricane Andrew in 1992, to a national compact of 48-states, Puerto Rico, the Virgin Islands, and the District of Columbia, in 2005.

EMAC is truly unique among mutual-aid compacts insofar as EMAC has an organizational structure and governance in place to ensure that Member States needs and expectations are met. Administration support for EMAC is provided by the National Emergency Management Association (NEMA). The EMAC Operations Subcommittee, a function of the NEMA Response and Recovery Committee, is responsible for maintaining EMAC and ensuring that it is in a current state of readiness. The EMAC Executive Task Force, the executive component of the Operations Subcommittee, is responsible for conducting the compact’s day-to-day activities on behalf of the Member States. Officers of the Subcommittee are elected annually from amongst the membership and the organization is designed to continually develop and provide strong leadership.

The 2005 EMAC Operations Manual contains the official policy and procedures for 1) the implementation and administration of the Emergency Management Assistance Compact (EMAC), and 2) for conducting emergency response for EMAC Member States pursuant to the

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Compact Articles. This manual will be reviewed by the EMAC Operations Subcommittee and revised, as appropriate, on an annual basis. This document is intended for use as the “go to” book for obtaining EMAC direction and guidance. Any alteration, editing, revision, reproduction or otherwise use by any person for purposes other than official EMAC business without express written permission of the Chair of the EMAC Executive Task Force is strictly prohibited.

The manual is divided into five distinct Sections:

- Section I describes the organizational structure and specific responsibilities for each integral component of the EMAC system, and defines the functions and responsibilities of the various coordinating elements.
- Section II describes the Standard Operating Procedures for requesting and providing assistance, establishes the span of control for command, coordination and control of the theatre and area of operations whenever EMAC is activated either for a single-state/single-region or a multi-state/multi-regional operation. This Section also defines integration within the National Incident Management System (NIMS) operations concepts, establishes coordination with DHS/FEMA, and describes both mobilization and demobilization procedures.
- Section III establishes policies and procedures for reimbursing Assisting State(s) following demobilization and redeployment of assigned resources. Reimbursement procedures for interstate use of intrastate resources are also provided.
- Section IV contains information relating to official EMAC-sanctioned training courses for specific targeted groups and exercise recommendations.
- Section V contains the various appendices and supporting documents, checklists, operations and reimbursement forms referred to throughout the manual.

All EMAC Authorized Representatives, Designated Contacts, and personnel who are likely to comprise an A-Team, a Regional Coordinating Team or a National Coordinating Team are encouraged to become familiar with these policies and procedures in order to be prepared to implement EMAC in a timely manner whenever called upon.

TABLE OF CONTENTS

RECORD OF CHANGES..... I-ii

INTRODUCTION..... iv

SECTION I. ORGANIZATION AND RESPONSIBILITIES..... I-1

 A. The National Emergency Management Association (NEMA) I-2

 B. The EMAC Operations Subcommittee I-3

 C. The Executive Task Force I-4

 D. The National Coordination Group (NCG)..... I-5

 E. The A-Team..... I-6

 F. The Regional Coordinating Team (RCT) I-8

 G. The National Coordinating Team (NCT) I-9

SECTION II. STANDARD OPERATING PROCEDURES..... II-1

 A. Member State Responsibilities..... II-2

 B. Requesting EMAC Assistance II-3

 C. Mobilization and Deployment..... II-11

 D. Span of Control..... II-15

 E. Coordination with DHS/FEMA..... II-21

 F. Demobilization II-30

SECTION III. REIMBURSEMENT III-1

 A. Intrastate Reimbursement under EMAC..... III-1

 B. Interstate Reimbursement under EMAC..... III-2

 C. NCT and RCT Personnel Reimbursement..... III-7

SECTION IV. TRAINING AND EXERCISES IV-1

 A. A-Team Training..... IV-1

 B. Intrastate Training and Exercise Guidance..... IV-2

 C. NCT and RCT Training & Exercises IV-3

 D. National Coordinating Team (NCG) Training and Exercises..... IV-4

 E. Member State Training and Exercise Responsibilities..... IV-4

SECTION V. APPENDICES V-1

 A. Definitions, Terms & Acronyms..... V-1

 B. EMAC Articles of Agreement..... V-7

 C. EMAC Operations Subcommittee Operating Protocols V-11

 D. Member State Profiles..... V-16

 E. Member State Key Personnel (points of contact)..... V-41

 F. Operations Checklists V-67

 1. Mobilization Checklist..... V-67

 2. EMAC Post Deployment Response Survey Form V-69

 3. EMAC Conference Call Checklist..... V-70

 4. EMAC Personnel Information Sheet V-71

 5. EMAC Personnel Tracking..... V-67

 6. EMAC Cost Tracking..... V-67

 7. EMAC Personnel Demobilization Schedule..... V-68

 8. EMAC Personnel Demobilization Checklist..... V-69

 G. Forms V-71

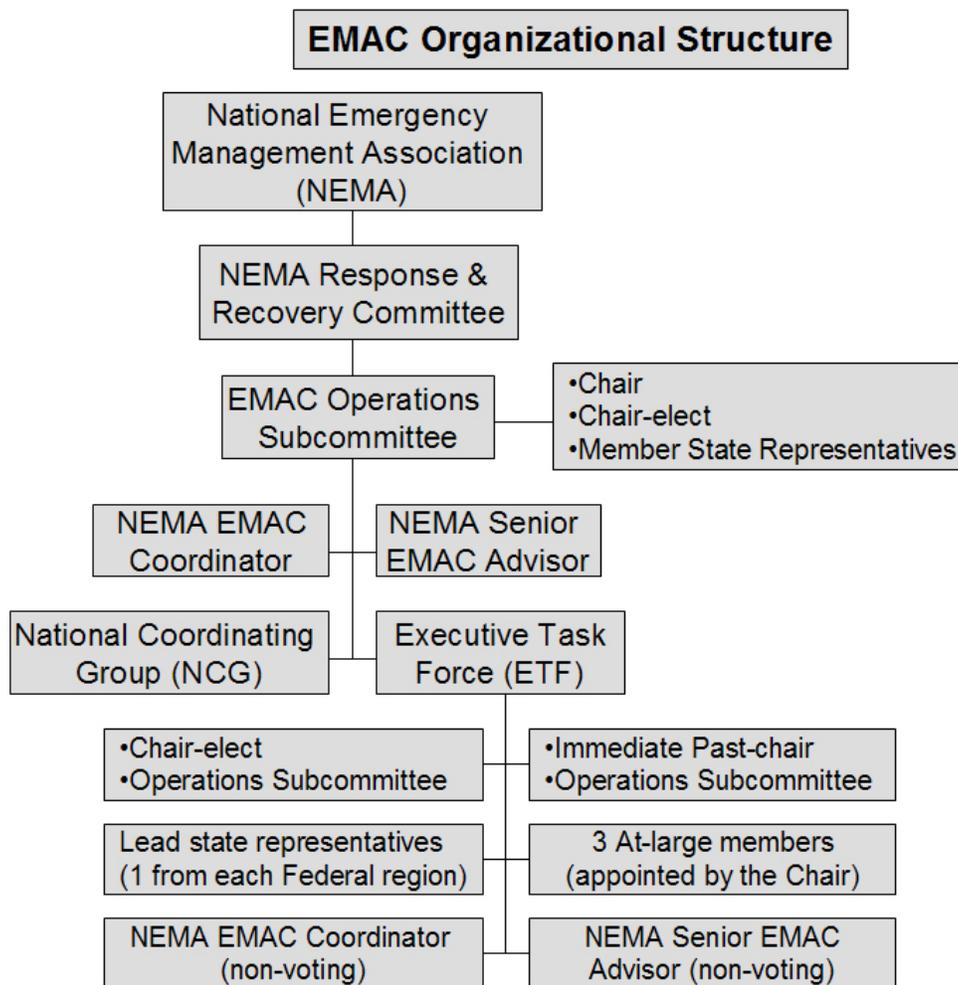
 1. REQ-A V-71

RESTRICTED INFORMATION – FOR OFFICIAL EMAC USE ONLY

2. Reimbursement Form R-1..... V-73
3. Reimbursement Form R-2..... V-74
4. Non-CSG Employee Expense Report..... V-75

SECTION I. ORGANIZATION AND RESPONSIBILITIES

Section I describes the components of governance, general responsibilities, functions, and duties for each EMAC organizational component (see figure below). The descriptions and explanations of the different levels of EMAC response, and the distinct roles and responsibilities associated with EMAC roles and responsibilities will greatly assist Member State personnel to understand the procedures followed by the EMAC Operations Subcommittee in conducting business on behalf of the Member States. The governance of EMAC as defined in the EMAC Operations Subcommittee Operating Protocols can be found in Section V: Appendix C. EMAC Operations Subcommittee Operating Protocols.



A. The National Emergency Management Association (NEMA)

NEMA is the association of professionals dedicated to enhancing public safety by improving the nation's ability to prepare for respond to and recover from all emergencies, disasters, and threats to our nation's security.

- I. NEMA's mission is to:
 - a. Provide national leadership and expertise in comprehensive emergency management.
 - b. Serve as a vital emergency management information and assistance resource.
 - c. Advance continuous improvement in emergency management through strategic partnerships, innovative programs, and collaborative policy positions.
2. NEMA serves as the administering body for EMAC by:
 - a. Providing administration and fiscal management support.
 - b. Providing day-to-day staff support through the EMAC Coordinator and Senior EMAC Advisor.
 - c. Serving on several national committees devoted to enhancing mutual aid through resource typing, resource management, and catastrophic disaster planning initiatives.
 - d. Answering inquiries and keeping Member States/territories informed on new and emerging issues.
 - e. Maintaining the EMAC web site and notification system.
 - f. Promoting and marketing EMAC as well as mutual aid in general.
3. NEMA's most important responsibilities on behalf of EMAC are to serve 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.
4. The NEMA standing committee on Response and Recovery serves as the oversight body for EMAC and the Operations Subcommittee and has the

responsibility for approving changes in EMAC operating protocols and providing guidance on national policy issues.

B. The EMAC Operations Subcommittee

The EMAC Operations Subcommittee is the managing body of the compact. It's the work of this group that makes the EMAC so unique among mutual aid compacts. The EMAC Operations Subcommittee consists of a representative from every state and territory that has passed EMAC legislation and whose Governor has signed EMAC into (state) law. These representatives are normally the state emergency management director or his or her designee having emergency operations expertise. Annually, they elect, from the membership, a Chair and Chair-elect to provide leadership to the organization for a period of one year.

1. The Subcommittee functions according to the EMAC Operations Subcommittee Operating Protocols that created the organization structure (see above) and methodology for conducting official business on behalf of the Member States. The Member States have agreed to accept all Subcommittee and Executive Task Force decisions made within the purview of the NEMA By-Laws. A copy of the current Operating Protocols can be found in Section V: C.
2. The Subcommittee representatives, among other duties, are expected to maintain the accuracy of each Member State's profile and points of contact information kept on the EMAC web site and found in Section V: D and E.
3. The Subcommittee is organized under the NEMA Response and Recovery Committee whose Chairman is selected annually by the NEMA President.
4. The Subcommittee is responsible for the overall administration and conductivity of the compact but has delegated responsibility for conducting day-to-day business and emergency operations responsibilities on its behalf over to the EMAC Executive Task Force.

C. The Executive Task Force

The EMAC Executive Task Force (ETF) conducts the day-to-day work of the EMAC Operations Subcommittee. The Chair of the Operations Subcommittee is also the Chair of the Executive Task Force. The Executive Task Force is comprised of 16-members who may or may not be members of the Operations Subcommittee. The composition of leadership and duties of the ETF is as follows:

- I. The Operations Subcommittee Chair and Chair-elect are elected annually by a quorum of the Operations Subcommittee members present at the NEMA Annual Conference.
 - a. The Chair manages and conducts all Subcommittee meetings, chairs the Executive Task Force, directs the activities of the National Coordinating Group (NCG), and resolves any policy or procedural issues that may arise during the activation and implementation of EMAC operations.
 - b. The Chair also serves as an Ex Officio member of the NEMA Response and Recovery Committee.
 - c. The Chair-elect is assigned duties by the Chair and becomes the Chair at the conclusion of the term of office of the current Chair.
2. The Immediate Past Chair provides experience and mentors the current chair and chair-elect during their year of service.
3. The Lead State Representative (LSR) from a Member State is appointed to the Executive Task Force by a consensus of the state emergency management (EM) directors in each of the ten (10) federal regions to serve as a liaison and a conduit between the Operations Subcommittee and the Member States within his or her region. The LSR may or may not be the same person designated by a particular state EM director to represent that state on the Operations Subcommittee.
 - a. The LSR serves as an information conduit between the Operations Subcommittee and the Member States, and represents the viewpoints of the Member States by actively participating and voting on official ETF

- matters, as well as attending the NEMA Annual and Mid-Year Conferences and other EMAC official functions.
- b. The LSR facilitates training within each region and encourages operational readiness through exercises.
 - c. The LSR serves as a mentor to Member States within their region.
4. At-large members are selected from the public or private sector at the discretion of the Chair. Three at-large members are selected because of a particular expertise and commitment to the mutual aid ideals.
 5. The NEMA staff provides administrative and financial support to EMAC. The NEMA EMAC Coordinator serves as the administrative arm to the Operations Subcommittee and Executive Task Force Chair. The NEMA EMAC Coordinator and the NEMA Senior EMAC Advisor are both Ex Officio/non-voting members of the Operations Subcommittee and the Executive Task Force. The EMAC Coordinator is the national point of contact and coordinates all EMAC activities for EMAC with the support of NEMA staff. Both the NEMA Senior EMAC Advisor and the NEMA EMAC Coordinator are responsible for maintaining the EMAC Operations Manual, the Field Guide, and the Subcommittee Operating Protocols.

D. The National Coordination Group (NCG)

The oversight of EMAC operations is the responsibility of the National Coordination Group (NCG). Leadership of the NCG is a collateral duty of the Chair of the EMAC Operations Subcommittee.

1. The NCG ensures that operational procedures are followed, coordinating teams are adequately staffed and that periodic status reports on EMAC deployments are issued.
2. The NCG Leader also interfaces with federal and other authorities and resolves any management or policy issues that may arise.

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3. If the NCG chain of command should be rendered inoperative for any reason, the chain of NCG command is as follows:
 - a. Current National Coordinating Group
 - b. Past National Coordinating Group
 - c. Successor to Current National Coordinating Group
4. Initiation of EMAC operational support by the NCG.
 - a. The NCG is able to activate EMAC operations on short notice. Once alerted by a Member State of a potential need for assistance under the Compact, the NCG leader will open an event log on the EMAC web site and will initiate a request for any potential assistance requests through a broadcast e-mail to other Member States.
 - b. Depending on the size or complexity of an event, and on the requirements for operational span of control, the NCG may be asked by an affected state or by FEMA to deploy an EMAC coordinating team to a state or federal facility.
 - i. EMAC coordinating teams are comprised of Member State personnel trained and skilled in EMAC operational procedures.
 - ii. A coordinating team may be deployed to an affected state emergency operations center, a Federal Emergency Management Agency (FEMA) Regional Operations Center (ROC) or the FEMA National Emergency Operations Center (NEOC).

E. The A-Team

A coordinating team deployed to an affected state is referred to as an A-Team. It may be comprised of one or more persons. The purpose of the A-Team is to assist the Requesting State in coordinating the provision of assistance from one Member State to another under the Compact.

- I. The A-Team documents and tracks missions requested and filled by Member States.

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2. The A-Team does not have the authority to prioritize, pool, or allocate resources, and it cannot obligate state resources or funds.
3. The A-Team monitors the status of deployed personnel and can provide logistical and technical support if necessary.
4. When a mission under EMAC has been completed, the A-Team ensures that personnel being released follow demobilization procedures described in Section II: F: Demobilization.
5. An A-Team may be designated as a coordinating authority for EMAC operations at any time by the NCG.
6. A-Team Arrival Procedures:
 - a. The A-Team will establish and test the capability of the following upon arrival in the Requesting State Emergency Operations Center (EOC):
 - i. Communications via the EMAC web site (primary)
 - ii. Broadcast e-mail (secondary)
 - iii. Conduct conference calls
 - iv. Access fax machines: a good quality fax machine must be available for transmitting and re-transmitting the REQ-A form.
 - b. A-Team personnel should deploy with the following resources:
 - i. Current contact lists, phone and fax numbers
 - ii. Sufficient blank forms, etc. to perform initial operations (Section V: F. Operations Checklists and Section V: G. Forms. This information is also kept current and available on the EMAC web site).
 - c. The A-Team in each Requesting State EOC is responsible for maintaining the following records:
 - i. Official completed REQ-A forms/contracts
 - ii. Status reports
 - iii. Summary report of each conference call
 - iv. Copies of e-mail messages among participating states
 - v. Staffing document for all EMAC-deployed personnel
 - vi. Requesting State EOC Situation Reports

- vii. Summary record of all other non-EMAC resources (federal and state) provided to the Requesting State from outside the state
7. As an incident de-escalates making additional EMAC deployments unlikely, and upon concurrence from the Requesting State's Designated Contact, the A-Team can demobilize and return to its home state(s).
8. The Requesting State, with assistance from the NCG, will then assume any remaining EMAC duties until all deployed assets have been demobilized and the mutual aid phase of the incident has closed out.
9. When the incident is closed out, the Requesting State will remand all EMAC activities over to the NCG.
10. All coordinating team leaders, at the discretion of the EMAC Chair, will coordinate with the NCG and NEMA to conduct an EMAC Post Deployment Response Survey in preparation for an after action-review. The results of the review will be used to evaluate and improve existing guidance and procedures in the EMAC Operations Manual and Field Guide. Review results will be posted on the EMAC website for viewing by Member States.

F. The Regional Coordinating Team (RCT)

For a major, multi-state disaster, a coordinating team may, upon the request of FEMA, be deployed to a FEMA Regional Operations Center (ROC). A coordinating team deployed to a ROC is referred to as a Regional Coordinating Team (RCT).

1. An RCT is comprised of one or more persons.
2. The RCT will coordinate with A-Teams that may be deployed to the affected states within a Regional Area of Operation and will serve as a liaison to FEMA and the Emergency Support Functions in the ROC.

3. The RCT will only actively acquire resources from other EMAC Member States when requested to do so by an A-Team within the RCT Area of Operations and only with the approval of the NCG.
4. An RCT may be designated as the coordinating authority for EMAC operations at any time by the NCG.

G. The National Coordinating Team (NCT)

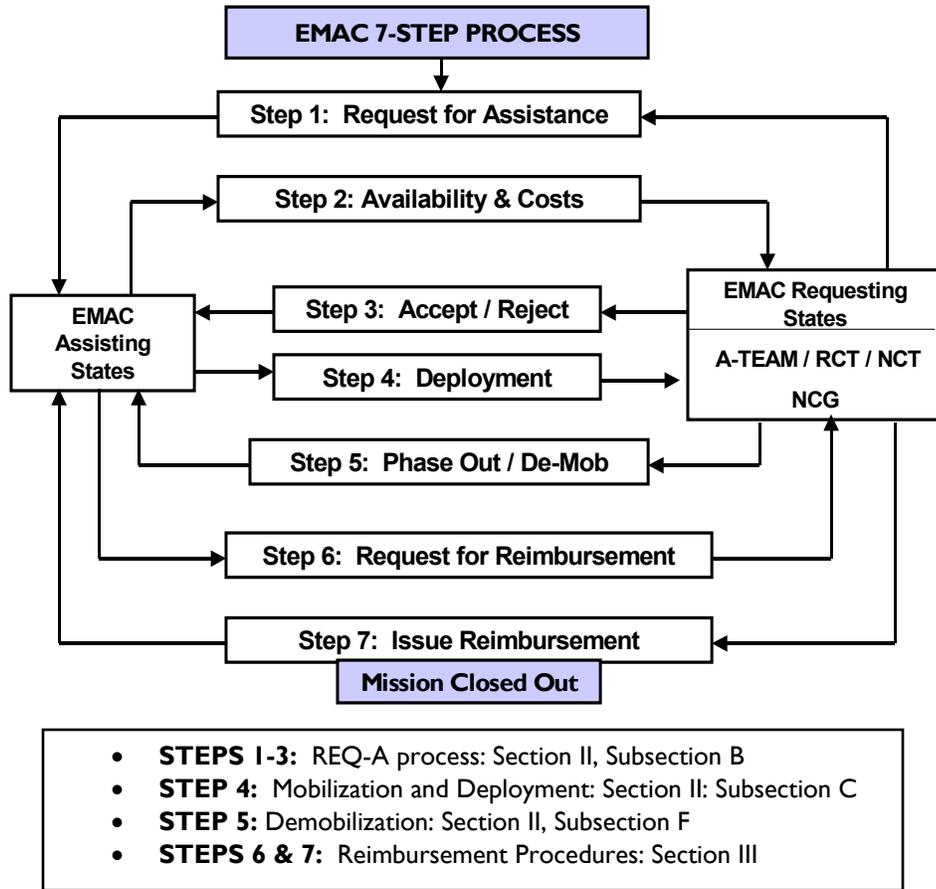
For a major disaster with the potential for widespread impacts or catastrophic results, an EMAC coordinating team may, upon the request of FEMA and the approval of the NCG, be deployed to the National Emergency Operations Center (NEOC) at DHS/FEMA Headquarters in Washington, D. C. A coordinating team deployed to the NEOC is referred to as a National Coordinating Team (NCT).

1. The NCT is comprised of one or more persons experienced in EMAC operations.
2. Administrative staff may supplement the NCT if the need is indicated or requested by the NCT leader with concurrence by the NCG.
3. The purpose of the NCT is to facilitate the coordination of information and to serve as an EMAC liaison to FEMA, the National Guard and other Emergency Support Functions that comprise the National Emergency Support Team (EST) at the NEOC.
4. The NCT will not actively acquire resources from other EMAC Member States unless specifically directed to do so by the NCG.
5. The NCT may be designated as the coordinating authority for EMAC operations by the NCG.

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SECTION II. STANDARD OPERATING PROCEDURES

Section II establishes the responsibilities encumbered upon each EMAC Member State, the Standard Operating Procedures for requesting, providing, receiving, mobilizing and demobilizing EMAC assistance for purposes of accomplishing the first five-phases of the EMAC 7-step process as depicted below.



Additionally, the section describes the Span of Control and how it is used for interoperating and coordinating activities seamlessly alongside federal counterparts whenever EMAC personnel are requested to deploy to federal facilities.

A. Member State Responsibilities

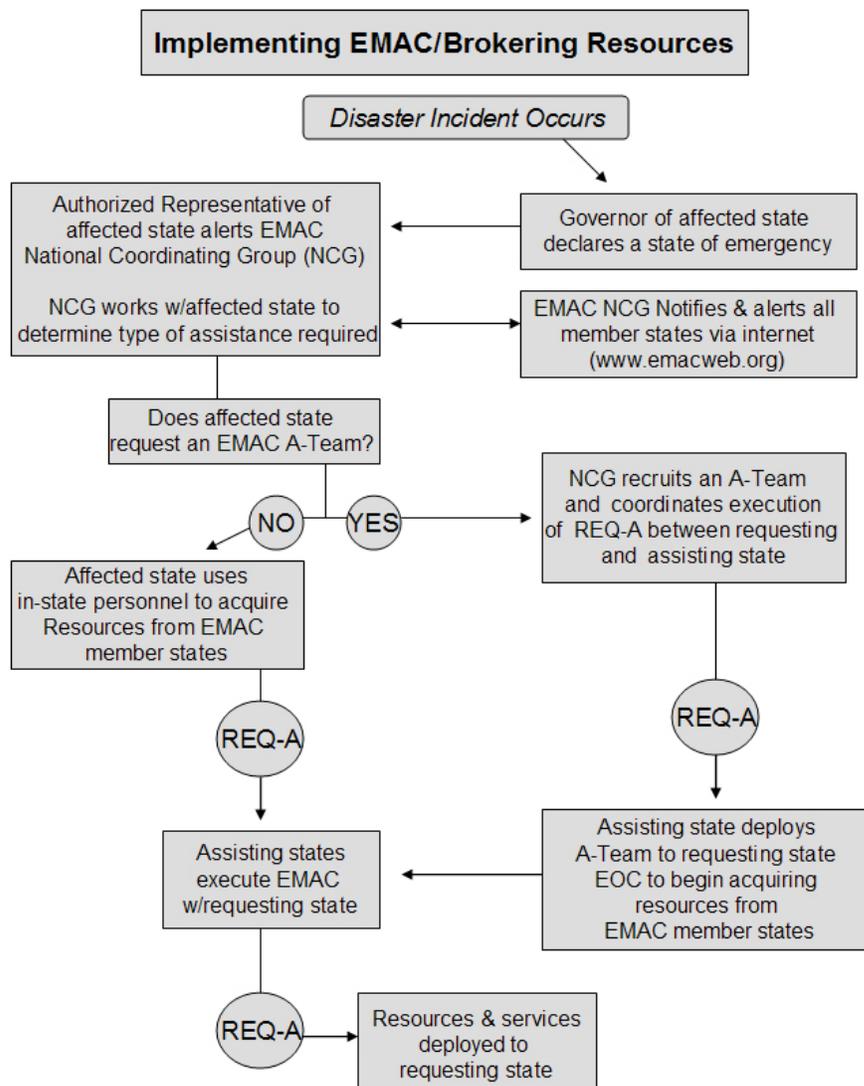
Under EMAC Article III, it is the duty of each Member State to formulate procedural plans and programs and to stand prepared to request interstate mutual aid from or provide it to Member States. This will usually occur in response to an actual or impending major disaster.

1. In addition to the Authorized Representatives and Designated Contacts (defined in Section V: A Definitions, Terms, & Acronyms), each Member State should designate at least two emergency management agency personnel to be prepared to set up an A-Team cell within their own state EOC or to deploy to another state's EOC, as an A-Team on 24-hours notice for a minimum deployment of 7-days.
2. All interstate assistance brokered by EMAC personnel must be on behalf of Member States or between a Member State and an affected or non-affected non-EMAC Member State who has legally executed an "incident-specific" mutual-aid agreement with any EMAC Member State in accordance with relevant party state statutes. In these instances, non-EMAC Member State parties shall agree to abide by the EMAC procedures for providing or receiving assistance.
3. States should anticipate utilizing an A-Team and be prepared to provide workspace and logistics support to an A-Team whenever it is deployed to their state EOC or other duty station.
 - a. An EMAC A-Team should be established and reflected in the state EOC organization chart and floor plan.
 - b. Workspace should consist of two workstations with telephones and computers with internet e-mail capability.
 - c. A staff person familiar with the Requesting State's computer information and mission tracking system software should be accessible to train A-Team members upon arrival.

- d. A good quality fax machine must be readily available.

B. Requesting EMAC Assistance

Any Member State may request EMAC assistance when the Governor of the affected state has declared a state of emergency. When a state suffers or expects to suffer a major disaster and needs assistance from other states, the Authorized Representative (AR), will initiate the EMAC procedures for requesting assistance. The diagram below, depicting the procedures for requesting and providing EMAC assistance, may be helpful as an introduction to brokering resources.



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- I. Initial notification & activation of the EMAC system by the affected state
 - a. The AR first confirms that the Governor has declared a State of Emergency.
 - b. Verify needed assistance (personnel, equipment, skills, etc.).
 - c. Notify the EMAC NCG by the fastest means available that assistance may soon be requested.
 - d. The potential Requesting State(s) has/have the option to directly contact other Member States to alert them that assistance may soon be requested (this action must be coordinated with the NCG).
 - e. Once the NCG is alerted, the EMAC network of Member States will be activated.
 - i. The NCG will post a notification on the EMAC web site.
 - ii. The NCG will list resources being offered from other Member States.
 - iii. The NCG will schedule daily (or as often as needed) conference calls among participating Member States.
 - iv. When an EMAC Member State receives a request for assistance from another EMAC Member State, the state's Designated Contact will:
 - a) Confirm the availability of the resources being requested.
 - b) Respond via telephone to the Requesting State Point of Contact (POC) to coordinate the request.
 - c) Only offer more what can be expeditiously provided so that other options can be pursued by the Requesting State.
2. Procedures for Executing the Request for Assistance (REQ-A) Process
 - a. EMAC allows for Member States to request and provide assistance verbally and in writing, but verbal agreements made when an urgent response is needed must be confirmed in writing within 30-days of the verbal request (Article III. B.).

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- b. To ensure that clear and concise information is communicated among Member States when negotiating assistance, Form REQ-A (Section V: G. Forms: I. REQ-A) shall be used to officially request assistance among Member States.
- c. To officially request assistance, the Requesting State completes Part I of the REQ-A form and transmits to a specific state(s) or by using the EMAC broadcast system.
- d. The states that may potentially provide resources, should complete Part II of Form REQ-A and send back to the Requesting State within 8 hours for consideration, rejection or acceptance.
- e. The state requiring assistance should review Part II's submitted by states that may potentially offer assistance, and complete Part III of Form REQ-A within 4 hours by completing and submitting Part III of Form REQ-A.

If the services offered, for any reason, do not meet the needs desired by the Requesting State, the Requesting State can reject the offer by simply not executing Part III and by notifying the Assisting State that the offer is rejected.

If the services being offered, terms, and conditions reflected in Part II of the REQ-A fulfill the needs of the Requesting State, the Authorized Representative accepts the assistance and signs Part III of the REQ-A form thus authorizing resource deployment and obligating compliance with EMAC Articles of Agreement.

By officially executing Part II and Part III of the Form REQ-A, the Authorized Representatives from both the assisting and Requesting States have, in effect, constituted a legal contract to provide and to reimburse for services to be rendered under the Form REQ-A as stipulated in Article IV of the EMAC Articles of Agreement.

- f. Direct coordination among requesting and Assisting State program managers, ESF counterparts, operations personnel or those others who are ultimately

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engaged in using or proving the specific resource is essential. All parties are encouraged to communicate directly during the fulfillment of the REQ-A process to ensure that a clear understanding of what is being requested and provided and the terms of the assistance provided are clearly understood by both parties.

- g. Part I, completed by the state requesting assistance, should include the following information on REQ-A. Additional information should be included in Part IV (as described below).
 - i. Date and time of request
 - ii. Name of Requesting State
 - iii. Name and contact information for person coordinating the request
 - iv. Name of the Authorized Representative
 - v. Type of incident requiring assistance
 - v. Date and time of resources needed
 - vi. Staging area
 - vii. Approximate date/time resources should be released
 - viii. Authorized officials name
 - ix. Authorized officials signature
 - x. Title of officials name
 - xi. Agency name
 - xii. Mission number
- h. Part II, completed by potential Assisting States, should be completed and resubmitted to the Requesting State no later than 8 hours following receipt of the request for assistance, and must contain:
 - i. Name and contact information of the Assisting State contact person

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- ii. Specific information about the personnel and resources that could be provided such as
 - a) Type of resource being offered.
 - b) Description of the skill sets possessed by personnel assigned to the mission.
 - c) Description of equipment being requested, if applicable & special provisions required such as maintenance rates, replacement values, etc.
 - d) Other special provisions by the Assisting State may be included in this section.
- iii. Date, time and time span the requested resources will be available.
- iv. Name and location of the staging area where the requested resources will be deployed.
- v. Approximate total cost for the deployment - a working cost estimate of the requested resources. The cost estimate should include total costs for regular & overtime pay for all deployed personnel.
- vi. Transportation costs for all deployed personnel:
 - a) Cost of transportation to and from staging area
 - b) Ground transportation expense for rental cars and/or POV mileage needed to perform the mission
 - c) Fuel costs for rental cars
 - d) Meals or per-diem expense for all personnel
 - e) Laundry expense if mission longer than one week in duration.
- vii. If equipment hardware comprises the request, include these items:
 - a) Cost estimate based on hourly operating rate. Specify if hourly rate includes or does not include gas, oil and maintenance

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- b) Specify provisions for replacement costs if equipment be damaged or destroyed while performing EMAC mission.
- viii. Authorized officials name, title, signature, and agency
- ix. Date, time, mission number
- i. Part IV: Miscellaneous items/other mission information Full description of assistance needed should be filled out by the state requesting assistance. It may include items such as:
 - a) Specialized equipment needed to support the mission.
 - b) Personnel clothing needed due to hazardous environment.
 - c) Personal health protection needed, such as immunization or inoculation for certain diseases.
 - d) Lodging & transportation provisions (come self-contained or will be provided by Requesting State).
 - e) Other information specifically related to the mission.
 - f) Date and time assistance needed to begin mission.
 - g) Name and location of staging area where assistance needed.
 - h) Time span of state's mission number.
 - i) Requesting State's mission number.
 - j) Signature of the Requesting State's Authorized Representative.
 - k) Transmit the REQ-A to Assisting States for action.

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3. An example of a completed REQ-A is below for reference.

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC)
INTERSTATE MUTUAL AID REQUEST
FORM REQ-A, 2002**

Type or print all information except signatures

PART I: TO BE COMPLETED BY THE REQUESTING STATE			
Date: 9 / 18 / 03	Time: 16 : 50	Hrs (local)	From the state of: NORTH CAROLINA
Contact Person: Larry Dixon, EMAC Desk	Telephone (919) 733-9352	Fax (919) 733-7202	
To the State of: MISSISSIPPI	Authorized Rep: Doug Hoell		
Incident Requiring Assistance: Hurricane Isabel			
Situation is: <input type="checkbox"/> life threatening & requires immediate response. <input checked="" type="checkbox"/> not life threatening, but resource shortages are critical.			
Type Assistance/Resources Needed (for more space, use PART IV & attach):			
Two (2) Experienced IA Specialists			
Date & Time Resources Needed: Saturday Sept. 20, 2003	Staging Area: NC EOC Raleigh, North Carolina		
Approximate Date/Time Resources Will Be Returned: Sunday October 5, 2003			
Authorized Official's Name: Doug Hoell /s/	Authorized Official's Signature: <i>Doug Hoell</i>		
Title: Operations Chief	Agency: North Carolina EM	Mission No.: 573	
PART II: TO BE COMPLETED BY ASSISTING STATE			
Contact Person: Tom McAllister, Operations Officer	Telephone (601) 352-9100	Fax (601) 352-8314	
Type of Assistance Available (for more space, use Part IV & attach): Two (2) Individual Assistance Specialists familiar with the federal IHP/ONA program. Estimated cost for these two personnel includes travel, meals, rental car, gasoline, laundry service, incidental travel expenses, and overtime pay for time worked over 40-hours per work week. Location of work is the NC EOC			
Date & Time Resources Available From: Saturday 20 September 2003	To: Sunday 5 October 2003		
Staging Area Location: State EOC, 116 West Jones Street, Raleigh, NC			
Approx. total costs of this deployment for which reimbursement will be requested: \$12,180.00			
Transportation Costs from Home Base: \$500	Return to Home Base: \$500		
Logistics Required from Requesting State (for more space, use Part IV & attach):			
Authorized Official's Name: Leon K. Shaifer	Title: Deputy Director		Agency: Mississippi Emergency Mgmt. Agency
Authorized Official's Signature: <i>Leon K. Shaifer</i>			
Date: 09 / 18 / 03	Time: 18:00	Hrs (local)	Mission No: 573
PART III: REQUESTING PARTY'S APPROVAL			
Authorized Official's Name: Doug Hoell	Title: Operations Chief		Agency: North Carolina Emergency Mgt.
Signature: <i>Doug Hoell</i>			
Dated: 9/19/2003	Local Time: 09:14	Hrs (local)	

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- 4) Should the assistance provided or the terms and conditions change at any time through the course of the mission, or be extended for a longer time period, the REQ-A should be amended and accepted by Authorized Representatives of the party states. An example of request for extension and amended REQ-A (Part IV) is given below.



North Carolina Department of Crime Control and Public Safety
Division of Emergency Management
4713 Mail Service Center • Raleigh, NC 27699-4713

Michael F. Easley
Governor

Bryan F. Beatty
Secretary

September 30, 2003

Mr. Charlie Smith
Assistant Operations Chief
Mississippi Emergency Management
Mississippi Emergency Management Agency
P.O. Box 4501
Jackson, MS 39296-4501

Dear Mr. Smith,

Per our conversation this morning, I would like to request the two individuals (Dan Magee and Paulette Jackson) extend their EMAC stay till Oct. 12th. Dan and Paulette have fit in well with our North Carolina Individual Assistance staff and together are doing a wonderful job.

All travel, Per-diem cost, Base Salary, overtime, hotel, rental car and cell phone rates will be extend at the agreed upon rate until their return home on October 12th, 2003.

Thank-you so much for assisting North Carolina in the extensive recovery efforts we have been faced with since Hurricane Isabel.

Sincerely,

A handwritten signature in black ink, appearing to read "H. Douglas Hoell".

H. Douglas Hoell
Operations Chief
NC Emergency Mangement

Location: 116 West Jones Street • Raleigh, NC 27603-1135 • (919) 733-3867
An Equal Opportunity/Affirmative Action Employer

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**EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC)
INTERSTATE MUTUAL AID REQUEST**

PART 4		FORM REQ-A ATTACHMENT
<small>(Type or print all information)</small>		
Estimated cost for Mississippi Deployment		
Travel:	@ \$500.00 per person	\$1000.00
Per diem cost	@ \$560.00 per person	1120.00
Base Salary:		1500.00
		1300.00
Overtime: (16 days @ 12-hours per day minimum)		1500.00
		1500.00
Hotel:	\$ 1330.00 per person for 15-days	2660.00
Rental car:	\$ 600.00 per person for 15-days	1200.00
Cell phone cost:	\$100.00 per person per week	400.00
Total		\$12,180.00
As per email from Rick Cox, EMAC A-Team deployed to NC EOC, Mississippi personnel will bring their own laptop computers, cell phones and any operations forms that may pertain to this mission.		
<i>EMAC mission</i>		
<i>K.B.T.</i>		
<i>Kenneth B. Taylor</i>		
<i>Director NCEM</i>		

C. Mobilization and Deployment

Once it is apparent that an A-Team is needed, the NCG may coordinate with other Member States on behalf of an affected Member State and arrange for deployment of an A-Team to a Requesting State’s EOC. While awaiting final execution of the Form REQ-A by the party states, these procedures are recommended:

- I. Ramping up the A-Team
 - a. The Assisting State’s EMAC Designated Contact, or designee should arrange a briefing for deploying personnel prior to their departure.
 - b. The briefing should include (at a minimum) this information:
 - i. Duty location & specific mission information

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- ii. Designation of a team leader if multiple personnel are deployed
 - iii. Name and contact information of POC to report to upon arrival at the Requesting State duty station
 - iv. Type of working conditions to expect
 - v. Review of supporting equipment and supplies (i.e., EMAC forms, cell phones, laptops, EMAC Operations Manual, current contact lists downloaded from EMAC web site, etc.)
 - vi. Records and documents required to reimburse deployed personnel for mission expenses
 - vii. Other State specific information
- c. Assisting State should pre-arrange travel, transportation and lodging accommodations for deploying personnel.
- d. Upon deployment to the designated duty station, the A-Team Leader should take these steps:
- i. Report to Requesting State POC and sign in team members
 - ii. Report to assigned duty station and establish communications with NCG and home state POC
 - iii. Receive operations briefing and orientation from the Requesting State POC
 - iv. Establish Internet connection with EMAC web site
 - v. Assign operations function to A-Team members
- e. Functions of the A-Team (minimum requirements):
- i. Assist the Requesting State to identify needed resources.

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- ii. Contact other Member States by broadcast message or telephone to acquire resource support.
- iii. Assist the Requesting State with writing, transmitting and completing Form REQ-As. (Remember, only party state Authorized Representatives can officially “execute” REQ-As.)
- iv. A-Teams do not have the authority to prioritize, pool, or allocate resources, and they cannot obligate state funds. This authority remains with the Requesting State.
- v. Document offers of assistance in response to a specific requests in order as received. In cases of numerous offers for the same resource, the Requesting State will decide which offers to accept.
- vi. Route all outgoing requests for assistance to EMAC Member States and incoming offers of assistance from EMAC Member States through the EMAC A-team.
- vii. Coordinate with the Requesting State’s EMAC Designated Contact and the EMAC A-Team EMAC throughout the deployment.
- viii. A-Team activities must be fully integrated into the Requesting State’s EOC/ICS and response and recovery procedures.
- ix. A-Team personnel should not be expected to perform other miscellaneous duties as assigned. The A-Team mission is restricted to the mission parameters specified in REQ-A unless otherwise negotiated by party state authorities.
- x. Monitor and assist EMAC personnel deployed from other states, providing logistical and technical support as needed.

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- xi. Document and track missions requested and assigned to EMAC assets.
- xii. EMAC resources deployed to areas outside the A-Team duty station will be instructed to report to the A-Team leader upon arrival and departure and to advise of any change in status.
- xiii. The A-Team in each Requesting State EOC will maintain the following records:
 - a) Official completed REQ-A forms/contracts
 - b) Status reports
 - c) Summary report of each conference call
 - d) Copies of e-mail messages among participating states
 - e) Staffing document for all EMAC-deployed personnel
 - f) Requesting State EOC Situation Reports
 - g) A summary record of all other non-EMAC resources (federal and state) provided to the Requesting State from outside the state
- xiv. Assure that a demobilization plan is prepared to return all deployed personnel and equipment to their home state in a safe and timely manner.

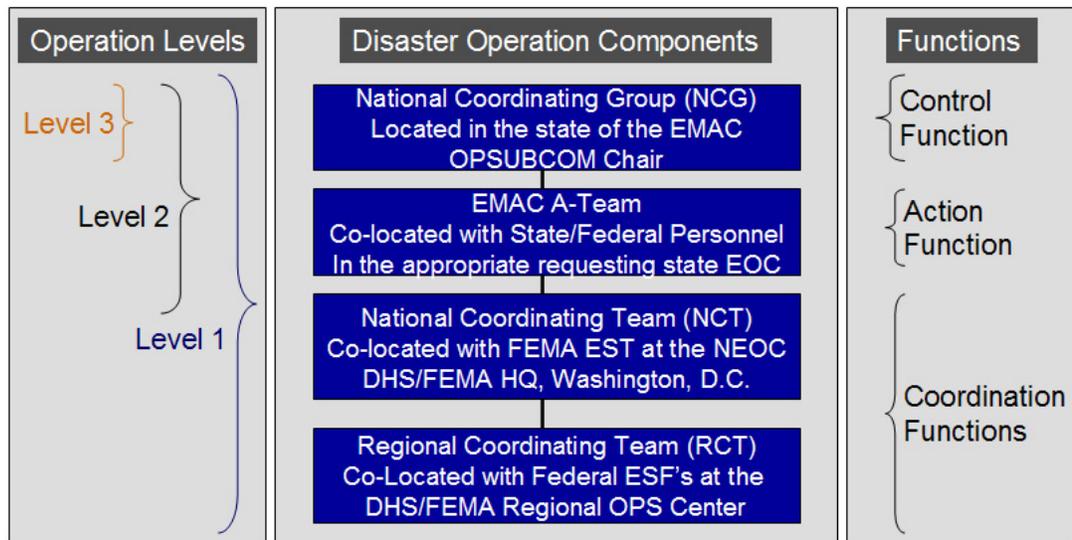
II. The NCG will ensure a Situation Report (SITREP) is provided daily or as often as needed. The NCG will, in coordination with other Executive members, resolve any problematic policy or procedural issues during the activation and implementation of EMAC. The SITREP will contain the following information:

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- a) Status of resources deployed from each Assisting State
- b) Type assistance being provided
- c) Affected states and potential forthcoming requests
- d) Active requests not yet filled (emphasized)
- e) Assistance being provided (in some detail)
- f) Completed actions
- g) SITREP will be sent out via the EMAC web site and, if needed, via direct broadcast e-mail to all Member States.
- h) The EMAC web site will keep all states and other interested parties informed regarding on-going EMAC activities.

D. Span of Control

The EMAC Span of Control refers to the EMAC levels of operational deployment (Level 3, Level 2, and Level 1), the specific EMAC coordination and control functions (control, coordination, and action), and disaster operation components (NCG, NCT, RCT, A-Team) that are activated during an event (see image below).



EMAC operational deployment levels are activated depending upon the scale of the event. The levels of operational deployment can be ramped up from a Level 3

to a Level 1 if the event warrants, with Level 1 being the highest level of operational deployment.

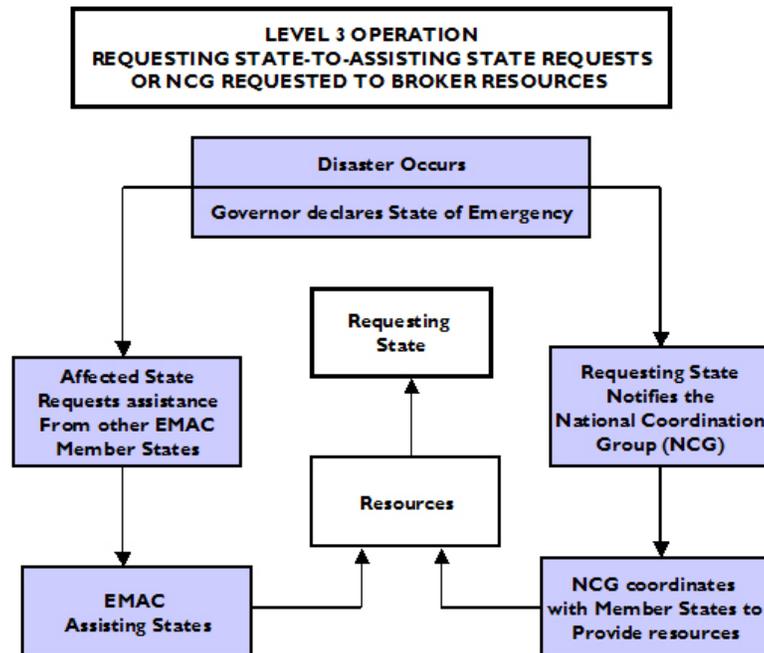
1. The EMAC disaster operations components are:

- a. The NCG
- b. A-Teams
- c. The NCT.
- d. An RCT.

2. The decision to expand or elevate the level of operation within the Span of Control rests with the EMAC Executive Task Force Chair acting through the NCG.

3. The Span of Control is comprised of three different operations levels. It's designed to mirror most state and federal operations levels and has worked effectively and seamlessly within the NIMS.

a. Level 3 – In effect whenever a Member State needs assistance and elects to broker resources directly from other Member States or asks for NCG assistance.

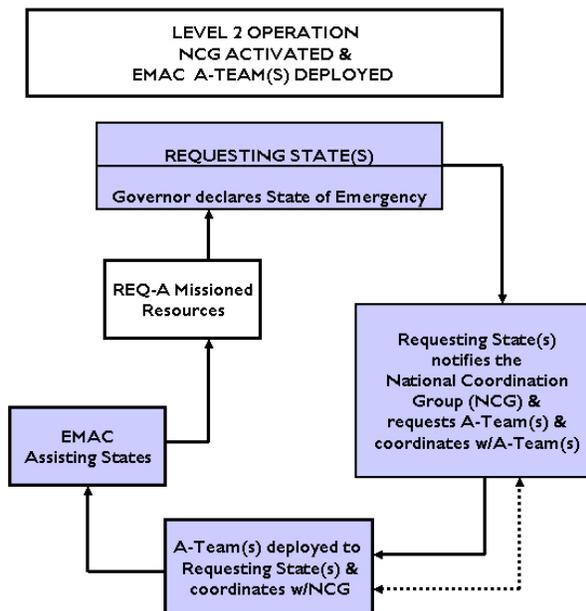


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i. General Conditions and Responsibilities:

- a) The Governor of the affected Member State declares a State of Emergency.
- b) The affected Member State requests assistance directly from other EMAC Member States, or
- c) Requests that the NCG broker resources from other EMAC Member States on their behalf.
- d) If the Requesting State decided to broker on their own behalf, they must prepare and post all required reports and information to the EMAC web site unless the NCG elects to undertake these responsibilities on their behalf, or if the NCG is requested to take on these duties by the Requesting State.

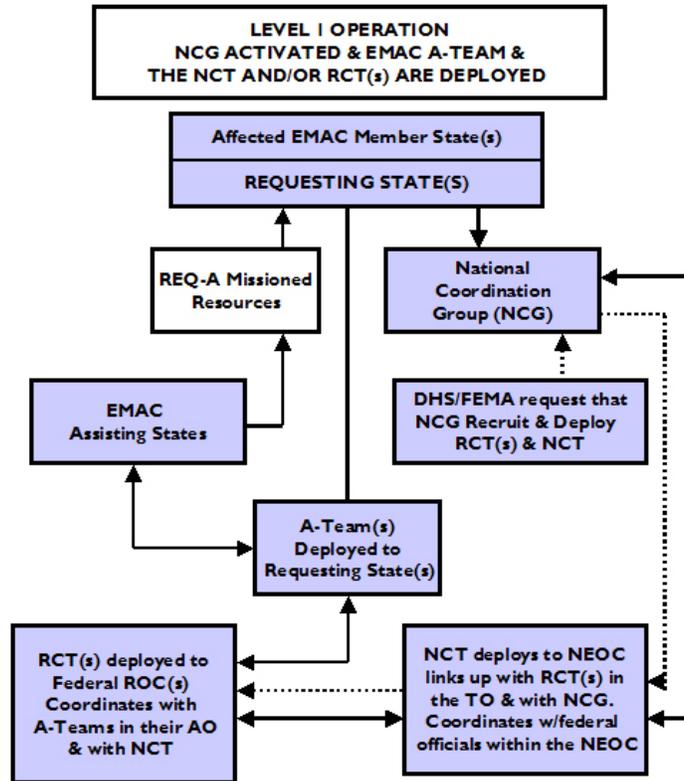
b. Level 2 – In effect at a minimum whenever a single-state or multiple states within a single region is affected, utilization of EMAC by a Member State is imminent and deployment of an A-Team is requested.



i. General Conditions and Responsibilities

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- a) The governor of the affected EMAC Member State(s) declares a State of Emergency.
 - b) The affected Member State(s) contacts the NCG and formally requests that A-Team(s) be deployed.
 - c) The A-Teams are responsible for contacting and acquiring resources from other EMAC Member States, preparing daily Situation Reports, and posting information to the EMAC web site.
 - d) The NCG supports the A-Teams operating within the regional Area of Operations (AO), schedules conference calls with all off-site EMAC interests, and serves as a communications conduit between the A-Teams and all federal counterparts.
 - e) The NCG may assign control of coordination efforts and other responsibilities over to an A-Team depending on the severity of the incident.
- c. Level I - The highest level of EMAC activation and is in effect whenever a single-state or multiple states within a single or multiple regions had/have suffered a major disaster requiring massive amounts of resources to cope with the incident, and utilization of EMAC resources by affected Member States is imminent. DHS/FEMA formally requests that an EMAC Regional Coordinating Team (RCT) and/or an EMAC National Coordinating Team (NCT) be deployed to appropriate locations to coordinate resource needs with federal and state counterparts according to procedures defined in Subsection E. 4. d. of this Section (see image below depicting a Level I operation).



i. General Conditions and Responsibilities

- a) The Governor of the affected EMAC Member State declares a State of Emergency.
- b) The President declares an Emergency Declaration or a Major Disaster in any of the affected states.
- c) DHS/FEMA may contact the NCG to request deployment of either an EMAC Regional Coordinating Team (RCT) to the appropriate Federal Regional Operations Center(s) (ROCs) or deployment of a National Coordinating Team to the NEOC to perform duties as described in parts e) and f) of this Section. The request may include both NCT and as many RCTs are required.
- d) The A-Teams are responsible for contacting and acquiring resources from other EMAC Member States, preparing daily Situation Reports, and posting information to the EMAC web site.

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- e) The RCT supports the A-Teams operating within their regional Area of Operations (AO) by:
 - i) Coordinating the scheduling of conference calls with all off-site EMAC interests
 - ii) Serving as a communications conduit between the A-Teams and the NCT.
 - iii) Serving as the EMAC liaison between DHS/FEMA ROC and the NCT.
 - iv) Actively brokering resources when requested by an A-Team and with approval from the NCG; otherwise, this responsibility rests solely with the A-Team.
- f. The NCT coordinates resource needs with the RCTs operating within the national theater of operation (TO) including the following:
 - i) Provides oversight and support to the RCTs
 - ii) Schedules and conducts conference calls with all off-site EMAC interests.
 - iii) Interacts with federal representatives in the NEOC
 - iv) Coordinates directly with the NCG concerning all operating matters within the TO
 - v) Generally responsible for compiling daily EMAC status reports to be included in the DSH/FEMA briefing for the President of the United States
 - vi) At the discretion of the NCG, operations coordination and control can be delegated to the NCT; however, controlling authority remains with the EMAC Executive Task Force Chair acting through the NCG

E. Coordination with DHS/FEMA

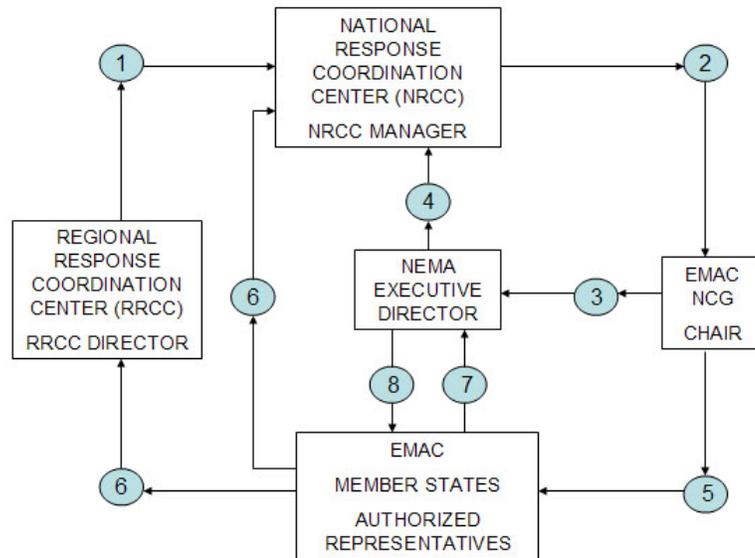
United States President George W. Bush signed into law the Homeland Security Act of 2002 that established a Department of Homeland Security. The Department consolidated 22 Federal agencies and functions into one department including the Federal Emergency Management Agency (FEMA), which functions under the purview of the Undersecretary of Emergency Preparedness and Response (EP&R). The agency's traditional programs and functions are organized into four Divisions that include Preparedness, Mitigation, Response and Recovery. The interface between EMAC and FEMA for operational purposes is with the Response Division.

I. Conditions Warranting Coordinating Team(s) Deployment:

- a. When EMAC is activated and assistance is requested by an affected EMAC Member State, an advance team, or A-Team, is deployed to the Requesting State's EOC. Its mission is to implement EMAC on behalf of the Requesting State by coordinating and facilitating the provision of assistance from other Member States in accordance with the EMAC Articles and the procedures set forth in this Operations Manual. The A-Team will also coordinate with DHS/FEMA regarding any federal assistance being provided in order to reduce redundant effort and ensure rapid deployment of needed resources to the affected State.
- b. An official in each affected State EOC should be responsible for monitoring all assistance being provided from out-of-state. This includes assistance from DHS/FEMA, other Federal agencies (such as National Fire Service), and EMAC.
- c. For a large, multi-state disaster, an EMAC A-Team, if requested, will be deployed to each Requesting State. If the disaster is widespread and requires federal assistance, a separate (typically) five-person NCT may be deployed to the National Emergency Operations Center at DHS/FEMA headquarters in Washington, DC, or to the relevant DHS/FEMA regional operations center (ROC) whenever requested by DHS/FEMA with approval by the NCG. The

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procedures for activating the EMAC RCT and/or NCT Personnel are as follows:



- 1) RRCC Director determines the need for the EMAC RCT and forwards the request to the NRCC manager.
- 2) NRCC Manager concurs and forwards the request for the EMAC RCT and/or EMAC NCT to the NCG.
- 3) Upon concurrence with the request, the EMAC Chair notifies the NEMA Executive Director at the Council of State Governments (CSG) to initiate an agreement with DHS/FEMA to secure the funding source.
- 4) CSG notifies DHS/FEMA and secures federal funding to reimburse EMAC state personnel and advises NCG Chair.
- 5) NCG recruits RCT/NCT personnel from Member States. Personnel remain on stand-by until notified to deploy by NCG.
- 6) RCT/NCT personnel deploy to assigned location upon notice from NCG.
- 7) When mission is completed, reimbursement requests are sent to CSG/NEMA in accordance with procedures set forth in Section III. C. herein.
- 8) CSG/NEMA remits payment for eligible deployment costs.

2. The National Coordinating Team Mission & Composition

- a. The mission of the NCT is to (1) facilitate the coordination of EMAC activities and (2) provide a consolidated daily status report reflecting all out-of-State assistance being provided to each affected State.
- b. The size of the NCT varies depending on the nature of the incident, but typically four persons are EMAC Assisting States and the fifth person is a representative from the National Guard Bureau (NGB).

3. NCT & RCT Duty Stations

- a. No procedures other than those prescribed herein shall be used to officially authorize and implement EMAC deployment to DHS/FEMA HQ or a ROC for EMAC coordination purposes.
 - i. For deployment to the National Emergency Operations Center at DHS/FEMA headquarters, NCT members will report to the:

Department of Homeland Security

Federal Emergency Management Agency

Mezzanine Level

500 C Street, SW

Washington, DC 20472
 - ii. ROC assignments are provided to RCT personnel at the time recruitment is undertaken by the NCG.

4. Role of the Emergency Management Support Team

The federal inter-agency Emergency Support Team (EST) is activated during extreme situations that require centralized coordination from DHS/FEMA National Emergency Operations Center (NEOC) in Washington, DC. A component of the National Response Plan (NRP) is the Emergency Support Team (EST). The EST is the group of representatives from Federal agencies

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that are assigned the lead and support roles in the NRP for providing Emergency Support Functions (ESFs). In the NRP, emergency management procedures are broken down by type into 15-ESFs. During major emergencies, the EST is activated to provide general coordination support to response operations in the field from the National Emergency Operations Center (NEOC) located in the DHS/FEMA headquarters building in Washington, DC.

EMAC is a state-to-state compact; however, DHS/FEMA and EMAC leadership have a long-standing agreement in which the EMAC Operations Subcommittee coordinates resource requests with the EST from the NEOCC in Washington whenever requested by DHA/FEMA to do so.

a. NCG Notification Requesting National Coordinating Team (NCT)

- i. When DHS/FEMA Operations Center sends out a first alert to the agencies with NRP responsibilities, the EMAC Executive Task Force chair is notified at the same time.
- ii. The chair begins recruiting a National Coordinating Team to send to the NEOC at FEMA HQ. When DHS/FEMA sends out a level 2 – activation, both the NRP agencies and the EMAC ETF chair are simultaneously notified.
- iii. The decision is made whether or not to send an NCT to the NEOC. This decision rests with the ETF chairman and is subject to the understanding that Member States may in certain circumstances decline to send assistance.
- iv. For NEOC activations, the EMAC ETF chair consults with the DHS/FEMA Response operations director or senior EST staff on the advisability of deploying an NCT to the NEOC at DHS/FEMA HQ.

b. NCG Notification for Requesting Regional Coordinating Team (RCT)

- i. For single, multi-state, or multiple region disasters where EMAC/ DHS/FEMA interoperability from a federal ROC would be beneficial, the

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process for notifying the NCG is the same as when notifying the NCG to deploy a NCT to the NEOC

ii. The decision is subject to regional variations in standard operating procedures.

c. Recruiting RCT and NCT personnel

i. Notifying and recruiting EMAC personnel of possible deployment as a member of the NCT or an RCT shall be through the ETF chair.

ii. If the chair is not immediately available, DHS/FEMA will confirm receipt of notice by the 24-hour warning point of the State where the chair resides.

iii. The 24-hour warning point will call-down the list of the NCG in descending order until the first person on the NCG call-down is contacted.

iv. That person will serve as the point of contact between DHS/FEMA and the EMAC coordinating team(s) until relieved by the chair.

d. NCT and RCT Deployment

i. EMAC personnel traveling to the NEOC in Washington or to a Regional Operations Center are responsible for arranging their own travel, meals, lodging and ground transportation in the same manner as though they were in a state travel status.

ii. When making hotel arrangements, team members should choose one closest to DHS/FEMA headquarters. The most convenient hotel is the Holiday Inn Capitol, located at 550 C Street, SW, listed below along with other local hotels.

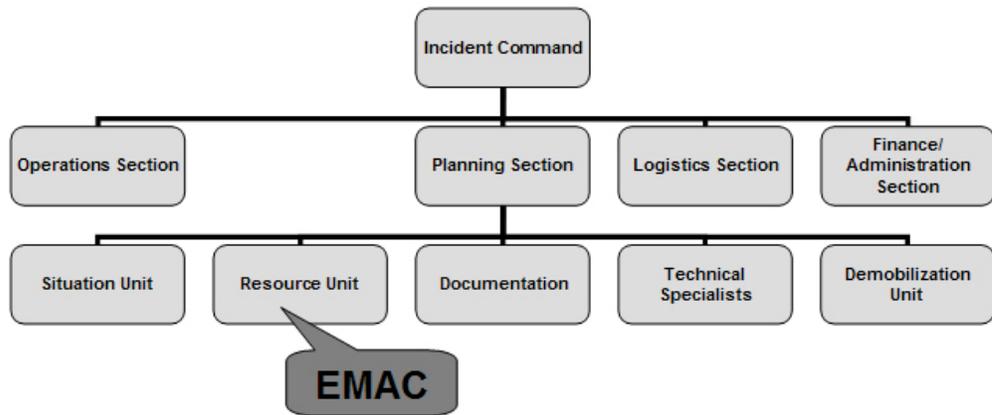
HOTEL	ADDRESS	TELEPHONE NUMBER
Capitol Hilton	1001 16th Street, NW	202-393-1000
Channel Inn Hotel	650 Water Street, SW	202-554-2400
Embassy Suites Hotel	1250 22nd Street, NW	202-857-3388
Grand Hyatt Hotel	100 H Street, NW	202-582-1234
Holiday Inn Capitol	550 C Street, SW	202-479-4000

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Hyatt Regency on Capitol Hill	400 New Jersey Avenue, NW	202-737-1234
J. W. Marriott Hotel	1331 Pennsylvania Avenue, NW	202-393-2000
Phoenix Park Hotel	520 N. Capitol Street, NW	202-638-6900
Washington Court Hotel	525 New Jersey Avenue, NW	202-628-2100

- iii. Given that team members are likely to be traveling soon after activation, team members are encouraged to make their airline reservations immediately after being notified by the NCG to ensure that they get convenient flight connection.
 - iv. The NCG provides local logistics information to recruited NCT/RCT members obtained from FEMA.
 - v. Reimbursement for the cost of deployment is provided by FEMA through a contract with NEMA.
 - vi. Specific reimbursement eligibility information and procedures when deploying as a member of an EMAC coordinating team under these circumstances can be found in Section III: Subsection B.
- e. Supporting DSH/FEMA Request
- i. The ETF Chair (or designee) notifies DHS/FEMA Response Division when a NCT and/or RCT is being activated.
 - ii. The ETF Chair (or designee) provides the name, social security number, travel dates and contact information for each member of the team, as well as name of the appropriate team leader.
- f. The National Coordinating Team (NCT) deployed to FEMA
- i. NCT members reports to the NEOC, on the mezzanine level of DHS/FEMA headquarters in Washington, DC.

- ii. The EST director, the EST operations section chief or a designee, will brief NCT members on the status of operations and assign them to a workstation.
- iii. Mutual-aid is assigned to the Resources Unit in the Planning Section under the National Incident Management System (NIMS), but the NCT works closely with the EST Operations & Logistics Section and their respective ESFs. The NIMS command is depicted below.



5. National Coordinating Team Duties:

- a. National Coordinating Teams (NCT) have neither allocation authority nor authority to prioritize resource utilization. No EMAC coordinating team at any level has the authority to pool resources and distribute to affected states on the basis of perceived need.
 - i. The A-Team brokers available resources on a first-come, first-serve basis on behalf of the Requested State to which they are deployed.
 - ii. If an EMAC requested resource is depleted or otherwise unavailable, the A-team advises the Requesting State and recommends that the Requesting State actions take alternate actions to secure the needed resource through other channels.
 - iii. Monitor and be prepared to report on EMAC activities in impacted states during EST briefings.

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- iv. Prepare daily operations summaries from data provided by RCTs and A-Teams, which will be included in Federal SITREPS and made part of briefing slides for the President of the United States.
- v. Schedule and conduct conference calls as often as deemed necessary which include at a minimum, the NCG, RCTs, NEMA, and A-Team leaders; distribute the Status Report to all appropriate interests.
- vi. Monitor the availability of resources being offered by potential Assisting States.
- vii. Assist A-Teams in acquiring resources from other EMAC Member States (provided the RCT in that AO is unable to provide support) whenever requested to do so by the A-Team and approved by the NCG.
- viii. Provide guidance and assistance to potential EMAC Assisting States upon request.
- ix. Provide a liaison between EMAC and DHS/FEMA as needed to share information and to facilitate emergency response and recovery activities.
- x. Be prepared to assume lead coordination responsibilities for the Theater of Operations if directed to do so by the NCG.

6. Regional Coordinating Team duties:

- a. Regional Coordinating Teams (RCT) have neither allocation authority nor authority to prioritize resource utilization.
 - i. Monitor operations and be prepared to report on EMAC activities among impacted states within the Area of Operations during regional briefings and EMAC conference calls.
 - ii. Prepare daily operations summaries from information provided by A-Teams to be included in Federal SITREPS.
 - iii. Assist the NCT in scheduling conference calls as often as deemed necessary, and coordinate duties with by the NCT.

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- iv. Monitor the availability of needed resources being offered by potential Assisting States.
- v. Assist A-Teams to acquire resources from other EMAC Member States when requested to do so by an A-Team within the AO with approval from the NCG.
- vi. Provide guidance and assistance to potential EMAC Assisting States upon request.
- vii. Provide a liaison between EMAC and Federal personnel operating in the ROC as needed to share information and to facilitate emergency response and recovery activities.

7. Provisioning the NCT

- a. The NCT deployed to the NEOC at DHS/FEMA HQ will work out of a dedicated room in the NEOC that includes:
 - i. Three work stations with computers and telephones with conferencing and speed-dial capabilities (202) 646-2469 / (202) 646-2476 / (202) 646-3382.
 - ii. A fax machine (202) 646-7598.
 - iii. Each duty station will be assigned a separate e-mail address.
 - iv. During the deployment, NCT members will be given orientation training in equipment usage (computers, phones, fax) and EST processes and forms (mission assignment, action tracking, etc.).
 - v. Technical support will be available to address computer problems on a real-time basis.

b. Badging

- i. Due to DHS current security requirements, official DHS/FEMA identification badges are required for access and movement within the NEOC at all times.
- ii. Non-DHS/FEMA IDs, such as state identification, etc., will not satisfy this requirement.

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- iii. Those without FEMA IDs may obtain them from the DHS/FEMA security office upon arrival.
- iv. Visitors to FEMA HQ are required to check in at the security desk on the main floor.
- v. Persons without a DHS/FEMA badge will be issued a Visitor's ID badge. It may be necessary for a FEMA employee to accompany you to the Mezzanine Level until you are issued a DHS/FEMA ID badge.

8. Reimbursing the National and Regional Coordinating Teams – Reimbursement is discussed in Section III. In short, reimbursement for costs expended to support either NCT or RCTs is guaranteed through an agreement with DHS/FEMA and the National Emergency Management Association with the following caveats: All mission-related expenses must be first reimbursed to the EMAC personnel by the state; then, state will then submit copy of supporting documentation along with a request for reimbursement to NEMA.

F. Demobilization

As the incident de-escalates and additional EMAC deployments seem unlikely, and upon concurrence by the NCG, coordinating teams may begin to demobilize:

- 1. RCT will stand down when the ROC closes at the time operational control is transferred to the Joint Field Operations (JFO)(s) opening within their AO.
- 2. NCT will stand down when response operations activities phase out at the NEOC and at a time mutually agreed upon by the EST director, the NCT Leader and the NCG.
- 3. Upon concurrence from the Requesting State's Designated Contact, the A-Team can demobilize and return to their home state(s).
 - a. A-Team leaders will first ensure that all deployed personnel from Assisting States have checked out and redeployed to home states.

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- b. Any Assisting State personnel remaining on-site once the A-Team has demobilized must notified their home state and arranged for monitoring the remainder of their deployment.
 - c. All coordination team leaders, at the discretion of the EMAC Chair, will coordinate with the NCG to conduct an EMAC Response Survey in preparation of an after action review, which will evaluate and recommend improvements to this manual and Field Guide.
- 4. Once the A-Team demobilizes, the Requesting State, with assistance from the National Coordinating Group, will resume EMAC functions until closeout of the event.
- 5. The results of the EMAC Response Survey review will be posted on the EMAC website by the NCG at a later date for viewing by Member States.

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SECTION III. REIMBURSEMENT

This Section provides details on the reimbursement requirements as defined in Article IX of the Compact. Furthermore, the section establishes the official EMAC procedures when submitting requests for reimbursement, describes, in broad terms, eligible cost items, and specific examples of forms and the general types of documentation to be provided whenever requesting reimbursement or remitting costs associated with a duly executed EMAC mission request.

A. Intrastate Reimbursement under EMAC

The intent behind creating EMAC was to establish a legal and expedient mechanism through which Member States could render aid to other Member States in times of disaster. To fully utilize and demonstrate this intent, Member States should consider all available local and state resources and strive to identify those assets that reside within their political sub-divisions and state jurisdictional boundaries whenever responding to a request for help.

Prior to being reimbursed by a Requesting State, the Assisting State must first reimburse each providing entity (i.e., individual, state agency, local government or organization) for personnel and equipment costs expended to support or provide an official EMAC mission. Providing entities should submit their costs to the Assisting State using the Intrastate Reimbursement Form (R-2).

- I. Eligible costs include the following:
 - a. Personnel Costs: Regular time, overtime, and fringe benefits (actual percentage paid by providing entity)
 - b. Travel Costs: Airfare (unless direct billed to the providing entity), ground transportation costs including rental car, taxi, shuttle, parking, mileage for use of personal owned vehicle, lodging (unless direct billed to the providing entity), prevailing per diem costs for meals and incidental expenses allowed by the providing entity

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- c. Equipment Costs
 - d. Contractual Costs
 - e. Commodities
 - f. Other Costs (Explain in Remarks).
2. Receiving reimbursement from the Assisting State authority:
- a. The providing entity (local government or other state agency) that performed the EMAC mission on behalf of the Assisting State shall:
 - i. First reimburse all personnel for deployment expenses
 - ii. Prepare and forward a formal request package to the Assisting State authority for reimbursement of all eligible personnel and equipment mission costs entered on the Form R-2 shown in Section V as Appendix G-2-1.
 - iii. The reimbursement request will include supporting documentation to validate each claim shown on the Form R-2.
 - iv. The Assisting State authority will reimburse the Providing Entity in a single lump-sum payment for all approved expenses shown on the R-2s submitted by a Providing Entity within 30-days following the receipt of the Providing Entities request for reimbursement.

B. Interstate Reimbursement under EMAC

Article 9 of the Compact provides that any state requesting and receiving assistance from another party state shall reimburse that Assisting State for any loss, damage or expense incurred in the operation of equipment or the provision of services in response to the request for aid.

- I. Requesting State Reimbursement to Assisting States:
 - a. A Requesting State will reimburse an Assisting State for all reasonable expenses in a single lump-sum payment using the Interstate Reimbursement Form (R-1) within 30 days following the receipt of the Assisting State's reimbursement request for reimbursement.
 - b. The reimbursement will cover reasonable mission-related costs submitted in accordance with the following procedures. Current copies

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of forms discussed below are shown in Section V., Appendix G of this manual and are available on the EMAC website at (www.emacweb.org).

- i. For each assistance request, the Requesting State and the Assisting State will negotiate the nature of the service to be provided and a general estimate of the associated cost. This information is contained on the Interstate Mutual Aid Request form (REQ-A) that is duly completed and signed by an Authorized Representative from each party state.
- ii. Within sixty-days following the completion of a REQ-A mission assignment and the demobilization of deployed personnel and equipment, the Assisting State emergency management agency will prepare and submit a reimbursement package to the Requesting State.
- iii. Expenditures are to be separated by mission assignment as described on each REQ-A issued by the Requesting State for the particular incident. Total costs for each mission assignment are summarized on the Interstate Reimbursement Form R-1 shown in Section V as Appendix G-2-2.
- iv. Expenses of state emergency management personnel should be summarized on a single Form R-1 for each REQ-A submitted with attached copies of supporting documents that support the summarized expenses in the reimbursement package.
- v. If the EMAC REQ-A mission was performed by a providing entity (i.e., local government, another state agency or other entity) on behalf of the Assisting State, then the Assisting State will:
 - a) First reimburse the providing entity for all mission costs submitted for payment on the Form R-2 as stated in A. 2. a. iv. above.
 - b) Summarize on Reimbursement Form R-1, all expenses and requested reimbursement costs that are listed on Form R-2.

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- c) Provide copies of all Form R-2s, along with documents supporting each claim by the appropriate entities as defined in A. 2. ii., above.
 - d) Attach a copy of the state warrants as verification of payment for the providing entities R-2 costs and attach to the Form R-1.
 - e) Total and summarize the combined costs of each Form R-2, and include attached copies of supporting documents, on a Form R-1 for each applicable REQ-A.
2. The Reimbursement Package:
- a. The Reimbursement Package consists of a cover letter from the Assisting State's Authorized Representative summarizing the assistance provided under EMAC and officially requesting reimbursement of expenses. The letter should include a) special instructions such as preferences as to how the Requesting State should make out the reimbursement remittance for the Assisting State; b) special cost-coding that may be requested; c) the name and contact information of the project officer responsible for processing the reimbursement package in case additional information is found to be necessary. A sample cover letter is shown below.

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STATE OF MISSISSIPPI
DAVID RONALD MUSGROVE, GOVERNOR

MISSISSIPPI EMERGENCY MANAGEMENT AGENCY

ROBERT R. LATHAM, JR.
DIRECTOR

December 5, 2003

Dr. Ken Taylor, Director
Division of Emergency Management
4713 Mail Service Center
Raleigh, NC 27699-4713

Re: EMAC Reimbursement Request

Dear Ken:

The enclosed documentation represents the costs incurred by the State of Mississippi to assist the State of North Carolina as a result of Hurricane Isabel. This assistance was provided under the Emergency Management Assistance Compact (EMAC) and personnel were deployed under North Carolina Mission Number 573 as a result of the original request made and authorized by Mr. Doug Hoell, Operations Chief for FEMA-1490-DR-NC.

The costs were expended mobilizing and deploying Dan Magee, MEMA Individual Assistance Officer, and Paulett Jackson, MEMA Human Services Specialist, to the Disaster Field Office in Raleigh, North Carolina where they assisted with implementing the IHP and CR programs for a period of three weeks.

All required supporting documentation to support this claim is attached according to the EMAC Operations Guidebook. Please remit state warrant in the amount of \$15,968.16 payable to the **Mississippi State Treasurer-#3725** and return to the address shown below.

If you have any questions regarding any of this reimbursement documentation or need further assistance, please contact Anita Gray, MEMA Grants Coordinator at 601-960-9025.

Sincerely,

A handwritten signature in cursive script that reads "Leon K. Shaifer".

Leon K. Shaifer
Deputy Director

Attachments

POST OFFICE BOX 4501 • JACKSON, MISSISSIPPI • 39296-4501 • PHONE 601-352-9100
EMERGENCY 1-800-222-6362 (24 HOUR)
TDD 1-800-445-6362

- b. Copy or copies of the official REQ-A(s) with the Requesting State's mission number and authorizing signatures of both party states.
- c. A completed and certified R-I listing the cost for each service provided and the Grand Total cost: a sample completed R-I is shown below.

C. NCT and RCT Personnel Reimbursement

The following guidance is provided to receive reimbursement for expenses of National and Regional Coordinating Teams deployed to DHS/FEMA HQ or to a DHS/FEMA ROC.

1. Team members should provide travel costs and all original receipts to his or her home state as soon as possible after the completion of their trip for reimbursement for the following expenses.
 - a. Airfare (unless direct billed to the providing state)
 - b. Lodging (government rate of \$150 per day plus tax)
 - c. Ground transportation costs including rental car, taxi, shuttle, parking, mileage for use of personal owned vehicle at current established rates
 - d. Per diem and incidental expenses
2. Other approved mission costs are:
 - a. Straight time pay
 - b. Overtime pay
 - c. Personnel fringe benefits (actual percentage paid by state)
3. Reimbursement Instructions
 - a. Deployed personnel should submit expenses to the Assisting State first.
 - b. The Assisting State will request reimbursement from NEMA.
 - c. All eligible costs must be submitted by the State using a “Non-CSG Employee Reimbursement Form”. This form is shown in Section V: Subsection 10: Non-CSG Employee Expense Report. The Assisting State will be the payee. NEMA will not accept request for reimbursement from individual NCT or RCT personnel.
 - d. The Non-CSG Employee Expense Report Form should be completed as follows:
 - i. Personnel Pay and Benefits:
 - a. Enter the total amount of the regular time paid.
 - b. The total amount of the overtime paid.

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- c. Show the actual amount of personnel fringe benefits as a separate entry under the Description and Date of Activity Column and the date of the period of activity. Please note: Show the actual percentage used by the Assisting State to determine fringe benefits. This amount varies by state.

ii. Travel Costs:

- a. After entering the appropriate entries in the Description and Date of Activity column, enter the total amount of hotel expense and per-diem being claimed under the Hotel and Meals column.
- b. After entering the appropriate entries in the Description and Date of Activity column, list the total amount being claimed for each mode of transportation (air and ground) in the Transportation column.
- c. Other eligible expenses should be entered as a separate entry and shown under the Other column.

iii. Required Documentation and Other Information

- a. A copy of the employee's time sheet(s) for the hours worked during the deployment period
- b. A copy of the state payroll voucher listing regular and overtime hours and pay and fringe benefits
- c. Copies of the state warrant supporting the claimed expense
- d. The Non CSG-Employee Expense Report form must be signed by the deployed personnel and certified by the Assisting State.
- e. Attach all original receipts for hotel, airfare, car rental, etc.
- f. Receipts for meals are not required since these costs are included in the per diem rate.
- g. Indicate how the Assisting State should be shown as the payee, or if a specific funding code should be identified on the form.
- h. The Council of State Governments (CSG) will issue the reimbursement check to the Assisting State. Therefore the CSG name will appear on the check instead of NEMA.

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- i. The Assisting State should submit the completed CSG Non-Employee Expense Report and supporting documentation within 30 business days following completed deployment to the National Emergency Management Association, EMAC Deployment, P. O. Box 11910, Lexington, KY 40578.

EMAC REQ-A INSTRUCTIONS:

Each "Tab" of this Excel Worksheet is a Section of the EMAC REQ-A. Please read the instructions carefully and be sure you understand the process (which closely mirrors the EMAC on-line REQ-A process within the EMAC Operations System (EOS)).

Section I: Completed by Requesting State

- 1 A-Team member (In state or out of state) completes Section I of the EMAC REQ-A Form.
- 2 If completed on-line, the A-Team member must certify that they have the EMAC Authorized Representative signature a

Section II: Completed by the Assisting State

- 1 Complete all parts of the EMAC Form REQ-A Section II (including detailed cost estimate).
- 2 Section II of the EMAC REQ-A must now be signed by the EMAC Authorized Representative in the Assisting State. The signature section is found at the top of the REQ-A.
- 3 The Excel sheet does contain formulas for the cost estimate section. If a formula lost within the form, either download a new form or seek help to repair unless you know how to do so on your own.
- 4 The "print area" set in this Section cuts the personnel off on the first page (page 2 of the printed Section). To include more personnel in the printout, simply adjust the print area on that page.

Section III: Completed by the Requesting State

- 1 After reviewing Section II (completed by the Assisting State) and reviewing it to the initial request (in Section I), the EMAC Authorized Representative in the Requesting State signs Section III of the EMAC REQ-A.

Amendments:

When either party (Requesting State or Assisting State) deems it necessary to amend the REQ-A, Section II and Section III must always be completed.

If only the Requesting State is amending the REQ-A, all sections (Section I, Section II, and Section III must be completed.

Please follow all instructions given in each section (above).

The amendment number - version of how many times it has been amended must be recorded in sequential number. Example: Amendment Number: 1, 2, 3, 4, etc.

For help with the REQ-A Form (paper or on-line) - please contact Angela Copple - acopple@csg.org

Legend to Drop Down Boxes:

Mission Types:	(If State Mission): Discipline:	(If National Guard Mission): NG:	Special Deployment Conditions:
State	Agriculture and Forestry	State Active Duty	Working Conditions:
National Guard	Animal Resources	Title 32	Normal
	Emergency Management		Health & Safety Concerns
	Engineering		Protective Measures Needed
	Fire-HazMat		Supplies and Equipment Needed
	Human Services		
	Health-Medical-Ambulance-EMT		Living Conditions:
	Law Enforcement-Corrections		Normal - all amenities available
	Law Enforcement		Minimal - some hotels/restaurants operational
	Law Enforcement - Sheriff		Base Camp (or similar) - meals/lodging provided
	Law Enforcement - State Police		Primitive - Self sustaining for all amenities
	Public Works		
	Search and Rescue		Work Location/Facilities: State EOC:
	Transportation & Highway		Local EOC
	Field Impacted Area		
	Joint Field Office		
	Other		

Emergency Management Assistance (EMAC)
 Interstate Mutual Aid Request for Assistance
 Form REQ-A, 2007



SECTION I: TO BE COMPLETED BY THE REQUESTING STATE						
Event Name:		State Mission #:				
Date:		EMAC #:				
Time:		From State of:				
REQ-A Contact Name:						
	Phone:		E-mail:			
Mission Type:	Pick Type:	If State:	Pick Discipline:	If NG:	Pick Status:	
Mission Assignment:						
Resources Needed:						
Mobilization:						
	Date Needed:		Time needed:	Pick hrs:	hrs	
Demobilization:						
	Date Released:		Time needed:	Pick hrs:	hrs	
Special Deployment Considerations:						
Working Conditions			Pick One:			
Living Conditions			Pick One:			
Work Location/Facilities: State EOC:			Pick One:			
Additional Conditions Comments:						
Saftey Concerns/Remarks:						
Resource Coordination Contact:		Name/Title:				
	Phone:		E-mail:			
Staging Area:		Location:				
Address:						
Name of EMAC Authorized Representative:						
Signature of EMAC Authorized Representative with date:			Date:			

Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007



SECTION II: TO BE COMPLETED BY THE ASSISTING STATE					
The EMAC Authorized Signature below certifies that information contained herein is a mission estimate to be accepted or declined by the EMAC Requesting State.					
Name of EMAC Authorized Representative:					
Signature of EMAC Authorized Representative with date:				Date:	
Date:		Time:			
From the State of:		To the State of:			
Event Name:		EMAC #:			
State Mission #:		Requesting State Tracking Number:			
REQ-A Contact Name:					
Phone:		E-mail:			
Mission Type:	Pick One:	If State:	Pick Discipline:	If NG:	Pick Status:
Mission Assignment:					
Resources Available:					
In-state Resource Point of Contact:					
Phone:		E-mail:			
Mobilization:					
Date Available:		Time needed:	Pick hrs:	hrs	
Demobilization:					
Date Released:		Time needed:	Pick hrs:	hrs	
COST ESTIMATE (details on subsequent pages):					
Total Cost Estimate:		Total Cost Estimate (Total from Excel sheet):	\$0.00		

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

Total Travel Costs:		\$0.00
# of fuel consuming equipment:		# of non-fuel consuming equipment:
Travel Costs:		
Personal Vehicle:		Vehicle Rental/Fuel/Mileage:
Governmental Vehicle Costs:		Air Travel:
Meals/tips:		Lodging:
Notes/Comments:		

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

Total Equipment Costs:	\$0.00
-------------------------------	---------------

Equipment Costs (insert lines as needed):	
Description:	
Cost:	
1	
2	
3	
4	
5	

Total Commodity Costs:	\$0.00
-------------------------------	---------------

Commodity Costs (insert lines as needed):	
Description:	
Cost:	
1	
2	
3	
4	
5	

Total Other Costs:	\$0.00
---------------------------	---------------

Other Costs (insert lines as needed):	
Description:	
Cost:	
1	
2	
3	
4	
5	

Total Personnel Costs:	\$0.00
-------------------------------	---------------

Enter Total # of Personnel on Mission::

Detail for Personnel costs (insert lines as needed):									
Name:	Regular Salary Hourly Rate	Fringe Benefit Hourly Rate	# of Regular Hours worked per day	Overtime Salary Hourly Rate	Overtime Fringe Benefit Hourly Rate	# of Overtime Hours worked per day	# of Days on Mission	Total Daily Cost	Total Mission Cost
								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00
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								#REF!	\$0.00
								#REF!	\$0.00
								#REF!	\$0.00

Emergency Management Assistance (EMAC)
 Interstate Mutual Aid Request for Assistance
 Form REQ-A, 2007



SECTION III: TO BE COMPLETED BY THE REQUESTING STATE			
Date:		Time:	
Event Name:		EMAC #:	
Requesting State Tracking Number:		Assisting State Tracking Number:	
Mission Assignment			
<p>The EMAC Authorized Signature below certifies that they have reviewed Section II submitted by the Assisting State and agree to the estimated mission costs and requirements. The mission is accepted.</p>			
Name of EMAC Authorized Representative:			
Signature of EMAC Authorized Representative with date:		Date:	
Date:		Time:	

Emergency Management Assistance (EMAC)
 Interstate Mutual Aid Request for Assistance
 Form REQ-A, 2007



AMENDMENT						
SECTION I: TO BE COMPLETED BY THE REQUESTING STATE						
Record Amendment Number:						
Event Name:				State Mission #:		
Date:				EMAC #:		
Time:				From State of:		
REQ-A Contact Name:						
	Phone:			E-mail:		
Mission Type:	Pick Type:	If State:	Pick Discipline:	If NG:	Pick Status:	
Mission Assignment:						
Resources Needed:						
Mobilization:						
	Date Needed:			Time needed:	Pick hrs:	hrs
Demobilization:						
	Date Released:			Time needed:	Pick hrs:	hrs
Special Deployment Considerations:						
Working Conditions			Pick One:			
Living Conditions			Pick One:			
Work Location/Facilities: State EOC:			Pick One:			
Additional Conditions Comments:						
Saftey Concerns/Remarks:						
Resource Coordination Contact:		Name/Title:				
	Phone:			E-mail:		
Staging Area:		Location:				
Address:						
Name of EMAC Authorized Representative:						
Signature of EMAC Authorized Representative with date:					Date:	

Emergency Management Assistance (EMAC)
 Interstate Mutual Aid Request for Assistance
 Form REQ-A, 2007



AMENDMENT				
SECTION II: TO BE COMPLETED BY THE ASSISTING STATE				
Record Amendment Number:				
The EMAC Authorized Signature below certifies that information contained herein is a mission amendment estimate to be accepted or declined by the EMAC Requesting State.				
Name of EMAC Authorized Representative:				
Signature of EMAC Authorized Representative with date:			Date:	
Date:		Time:		
Event Name:		EMAC #:		
State Mission #:		Requesting State Tracking Number:		
REQ-A Contact Name:				
	Phone:		E-mail:	
Mission Type:	Pick One:	If State:	Pick Discipline:	If NG:
Mission Assignment:				
Resources Available:				
In-state Resource Point of Contact:				
	Phone:		E-mail:	
Mobilization:				
	Date Available:	Time needed:	Pick hrs:	
Demobilization:				
	Date Released:	Time needed:	Pick hrs:	
COST ESTIMATE (details on subsequent pages):				
Total Cost Estimate:		Total Cost Estimate (Total from Excel sheet):		
Total Travel Costs:				

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

# of fuel consuming equipment:		# of non-fuel consuming equipment:	
--------------------------------	--	------------------------------------	--

Travel Costs:

Personal Vehicle:		Vehicle Rental/Fuel/Mileage:	
Governmental Vehicle Costs:		Air Travel:	
Meals/tips:		Lodging:	

Notes/Comments:

--

Total Equipment Costs:

--	--

Equipment Costs (insert lines as needed):

	Description:	Co
1		
2		
3		
4		
5		

Total Commodity Costs:

--	--

Commodity Costs (insert lines as needed):

	Description:	Co
1		
2		
3		
4		
5		

Total Other Costs:

--	--

Other Costs (insert lines as needed):

	Description:	Co
1		
2		
3		
4		

**Emergency Management Assistance (EMAC)
Interstate Mutual Aid Request for Assistance
Form REQ-A, 2007**

5								
Total Personnel Costs:								
Enter Total # of Personnel on Mission::								
Detail for Personnel costs (insert lines as needed):								
Name:	Regular Salary Hourly Rate	Fringe Benefit Hourly Rate	# of Regular Hours worked per day	Overtime Salary Hourly Rate	Overtime Fringe Benefit Hourly Rate	# of Overtime Hours worked per day	# of Days on Mission	Total Daily Cost

Emergency Management Assistance (EMAC)
 Interstate Mutual Aid Request for Assistance
 Form REQ-A, 2007



AMENDMENT			
SECTION III: TO BE COMPLETED BY THE REQUESTING STATE			
Record Amendment Number:			
Date:		Time:	
Event Name:		EMAC #:	
Requesting State Tracking Number:		Assisting State Tracking Number:	
Mission Assignment			
<p>The EMAC Authorized Signature below certifies that they have reviewed Section II submitted by the Assisting State and agree to the estimated mission costs and requirements. The mission amendment is accepted.</p>			
Name of EMAC Authorized Representative:			
Signature of EMAC Authorized Representative with date:		Date:	
Date:		Time:	

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
ACTION REQUEST

See Reverse for
Paperwork
Disclosure Notice

O.M.B No. 1660-0047
Expires January 31, 2011

I. REQUESTING ASSISTANCE (To be completed by Requestor)

1. Requestor's Name (Please print)	2. Title	3. Phone No.
4. Requestor's Organization	5. Fax No.	6. E-Mail Address

II. REQUESTING ASSISTANCE (To be completed by Requestor)

1. Description of Requested Assistance:

2. Quantity	3. Priority <input type="checkbox"/> Lifesaving <input type="checkbox"/> Lifesaving Sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High	4. Date and Time Needed
5. Delivery Site Location	6. Site Point of Contact (POC)	
	7. 24 Hour Phone No.	8. Fax No.
9. State Approving Official Signature		10. Date and Time

III. SOURCING THE REQUEST - REVIEW/COORDINATION (Operations Section Only)

1. <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> Long Review _____ <input type="checkbox"/> Other Coordination _____ <input type="checkbox"/> Other Coordination by: _____ <input type="checkbox"/> Other Coordination _____	2. Source: <input type="checkbox"/> Donations <input type="checkbox"/> Other (Explain) _____ <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Agreement	3. Assigned to: ESF/OFA _____ Other _____ Date/Time _____
4. Immediate Action Required <input type="checkbox"/> Yes <input type="checkbox"/> No		

IV. STATEMENT OF WORK (Operations Section Only)

1. OFA Action Officer	2. 24 Hour Phone No.	3. Fax No.
4. FEMA Project Manager	5. 24 Hour Phone No.	6. Fax No.
7. Statement of Work		<input type="checkbox"/> See Attached
8. Estimated Completion Date	9. Estimated Cost	

V. ACTION TAKEN (Operations Section Only)

Accepted Rejected Requestor Notified

Reason Disposition

TRACKING INFORMATION (FEMA Use Only)

ECAPS/NEMIS Task ID:	Action Request No.	Program Code/Event No.	<input type="checkbox"/> Originated as verbal
Received by (Name and Organization)	State	Date/Time Received	

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 20 minutes per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and submitting this form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing this burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, and Paperwork Reduction Project (1660-0047). **NOTE: Do not send your completed form to this address.**

INSTRUCTIONS

Items on the Action Request form that are not specifically listed are self-explanatory. Indicate "see attached" in any field for which additional space or more information is required.

I. Who is requesting assistance? Completed by requestor.

II. What needs to be done? Completed by requestor.

Description of Assistance Requested: Detail of resource shortfalls, statement of deliverable, or simply state problem/need.

Priority: The requestor's priority, which may differ from the priority in BOX III.

Site POC: The person at the delivery site coordinating reception and utilization of the requested resources. 24-hour contact information required.

If for DFA or TA, State Approving Official: Signature certifies that:

- (1) State and local governments cannot perform, nor contact for the performance of the requested word;
- (2) Work is required as a result of the event, not a pre-existing condition; and
- (3) The State is providing the required assurances found in 44 CFR, 206, 208.

III. Action Review/Coordination (OPS Section Use Only): Completed by the Operations Section Chief.

Accept/Reject: Operations Section Chief accepts or rejects the request; provide reason if rejection. If request accepted, coordinates with others, i.e., Log EST's, begins to determine best means of fulfilling request. All involved in coordination should check appropriate box and initial or print their name.

Assigned to: Operations Section Chief Assigns tasks origination. Operations Section Chief may also indicate the Action Officer if known, or tasked organization may make this assignment. This may be Emergency Support Function, internal FEMA Organization (i.e.; Logistics), or other organization.

Date/Time Assigned: Operations Section Chief provides date and time

Priority: FEMA Operations Section Chief-assigned priority may be different than Section II.

FEMA P.O.: Provided by Operations Section Chief; a Region PFT; 24-hr phone/fax required. Information used in NEMIS.

OFA Action Officer: Ops Section Chief obtains from OFA if request fulfilled by a MA; 24-hr phone/fax required. Information used in NEMIS.

Statement of Work: Description of tasks to be performed. Could be to assess a problem and report back, or could be to proceed with a specific action. If 61-1, 40-1, or MA, this goes in "justification" tab in NEMIS.

IV. Action Taken (OPS Section Use Only): Completed by Ops Section Chief, MAC, Logistics.

Action Request Results: Ops Section Chief, MAM, or LOG should note what type of document the action resulted in by "checking" the appropriate box i.e., Mutual Aid, Donations, Requisition, Procurement, IA, MA, Other. If "Other" is selected write in appropriate response or state "see below" and give detail description in "Disposition" field. "Disposition" field should note steps taken to complete the Action, and personnel, sub-tasked agencies, contracts and other resources utilized.

TRACKING INFORMATION. Completed by Action Tracker. Required for all request.

Emergency Management Assistance (EMAC) Interstate Mutual Aid Request

Form REQ-A, 2003

Type or print all information except signatures.

Part I TO BE COMPLETED BY THE REQUESTING STATE

Dated:	06/02/08	Time:	0900 hrs	From the State of:	FL
Contact Person:	Samantha Cooksey			Telephone:	921-0218
To the State of:	TBA			Fax:	
Authorized Rep:					
Incident Requiring Assistance: EXERCISE Hurricane Herb					

Type Assistance/Resources Needed (for more space, attach Part IV):

Florida ESF8 is requesting the **one to two senior state ESF8 staff from each FEMA Region IV state to participate in the activation of the Region IV ESF8 Unified Planning Coalition, Resource Coordinating Task Force.** The task force will assist the Florida State Emergency Operations Center Emergency Support Function 8 with resources planning, resource identification, coordination of interstate patient movements and situational awareness.

Qualified staff should have a working understanding of the Region IV Resource Coordinating Task Force Concept of Operations.

Task force will be deployed outside of the area of impact therefore they will be responsible for arranging meals and travel to the deployment location. Lodging will be arranged by Florida ESF8. Staff should bring the necessary equipment and supplies in order to complete assignment.

Expected deployment 10 days.

Date & Time Resources Needed:	3 June 2008	Staging Area:	Tallahassee Fair Grounds
Approximate Date/Time Resources To Be Released:	13 June 2008		
Authorized Official's Name:		Authorized Official's Signature:	
Title:	Agency: FL Department of Health – ESF8	Mission No:	TBD

Part II TO BE COMPLETED BY THE ASSISTING STATE

Contact Person:	Telephone:	Fax:
Type of Assistance Available:		

Date & Time Resources Available From:	To:	
Staging Area Location:		
Approx. Total Cost of this Deployment for Which Reimbursement will be Requested: \$		
Trans. Costs from Home Base to Staging Area: \$	Trans. Costs to Return to Home Base: \$	
Logistics Required from Requesting State (for more space, attach Part IV):		
Authorized Official's Name:	Title:	
Authorized Official's Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Part III REQUESTING STATE'S APPROVAL

Authorized Official's Name:	Title:	
Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Additional Information

Emergency Management Assistance (EMAC) Interstate Mutual Aid Request

Form REQ-A, 2003

Type or print all information except signatures.

Part I TO BE COMPLETED BY THE REQUESTING STATE

Dated:	06/02/08	Time:	0900 hrs	From the State of:	FL
Contact Person:	Samantha Cooksey			Telephone:	921-0218
To the State of:	TBA			Fax:	
Authorized Rep:					
Incident Requiring Assistance: EXERCISE Hurricane Herb					

Type Assistance/Resources Needed (for more space, attach Part IV):

Florida ESF8 is requesting the **deployment of the Region IV ESF8 Unified Planning Coalition Coordinator from the Florida Department of Health and the related logistical support package** to support the Florida State Emergency Operations Center Emergency Support Function 8 with interstate coordination and planning.

The support package should include 9 laptop computers with wireless internet connectivity, one satellite telephone, 2 multi-functional printer/copier/scanners, and basic office supplies.

The coordinator will be deployed outside of the area of impact therefore she will be responsible for arranging meals and travel to the designated deployment location. Lodging will be arranged by Florida ESF8.

Expected deployment 10 days.

Date & Time Resources Needed:	3 June 2008	Staging Area:	Tallahassee Fair Grounds
Approximate Date/Time Resources To Be Released:	13 June 2008		
Authorized Official's Name:		Authorized Official's Signature:	
Title:	Agency: FL Department of Health – ESF8	Mission No:	TBD

Part II TO BE COMPLETED BY THE ASSISTING STATE

Contact Person:	Telephone:	Fax:
Type of Assistance Available:		

Date & Time Resources Available From:	To:	
Staging Area Location:		
Approx. Total Cost of this Deployment for Which Reimbursement will be Requested: \$		
Trans. Costs from Home Base to Staging Area: \$	Trans. Costs to Return to Home Base: \$	
Logistics Required from Requesting State (for more space, attach Part IV):		
Authorized Official's Name:	Title:	
Authorized Official's Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Part III REQUESTING STATE'S APPROVAL

Authorized Official's Name:	Title:	
Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Additional Information

Emergency Management Assistance (EMAC) Interstate Mutual Aid Request

Form REQ-A, 2003

Type or print all information except signatures.

Part I TO BE COMPLETED BY THE REQUESTING STATE

Dated:	06/02/08	Time:	0900 hrs	From the State of:	FL
Contact Person:	Samantha Cooksey			Telephone:	921-0218
To the State of:	TBA			Fax:	
Authorized Rep:					
Incident Requiring Assistance: EXERCISE Hurricane Herb					

Type Assistance/Resources Needed (for more space, attach Part IV):

Florida ESF8 is requesting **a mobile communications support system from the Kentucky Department for Public Health, support equipment and one support personnel to set-up and maintain the equipment** in order to support the Region IV ESF8 Unified Planning Coalition.

The mobile system should be a portable WiFi hotspot that can support 10-15 clients over wired or wireless (802.11b). The unit should have a redundant link provided by broadband global area network satellite terminal and able to handle up to five concurrent Internet users.

The support equipment should include a Raytheon ACU-M radio interoperability device, cell-signal amplifier, multi-function printer/scanner, and a generator for power support.

Support staff will be deployed outside of the impact area therefore he/she will be responsible for arranging meals and travel arrangements to the deployment destination. Lodging for the support staff will be arranged by Florida ESF8. Support staff is responsible for bringing the necessary supplies and equipment in order to support the mobile communications system.

Date & Time Resources Needed:	3 June 2008	Staging Area:	Tallahassee Fair Grounds
Approximate Date/Time Resources To Be Released:	13 June 2008		
Authorized Official's Name:	Authorized Official's Signature:		
Title:	Agency: FL Department of Health – ESF8	Mission No:	TBD

Part II TO BE COMPLETED BY THE ASSISTING STATE

Contact Person:	Telephone:	Fax:
Type of Assistance Available:		

Date & Time Resources Available From:	To:	
Staging Area Location:		
Approx. Total Cost of this Deployment for Which Reimbursement will be Requested:	\$	
Trans. Costs from Home Base to Staging Area: \$	Trans. Costs to Return to Home Base: \$	
Logistics Required from Requesting State (for more space, attach Part IV):		
Authorized Official's Name:	Title:	
Authorized Official's Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Part III REQUESTING STATE'S APPROVAL

Authorized Official's Name:	Title:	
Signature:	Agency:	
Dated:	Time: hrs	Mission No:

Deployment Location & Equipment Specifications

Last Update: July 15, 2008

Identifying an Operations Facility

In situations that require a Level 1 activation of the Resource Coordinating Task Force a facility must be identified to house the operations of the task force. Each state should have two facilities identified for operations. Below are specifications to be utilized in identifying a deployment location for the Region IV Resource Coordinating Task Force.

Facility Specification Checklist

Minimum Requirements

- 1 room with workspaces for a minimum of 12 staff
- (12) Chairs
- (2) landline phones with long distance access
- (1) additional table for supplies
- Access to a conference room
- Access to restroom facilities

Additional Specifications to Consider

- Wireless Internet Access – Does the building have an internal wireless internet provider that can be utilized? If not, a communications support package may be required to support operations.
- Proximity to Lodging – Is lodging available for the task force within a reasonable distance?
- Additional Facility Usage – Is this facility obligated for another function during disaster responses that may prevent the Resource Coordinating Task Force from having access to the facility?

Deployment Location Decision Making Criteria

- Proximity to the Impacted State(s)
- Possible Impacts/Threats
- Availability of Facility



Equipment & Supply Cache

The Resource Coordinating Task Force has a cache of equipment and supplies to be deployed in support of operations.

Equipment List

- (10) laptop computers with wireless internet access
- (10) laser mice
- (3) wireless printers
- (8) 4gb flash drives
- (1) wireless poly-com
- (1) case of paper
- (4) cases of basic office supplies

Computer Software Features

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Adobe Reader
- Hurr-evac
- Internet Explorer
- Pre-loaded Web Settings
 - Georgia's WebEOC
 - Region IV Portal
 - National Hurricane Center
 - HHS SOC WebEOC
- Pre-loaded Key Documents
 - EMAC Req-A
 - Federal Action Request Form
 - Cost Projection Worksheets
 - Region IV ESF8 Contact Information

Requesting Information

The equipment and supply cache is available to support Resource Coordinating Task Force Operations in any Region IV state. The cache will be deployed with the Region IV Coordinator upon activation of the Resource Coordinating Task Force.

Communication Support

If necessary the Resource Coordinating Task Force may request the MITOC Wireless Communication System from Kentucky to deploy in support of operations. If the MITOC is not available, a location should be selected where wireless internet can be accessed (i.e. a hotel)

The MITOC is a portable WiFi hotspot. It can support 10-15 clients over wired or wireless (802.11b). The Internet connection is supplied by clustered cellular modems on three networks (Verizon, Sprint, AT&T). The redundant link is provided by BGAN (broadband global area network) satellite terminal and it can handle up to five concurrent Internet users. Support equipment in addition to the base MITOC include a Raytheon ACU-M radio interoperability device, cell-signal amplifier (used if setup in a hangar or other RF unfriendly facility), multi-function printer/scanner. It can be powered by a very small generator (part of the package), vehicle voltage (by inverter), or by facility. If the MITOC is deployed to a facility or location with existing Internet, it can be pulled and utilized by the MITOC and the cellular would become the primary backup. The total package will fit in the trunk of an average mid-sized sedan.

- If necessary, the UPC should determine a representative to bring a satellite phone to the UPC operations site when deploying

WebEOC Instructions

COMING SOON

**Region IV ESF8 Unified Planning Coalition
Resource Coordinating Task Force**

Incident Action Plan (IAP) : 1

Incident Name		Operational Period (Date/Time)		Assignment List Attachment ICS 204a	
Branch			Division/Group		
Strike Team/Task Force/ Resource Identifier		Leader		Assignment Location	
Current Situation/Threats					
Planning Objectives					
Work Assignments & Special Instructions					
Special Equipment & Supplies Needed					
Special Environment Considerations					
Other Attachments (list)					
Prepared by:					



Region IV ESF8 Unified Planning Coalition
 Resource Coordinating Task Force
Situation Report Template

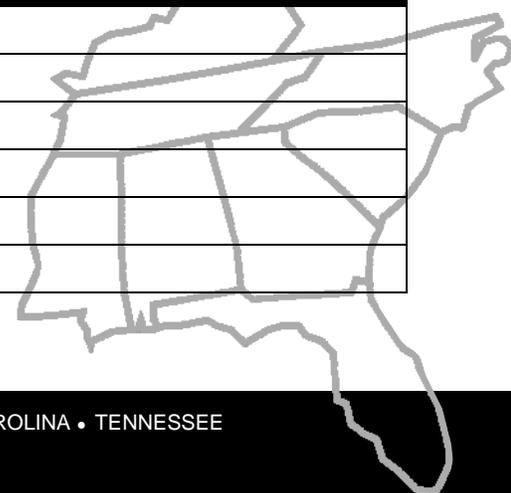
Operational Period: <Date and Time>

Impacted State Status Reports

State Example	
EOC Level of Operations:	Level 1 – Highest Level of Operations
Disaster Declaration Status:	State Declaration of Emergency Presidential Declaration of Emergency (#1825)
Impacted Counties:	Washington, Adams, Franklin, Jefferson, Lincoln
Current Situation:	<ul style="list-style-type: none"> At 0700 on July 16 the southeastern part of the State Example was hit by multiple tornados Health Care Hospital in Franklin County sustained significant damage which has resulted in the evacuation of patients to a sister facility in Washington County Adams County Health Department has been completely destroyed Rural hospitals are experiencing significant surge due to the magnitude of injuries Local EMS providers have been overwhelmed Lincoln County EMS provider sustained a direct impact from the tornado and has two ALS units out of operations which has left the local EMS system with no operational capacity
Response Activities:	<ul style="list-style-type: none"> State ESF8 has deployed 3 ALS Ambulance Strike Teams (1 each) to Lincoln, Franklin and Jefferson Counties Assisting local ESF8 systems with post impact damage assessments Coordinating with SERT partners on fatality management issues Coordinating with neighboring state for possibility of moving patients to facilities across state line A special medical needs shelter has been opened in neighboring Cherokee County to serve evacuees
Resource Needs:	<ul style="list-style-type: none"> Potential need additional EMS units in next 24 hours to support search and rescue operations

Insert additional tables as necessary for multiple impacted states

Insert State Name	
EOC Level of Operations:	
Disaster Declaration Status:	
Impacted Counties:	
Current Situation:	
Response Activities:	
Resource Needs:	



Regional Resource Status

EMAC Resources							
Resource	Status	Request State	Assisting State	Date Deployed	Date Demob	Deploy Location	Comments
Region IV Resource Coordinating Task Force (13 personnel total)	On-Scene	AL	FL, GA, KY, MS, NC, SC, TN	6/16	6/25	Alabama Department for Public Health	Each state sent 1 to representatives
1 ALS Ambulance Strike Team	Deployed	AL	GA	6/18	approx x 6/25/08	X County	Team includes 5 units and 10 personnel

Federal Resources							
Resource	Status	Request State	Assisting State	Date Deployed	Date Demob	Deploy Location	Comments
Region IV Regional Emergency Coordinator	On-Scene	AL		6/16	6/25	Alabama Department for Public Health	To serve on the Region IV Resource Coordinating Task Force
1 DMAT	Deployed	AL		6/18	6/23	Healthcare Hospital, Lincoln County	Assisting with ED surge

Potential Request & Available Resources				
Potential Needed Resource	State Needing Resource	State(s) with Available Resources	Official Request Status	Comments
Environmental Health Strike Team – Composed of 10 staff	Georgia	Alabama Tennessee South Carolina	Pending completion of assessments	Resource will likely be requested from Alabama due to their ability to be on-scene quickly
Post-Impact ESF8 Assessment Teams		Florida	No Request	Florida has teams available should they be needed

Interstate Coordination Activities

1. Evacuation Status
2. Planning Support
3. Consistent Messaging on Issues
4. Additional Information

Status of Incident Action Plan (IAP) Objectives

1. Objective 1
2. Objective 2
3. Objective 3

Future Planning Considerations

1. Threats and vulnerabilities to other states within the region
2. Forecasting of resource needs
3. Recommendations of policy related issues (as appropriate)
4. Potential Development of Interstate Issues



KEY CONTACT INFORMATION

Last Update: 7/29/08

Duty Officer or On-Call List

See SendSS On-Call calendar: <https://sendss.state.ga.us/sendss/login.screen>

State or Federal	Telephone Number
Alabama	1- 334-519-0040 (Primary Duty Officer) 1-800-946-4646 PIN 1482542 (Alternate Duty Officer)
Florida	1-866-786-4673 (ESF8 Duty Officer) 1-850-413-9900 (Emergency Management State Watch Office)
Georgia	1-404-463-5440 (Duty Phone) 1-404-463-5419 (Duty Phone)
Kentucky	1-888-973-7678
Mississippi	1-601-576-8085 (ESF8 On-call)
North Carolina	1-919-227-6368 (ESF8) 1-877-236-7477 (Public Health Preparedness)
South Carolina	1-803-518-6792 (ESF8 On-Call) 1-803-737-8500 (Emergency Management Division State Warning Point)
Tennessee	1-800-258-3300 (Department of Health)
Federal ESF8	1-866-447-7362 (HHS Secretary's Operations Center (SOC)) 1-304-264-4800 (Veterans Affairs) 1-770-488-7100 (CDC) 1-229-225-4756 (FEMA Region IV)
Region IV ESF8 Unified Planning Coalition	1-850-251-2553 (Samantha Cooksey Mobile) 1-866-786-4673 (Florida ESF8 Duty Officer)



State ESF8 Primary Point of Contact

Representing	Primary Points of Contact		
Alabama	Andy Mullins Work: 334-206-7933 Cell: 334-239-1918 AndyMullins@adph.state.al.us	Michele Jones Work: 334-206-3800 Cell: 334-239-1783 MicheleJones@adph.state.al.us	Alice Floyd Work: 334-206-3898 Cell: 334-850-1683 AliceFloyd@adph.state.al.us
Florida	Ray Runo Work: 850-245-4444 ext. 2103 Cell: 850-528-5195 Raymond_Runno@doh.state.fl.us	Mike Jacobs Work: 850-245-4444 ext.2095 Cell: 850-528-1179 Michael_Jacobs@doh.state.fl.us	Jon Erwin Work: 850-245-4444 ext.3704 Cell: 850-251-2856 Jon_Erwin@doh.state.fl.us
Georgia	Bruce Jeff Jeffries Duty Phone: 404-463-5440 404-463-5419 Cell Phone: 404-597-9869 hbjeffries@dhr.state.ga.us	Lee Smith Work: 404-463-2743 Cell: 404-597-9828 LeeSmith@dhr.state.ga.us	
Kentucky	Mark Sizemore Work: 502-564-7243 ext.3136 Cell: 502-229-6250 JamesM.Sizemore@ky.gov	T.J. Sugg Work: (502) 564-7243 Cell: (502) 545-2452 tennis.sugg@ky.gov	
Mississippi	Jim Craig Work: 601-576-7680 Cell: 601-946-6046 Jcraig@msdh.state.ms.us	Art Sharpe Work: 601-576-7680 Cell: 601-506-4100 Arthur.Sharpe@msdh.state.ms.us	
North Carolina	Drexdal Pratt Work: 919-855-3950 Cell: 919-427-6709 Drexdal.Pratt@ncmail.net	Holli Hoffman Work: 919-855-3947 Cell: 919-279-7242 Holli.Hoffman@ncmail.net	Mark Chambers Work: 919-855-3958 Cell: 919-227-6368 Mark.Chambers@ncmail.net
South Carolina	Shirley Hollingsworth Work: 803-898-3709 Cell: 803-518-6792 hollinsd@dhec.sc.gov	Max Learner Work: 803-898-0748 Cell: 803-518-2674 learnerm@dhec.sc.gov	
Tennessee	Joe Phillips Work: 615-741-2544 Joe.Phillips@state.tn.us	Greg Galfano Work: 615-253-2307 Cell: 615-574-3407 Greg.Galfano@state.tn.us	
Federal ESF8	Don Wetter Work: 404-562-7912 Cell: 770-570-9668 donald.wetter@hhs.gov Tom Bowman Work: 404-562-7936 Cell: 770-570-9671 thomas.bowman@hhs.gov	Bill Griem Work: 404-562-7679 william.greim@hhs.gov Patti Pettis Work: 404-562-7937 Cell: 404-357-6222 Patricia.pettis@hhs.gov	John Smart Work: 404-562-7911 Cell: 404-274-6661 john.smart@hhs.gov
Region IV ESF8 Unified Planning Coalition	Samantha Cooksey Work: 850-245-4444 ext. 3696 Cell: 850-251-2553 Home: 850-545-8644 Samantha_Cooksey@doh.state.fl.us	Call Florida Duty Officer	

