

Northern Emergency Management Assistance Compact



Neighbors Helping Neighbors Beyond Borders

OPERATIONS MANUAL

FINAL OPERATIONAL DRAFT

October 22, 2014

NEMAC Board of Directors

NEMAC Working Group

PREFACE

NORTHERN EMERGENCY MANAGEMENT ASSISTANCE COMPACT (NEMAC) OPERATIONS MANUAL

This manual is the principal operating document for the Northern Emergency Management Compact (NEMAC) upon activation of the State and Province Emergency Management Assistance Memorandum of Agreement (SPEMAMA).

1. This document sets operational processes and provides the working detail for signatory states and provinces to receive and provide resources during emergencies.

NEMAC *does not*:

- Enable use of the National Guard
2. There is no requirement outlined in the SPEMAMA for a provincial premier or a state governor to issue a decree or declaration of emergency to access support. NEMAC is activated by mutual agreement of two or more signatory party members' legally Authorized Representatives.
 3. Future changes and revisions will be incorporated into this manual as they are developed. All changes shall be noted on the Record of Changes form.
 4. This document is effective upon receipt for planning purposes. It is effective for operations upon occurrence of any of the incidents described herein or when directed.
 5. Considering ongoing work on strategic issues, such as border crossing, this manual will be updated as work is concluded on such issues.
 6. A copy of this manual and all referenced documents and forms are available on the NEMAC website (<http://nemacweb.org/>).

Greg Wilz, NEMAC Co-Chair
Director, ND Division of Homeland Security

Lee Spencer, NEMAC Co-Chair
Acting Executive Director,
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Organization

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RECORD OF CHANGES

Whenever updates/changes are made to this manual they must be recorded on this form (new pages may be added as needed).

| Page Number | Date of Change | Subject | Entered By |
|-------------|----------------|---|------------|
| Page 17 | 10/22/14 | Added paragraph on communications and reference to Appendix L | Amy Anton |
| Page 23 | 10/22/14 | Added Appendix L – Communications to the list of Appendices | Amy Anton |
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INTRODUCTION

Since 2006 the idea that there should be a legal means through which resources could be shared across the international border between Canada and the United States has led to the development of the State and Province Emergency Management Assistance Memorandum of Agreement (SPEMAMA).

The SPEMAMA was modeled from of the International Emergency Management Assistance Memorandum of Understanding (IEMAMOU) adopted by the Conference of New England Governors and Eastern Canadian Premiers in July 2000. While the IEMAMOU was limited to northeast states and provinces the SPEMAMA is open to any and all 50 states and U.S. Territories and all ten provinces and three territories in Canada.

Each participating jurisdiction entering into this agreement recognizes that many emergencies may exceed the capabilities of a participating jurisdiction and that intergovernmental cooperation is essential. The main purpose of the agreement and this manual is to provide a system and a set of processes for which mutual aid resources amongst the jurisdictions entering into the agreement can be systematically and rapidly deployed.

NEMAC establishes procedures whereby a disaster-impacted jurisdiction can request and receive assistance from other Party Jurisdictions quickly and efficiently. It resolves two key issues up front: liability and reimbursement. As outlined in SPEMAMA, Article VI, any person or entity of a participating jurisdiction rendering aid in another participating jurisdiction pursuant to this agreement is considered an agent of the requesting participating jurisdiction for tort liability and immunity purposes. Any person or entity rendering aid in another participating jurisdiction pursuant to this agreement is not liable on account of any act or omission of good faith on the part of such forces while so engaged or on account of the maintenance or use of any equipment or supplies in connection therewith. Good faith in this article does not include willful misconduct, gross negligence or recklessness.

In addition to providing expertise to help with emergency operations, NEMAC also, in effect, provides an excellent training opportunity. Personnel from Assisting Jurisdictions can learn a great deal by observing and implementing the emergency response and recovery programs and systems of another Party Jurisdiction.

The NEMAC OPERATIONS MANUAL contains the official policy and procedure for 1) the implementation and administration of the SPEMAMA, 2) the conduct of emergency response and recovery operations on behalf of NEMAC Party Jurisdictions pursuant to the Compact, and 3) reimbursement of expenses in accordance with internal Party Jurisdiction Standard Operating Procedures (SOPs).

The NEMAC OPERATIONS MANUAL is divided into five distinct Sections:

- **Section I – Basic Concepts** – overview of the NEMAC Mission Cycle.

- **Section II – Organization and Responsibilities:** describes the organizational structure and specific responsibilities and functions of the various coordinating elements.
- **Section III – Standard Operating Procedures (SOPs):** describes the SOPs for requesting and providing assistance, establishes the span of control for command, coordination and control of the area of operations whenever NEMAC is activated, in addition to describing both mobilization and demobilization procedures.
- **Section IV – Reimbursement:** This section establishes policies and procedures for NEMAC mission reimbursements.
- **Section V – Training and Exercise:** (this is a placeholder and this concept has not as yet been fully developed but is essential to the overall operational capability of the jurisdictions involved). This Section will eventually contain information relating to official NEMAC-sanctioned training courses for specific targeted groups and exercise recommendations.

This manual is supplemented by eleven (11) Appendices published under separate title. They provide the administrative details for operators and managers of the processes. Refer to last page of this document for a complete listing.

This document is intended for use as the “go to” book for obtaining NEMAC directions and guidance for all Party Jurisdictions. This manual will be reviewed annually by the NEMAC Working Group and will be updated as needed.

Comments and recommended changes/additions should be sent to:

Amy Anton
Operations and Planning Chief
ND Division of Homeland Security, Department of Emergency Services
ajanton@nd.gov

Authorizes Representatives and Designated Contacts implementing NEMAC for their respective Party Jurisdictions, should be familiar with the procedures outlined in this document in order to effectively implement NEMAC in a timely manner.

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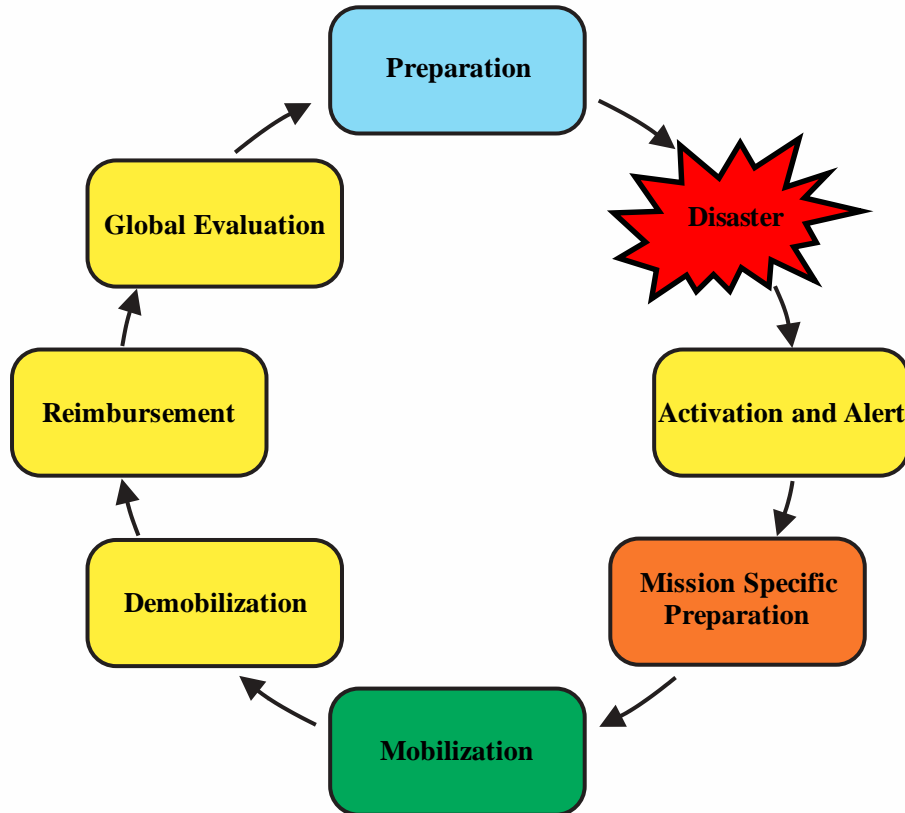
SECTION I: BASIC CONCEPTS

NEMAC is designed to enable the Party Jurisdictions to assist/request assistance from other Party Jurisdictions within the compact.

Overview of the NEMAC Mission Cycle

The NEMAC SOPs are structured through a mission cycle.

Figure 1: NEMAC Mission cycle



Preparation Phase

The starting/ending point of the NEMAC mission cycle is the preparation phase. General mission preparedness, to include training, exercising and identification of potential resource needs, should be addressed before any disaster or event requires NEMAC activation and lessons learned should be incorporated for activations.

Activation/Alert Phase

The operation itself starts with the activation/alert phase. It encompasses the identification of the appropriate personnel and means to execute an operation, as well as an estimation of costs for which an Assisting Jurisdiction may ask to be reimbursed. **Each NEMAC activation can be officially implemented only with the completion of the International Request for Assistance Form (IREQ-A) Form.** With the authorizing

signatures of the Requesting Jurisdiction and the Assisting Jurisdiction, the IREQ-A Form will constitute a legally binding contract for services to be provided.

Mission Specific Preparation

Mission specific preparation is required when an event or disaster has led to the activation of NEMAC. This phase encompasses location and situation specific issues. The mobilization and dispatch of staff or teams, initial briefings, necessary arrangements for visa and permits and logistical provisions (including those for clearing customs and border crossing) are dealt with in this phase.

Mobilization Phase

In the mobilization phase travel, arrival and operations are all considered. Individuals or teams undertake all steps necessary to reach the Requesting Jurisdiction. This encompasses, if necessary, crossing the Canada – United States border. The Requesting Jurisdiction should be prepared to coordinate with Federal Partners to facilitate cross-border movement and to advise the Assisting Jurisdiction of any requirements associated with cross-border movements. At arrival in the Requesting Jurisdiction, an initial briefing on the situation will take place, followed by transport to the appropriate work location (i.e. scene, site, Emergency Operations Center, evacuation center). This phase should address travel, arrival, initial briefing, introduction to key contacts, accommodations, work locations and related requirements.

Demobilization Phase

The decision to withdraw personnel, the arrangements to travel back, and the hand-over procedure all take place in the demobilization phase.

Reimbursement Phase

In the reimbursement phase the Requesting Jurisdiction reimburses each Assisting Jurisdiction for all eligible deployment and mission-related costs.

Global Evaluation Phase

In the global evaluation phase briefings are held to evaluate the assistance received and provided. All elements of an operation should be reviewed to improve the procedures for the benefit of Party Jurisdictions in the NEMAC.

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SECTION II: ORGANIZATION AND RESPONSIBILITIES

The general organization and responsibilities associated with key operators of NEMAC are described in this section. More detailed responsibilities are covered through the SOPs of each NEMAC mission cycle phase presented in the appendices section of this document.

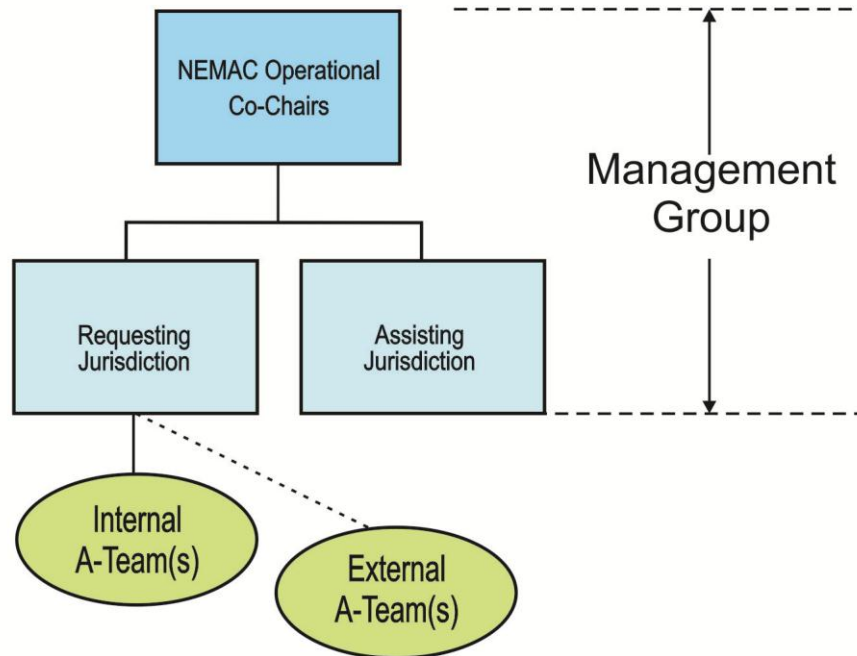


Figure 2

2.1 General Responsibilities

2.1.1 NEMAC Co-Chairs

- Facilitate planning, training, exercising and pre-event coordination activities.
- Ensure NEMAC-related documents are reviewed and modified, as appropriate, based on deployment after action reports.
- Will not serve as the A-Team.
- Will resolve any problematic policy or procedural issues during the activation and implementation of NEMAC as needed.

2.1.2 Management Group

- Support administrative and operational requirements of NEMAC

2.1.3 NEMAC A-Team

The purpose of the NEMAC A-Team is to assist the Requesting Jurisdiction, if unable to do so, in coordinating the provision of assistance amongst Party Jurisdictions under the Compact. **The A-Team does not have the authority to prioritize, allocate resources or obligate jurisdiction funds.** This authority remains within the Requesting Jurisdiction. An A-Team will:

- Deploy with current contact lists, phone and fax numbers, blank forms, etc. NEMAC Operations Manual, forms and current contact lists will be kept on the NEMAC website.
- Establish and test the capability to communicate with the NEMAC Co-Chairs and Party Jurisdictions.
- Monitor the status of deployed NEMAC personnel/resources and provide logistical and technical support, if necessary.
- Ensure that NEMAC personnel being released follow demobilization procedures described in Section 3.6 when a mission under NEMAC has been completed.
- Maintain NEMAC mission records in each Requesting Jurisdiction's EOC (Official completed IREQ-A Form, status reports, summary report of any conference calls, etc.).
- Demobilize and return to their home jurisdiction.
- Conduct a NEMAC Post Deployment Response Survey in preparation for the after-action evaluation.
- Provide a final status report that will serve as the basis for putting together the Reimbursement Request Package once all deployed personnel/resources have returned to their home jurisdiction.

When NEMAC is activated but no A-Team is deployed, the Authorized Representative or identified NEMAC Personnel of the Requesting Jurisdiction will take on the responsibilities of the A-Team.

2.1.4 NEMAC Personnel Deployed as an Asset

When NEMAC Personnel are deployed they shall become an asset of the Requesting Jurisdiction. They will remain under the command and control of the Assisting Jurisdiction but will come under operational control of the authorities of the Requesting Jurisdiction.

Generally, A-Team personnel will be asked to report directly to the Requesting Jurisdiction's EOC. Other response assets, to include law enforcement, public works, health and medical, etc., may be directed to report to a designated staging area for initial briefings before field deployment.

Reporting directions should be provided in Part I of the IREQ-A.

Should the assistance provided or the terms and conditions change at any time during the course of the mission, or should an extension of deployment period be necessary, the IREQ-A should be amended. All three sections of the IREQ-A must be completed for the amendments to be legally binding.

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SECTION III: STANDARD OPERATING PROCEDURES (SOPs)

The SOPs associated with each phase of the NEMAC mission cycle are described below.

3.1 General Preparation

All Party Jurisdictions are responsible for preparing concerned personnel (individuals, teams, experts, etc.) for eventual missions through NEMAC. Such preparation should be based on: general mission preparedness, training and exercising of the management group and of party jurisdictions' staff. Typical deployments are for 14 days; plus two days for travel, unless otherwise outlined and agreed upon in the IREQ-A.

3.2 Mission Preparedness

NEMAC personnel should be prepared to be deployed as an asset or an A-Team. The following issues can be foreseen before any event occurs:

- **Health and Medical:** The individual should be in general good health and be covered by necessary insurances.
- **Personal Documentation:** Key travel and identification documents should be kept up to date, including a passport and additional photo identification.
- **NEMAC Documents and Forms:** Individuals should be familiar with NEMAC documents, procedures and tools. The NEMAC Operations Manual as well as related contact sheets, forms and appropriate checklists should be used as a reference during NEMAC activation.
- **Qualifications:** The Assisting Jurisdiction is responsible for ensuring resources have appropriate qualifications necessary to meet the intention of the mission in the IREQ-A.

3.3 Activation/Alert Phase

If a Party Jurisdiction needs assistance from another Party Jurisdiction due to a major disaster or an imminent event, the Authorized Representative of the Requesting Jurisdiction will initiate the NEMAC procedures for requesting assistance. The Requesting Jurisdiction has two possible courses of action to activate NEMAC. 1) The AR may choose to activate their internal A-Team to contact Party Jurisdictions directly. 2) If the disaster is of a larger-scale and the Authorized Representative determines an external A-Team is needed, they may request an A-Team from another Party Jurisdiction. An external A-Team, upon assuming the role, will be responsible for coordinating the operational component of NEMAC in cooperation with the Requesting Jurisdiction. Flowchart 1 depicts the procedures for requesting and providing NEMAC assistance.

NEMAC assistance requests may be initiated verbally. **However, the Authorized Representative of the Requesting Jurisdiction must complete and submit Part I of the IREQ-A Form within twenty-four hours of a verbal agreement.** Except under extenuating circumstances, the IREQ-A Form must be completed before responding to the NEMAC request.

NEMAC Activation (Flow Chart)

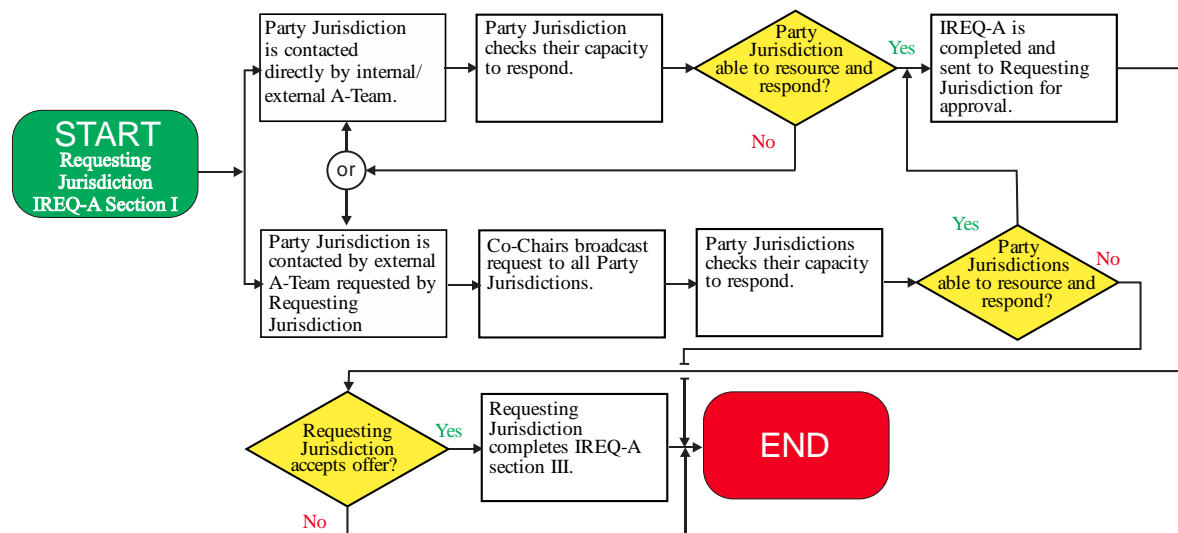


Figure 3

Note: The Party Jurisdiction becomes the Assisting Jurisdiction upon completion of Section III by the Requesting Jurisdiction.

First Course of Action: The Authorized Representative of the Requesting Jurisdiction activates internal/external A-Team to coordinate with the Authorized Representative(s) of another Party Jurisdiction(s)

Step 1: The Authorized Representative of the Requesting Jurisdiction should contact the Authorized Representative of other Party Jurisdictions directly and inform them of the resource(s) needed. Initial contact may be made by phone, email or in the Form of an IREQ-A Section I.

Step 2: After receiving the request from the Requesting Jurisdiction, the Authorized Representative of the Party Jurisdiction must check their capacity to respond to the request.

Step 3: If the Authorized Representative of the Party Jurisdiction determines that they are unable to provide the needed assistance, they should notify the Authorized Representative of the Requesting Jurisdiction immediately. At this point, the process ends and the Authorized Representative of the Requesting Jurisdiction must decide whether to contact another Party Jurisdiction directly, or contact other Party Jurisdictions via phone or email for its request. If the Authorized Representative of any Party Jurisdiction determines that they do have the capabilities necessary to respond to the request, they should inform the Authorized Representative of the Requesting Jurisdiction immediately. Upon receiving confirmation from a Party Jurisdiction, the Authorized Representative of the Requesting Jurisdiction should complete Section I of the IREQ-A Form, if they have not already done so, and submit it to the Authorized Representative of the Party Jurisdiction. If the form is filled out and emailed, the box containing the Authorized Representative’s Signature should state, “original document signed by

_____.” An email with scanned copies or a fax version of documents with the signature is also acceptable.

The logistical arrangements for the reception of personnel/resources from a Party Jurisdiction to the Requesting Jurisdiction (time, place, point-of-contact, lodging arrangements, etc.) should be included in Section I of the IREQ-A Form.

Step 4: After reviewing the information in Section I of the IREQ-A Form, the Authorized Representative of the Party Jurisdiction should fill out Section II of the form. If the Authorized Representative is not using a scanned or fax copy of a signed document, the box under Section II that contains the Authorized Representative’s Signature should state, “original document signed by _____.” The form should then be emailed/faxed to the Authorized Representative of the Requesting Jurisdiction.

Step 5: Upon receiving the IREQ-A Form with both Section I and Section II completed, the Authorized Representative of the Requesting Jurisdiction must review the terms and decide whether to accept the offer from the Party Jurisdiction.

Step 6: If for whatever reason the services offered do not meet the needs desired by the Requesting Jurisdiction, the Authorized Representative may reject the offer made by the Party Jurisdiction and the process ends. At this point, the Authorized Representative of the Requesting Jurisdiction must decide whether to contact another Party Jurisdiction for its request. However, if the services to be provided, terms, and conditions reflected in Section II meet with the approval of the Authorized Representative of the Requesting Jurisdiction, he/she will complete and sign Section III of the IREQ-A Form. If the Authorized Representative is not using a scanned or fax copy of a signed document, the box under Section III that contains the Authorized Representative’s Signature should state, “original document signed by _____.” **Only after Section III of the IREQ-A Form is completed does the Party Jurisdiction become an Assisting Jurisdiction.**

The authorizing signatures of the Requesting Jurisdiction (Part III) and the Assisting Jurisdiction (Part II) are a legally binding contract for services to be provided. Should the assistance provided or the terms and conditions change at any time during the NEMAC activation, the IREQ-A form will have to be amended and accepted by the Authorized Representatives. Addendum pages for Sections I, II and III may be added to the IREQ-A Form as needed.

A completed IREQ-A Form authorizes resource deployment and obligates compliance with NEMAC. At this point, the activation process is confirmed and each jurisdiction should initiate mission specific preparations. Refer to Section 3.4 for the NEMAC Mission Specific Preparation Phase.

Second Course of Action: **The Authorized Representative of the Requesting Jurisdiction utilizes an external A-Team to coordinate with the Authorized Representative(s) of Party Jurisdiction(s).** *Note: Depending on the situation the external A-Team may be able to provide the necessary support from their home jurisdiction rather than deploying to the Requesting Jurisdiction.*

Step 1: The Authorized Representative of the Requesting Jurisdiction should request an external A-Team from another Party Jurisdiction and inform them of the resource(s)

needed. Initial contact may be made by phone and/or email to one or all Party Jurisdictions.

Step 2: After receiving the request from the Requesting Jurisdiction, the Party Jurisdictions must check their capacity to respond to the request.

Step 3: The Party Jurisdiction should notify the Authorized Representative of the Requesting Jurisdiction immediately and inform them whether or not they are able to provide the requested assistance.

Step 4: After receiving any offers of assistance, the Authorized Representative of the Requesting Jurisdiction should complete Section I of the IREQ-A Form and submit it to the Authorized Representative of any Party Jurisdiction(s) that made an offer of assistance being considered. If the Authorized Representative is not using a scanned or fax copy of a signed document, the box under Section III that contains the Authorized Representative's Signature should state, "original document signed by _____." The logistical arrangements for the reception of personnel/resources from an Assisting Jurisdiction to the Requesting Jurisdiction (time, place, point-of-contact, lodging arrangements, etc.) should be included in Section I of the IREQ-A Form.

Step 5: After reviewing the information in Section I of the IREQ-A Form, the Authorized Representative of the Party Jurisdiction should fill out Section II of the form. Section IV, which is the addendum page, may be added to the IREQ-A Form as needed. If the Authorized Representative is not using a scanned or fax copy of a signed document, the box under Section III that contains the Authorized Representative's Signature should state, "original document signed by _____."

Step 6: Upon receiving the IREQ-A Form with both Section I and Section II completed, the Authorized Representative of the Requesting Jurisdiction must review the terms and decide whether to accept the offer from the Party Jurisdiction.

Step 7: If for whatever reason the services offered do not meet the needs of the Requesting Jurisdiction, the Authorized Representative may reject the offer made by the Party Jurisdiction and the process ends. However, if the services to be provided and the terms, and conditions reflected in Part II meet with the approval of the Authorized Representative of the Requesting Jurisdiction, he/she will complete and sign Part III of the IREQ-A Form(s). If the Authorized Representative is not using a scanned or fax copy of a signed document, the box under Section III that contains the Authorized Representative's Signature should state, "original document signed by _____." **Only after Section III of the IREQ-A Form is completed does the Party Jurisdiction become an Assisting Jurisdiction.**

The authorizing signatures of the Requesting Jurisdiction (Section III) and the Assisting Jurisdiction (Section II) are a legally binding contract for services to be provided. Should the assistance provided or the terms and conditions change at any time during the NEMAC activation, the IREQ-A form will have to be amended and accepted by the Authorized Representatives of the involved Party Jurisdiction(s). Addendum pages for Sections I, II and III may be added to the IREQ-A Form as needed.

3.4 Mission Specific Preparations Phase

Once the activation process is confirmed for a specific emergency or disaster in a known location, both the Requesting Jurisdiction and the Assisting Jurisdiction must prepare to either provide or receive the agreed upon assistance.

Requesting Jurisdiction shall:

- Provide information to the Assisting Jurisdiction, including who the first contact will be upon arrival, location of the mobilization area, and the time frame for the needed assistance.
- If border crossing will be an issue, then the Requesting Jurisdiction should also coordinate with the Assisting Jurisdiction about the point of entry location and any customs information that can be provided. Additionally the Requesting Jurisdiction should coordinate with federal border authorities to ensure they are aware of the situation and are prepared to expedite the crossing to the extent they are able to do so.
- Prepare a briefing for the A-Team or team leader(s) of deployed resources and/or personnel.
- Arrange for the pickup of resources being sent without personnel. This involves handling customs clearance and getting the resources transported to the proper area.
- Take on all A-Team responsibilities if no A-Team is deployed.

Assisting Jurisdiction shall:

- Ensure resources being deployed have appropriate qualifications necessary to meet the intention of the mission in the IREQ-A.
- Arrange a briefing for the A-Team or deploying personnel prior to their departure. At a minimum, the briefing should include the following information, some of which will need to be coordinated with the Requesting Jurisdiction:
 - Duty location and specific mission information.
 - Designation of a team leader if multiple personnel are deployed.
 - Name and contact information of who to report to upon arrival in the Requesting Jurisdiction.
 - Type of working conditions to expect (i.e. language most commonly used, field or office mobilization, climate, terrain, health hazards, food and water availability, safety issues).
 - Review of supporting equipment and supplies (i.e., NEMAC forms, cell phones, laptops, NEMAC operations manual, current contact lists for Party Jurisdictions downloaded from NEMAC website (<http://nemacweb.org/>), etc.).
 - Records and documents required to reimburse deployed personnel for mission expenses.
 - Other jurisdiction specific information.
 - Type of currency to use and whether credit cards are a viable option.
 - Arrange for resources being dispatched without personnel. The Requesting Jurisdiction will need directions for use, required accessories, and papers for customs. The resources will have to be properly packaged.

A-Team

Deploy with the current contact lists, phone and fax numbers, blank forms, etc. that are located on the NEMAC website. The NEMAC Operations Manual will also be kept current and made available on the website. Detailed instructions and guidance for A-Teams are provided in Appendix E.

NEMAC Personnel Deployed as an Asset

Verify general preparedness, as described in Section 3.2., concerning health, medical, employment, personal documents and NEMAC documents.

Assure preparedness on the following issues based on information obtained during the briefing:

- **Clothing:** Clothing needs will vary depending on the task, climate, season, terrain, and duration of the mission. While most requirements can be met by using good quality clothing and adopting the layer principle, certain items are vital to protecting against extreme weather and hazards, such as sunburn, wind chill, and humidity.
- **Medications:** Any prescription/over-the-counter medicines needed should be planned accordingly.
- **Finances:** While credit cards are customarily a usable financial instrument, a minimum amount of cash should be taken for instances where cash is the only viable option.
- **Travel Documentation:** Passports or appropriate travel documents to include record of immunizations, if appropriate.

3.5 Mobilization Phase

Requesting Jurisdiction

- Inform the Assisting Jurisdiction of who to contact if any problems are encountered during travel.
- Help deploying resources/personnel from the Assisting Jurisdiction or the A-Team with custom procedures and border crossing.
- Receive resources/personnel from the Assisting Jurisdiction(s) at a pre-determined time and location. They should:
 - Facilitate the exchange of currency (if needed).
 - Guide team(s) to the EOC or mobilization area.
 - Brief team leader(s) on the current situation.
 - Advise team leader(s) on where to establish a workspace or a base of operations.
 - Be responsible for other delivered resources.
 - Integrate A-Team personnel into EOC. Other NEMAC deployed personnel will be integrated into the Requesting Jurisdiction's structure as appropriate.

Assisting Jurisdiction

- Arrange travel, transportation and lodging accommodations en-route for their deploying resources/personnel. They should coordinate with the Requesting Jurisdiction about the location of their destination.
- Ensure deploying resources/personnel have the necessary documentation to proceed through immigration and customs procedures.
- Ensure completion of "NEMAC A-Team Personnel Information Form" (Appendix I) and provide copy to the A-Team Team Lead.
- Upon arriving within the Requesting Jurisdiction, the deployed personnel need to take the following steps:
 - Travel to the pre-determined location.
 - Report to Requesting Jurisdiction's identified authority about team mission and capabilities and to obtain a briefing about the current situation.

A-Team and NEMAC Deployed Resources/Personnel

- Proceed through immigration and customs procedures, if necessary.
- Declare necessary resources at point-of-entry. A detailed list should be on hand.
- Establish and test the capability to communicate with Party Jurisdiction(s) upon arrival within the Requesting Jurisdiction's EOC.
- Follow checklist procedures documented in Appendix E.
- NEMAC deployed personnel will remain under the command and control of the Assisting Jurisdiction but will come under operational control of the authorities of the Requesting Jurisdiction.

Communications

The Requesting Jurisdiction is responsible for addressing communications needs to ensure interoperability. Appendix L contains additional information regarding Member Jurisdiction communications systems and capabilities.

3.6 Demobilization Phase

Requesting Jurisdiction

- Informs the A-Team of demobilization process, plan and initiation.
- Ensures that any of its resources assigned to the Assisting Jurisdiction are returned.
- Arranges resources that were dispatched without personnel to be properly packaged and returned.
- Modifies the IREQ-A Form as required to address the issue of any resources left in their jurisdiction.

Assisting Jurisdiction

- Responsible for travel and transportation arrangements for personnel and resources returning home.

NEMAC A-Team

- Establishes proper hand over procedures, transfers operations, and provides a mission summary report.

NEMAC Co-Chairs

- Monitor completion of the NEMAC Post Deployment Response Survey. The results will be used to evaluate and improve existing guidance and procedures in the NEMAC Operations Manual. Results will be distributed for viewing for all Party Jurisdictions.
- Coordinate the After-Action Evaluation report, focused on NEMAC activation process/protocols, with assistance from all requesting and assisting jurisdictions.

NEMAC Deployed Resources

- Follow demobilization procedures provided by the Requesting Jurisdiction.

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SECTION IV: REIMBURSEMENT

4.1 Reimbursement Phase

In accordance with NEMAC, the Requesting Jurisdiction agrees to reimburse each Assisting Jurisdiction for all eligible deployment and mission-related costs. The Assisting Jurisdiction's emergency management agency/organization then reimburses each participating agency/locality/organization for mission-related costs incurred on behalf of the Requesting Jurisdiction. **In order to be eligible for reimbursement, all such costs must be properly documented.** The rapid and accurate collection and submission of documentation will expedite the reimbursement process. (Note: The Assisting Jurisdiction may elect to not request reimbursement for all or part of its eligible expenses).

Reimbursement Form ICLAIM-1: Reimbursement between a Requesting Jurisdiction and an Assisting Jurisdiction

The Requesting Jurisdiction will reimburse each Assisting Jurisdiction for its eligible mission-related costs in accordance with the following procedures:

- The Requesting Jurisdiction and the Assisting Jurisdiction will agree beforehand on what mission services are expected and a total cost estimate **which includes pre-deployment and post-deployment expenses.** These mission services and total cost estimate must be clearly documented in Part II of the IREQ-A Form. For budgeting purposes, the Requesting Jurisdiction may use the cost estimates on the IREQ-A Form.
- Reimbursement Form ICLAIM-1 is provided in the NEMAC Operations Manual Appendices document. Form ICLAIM-1 should be used to capture mission costs unless otherwise advised by the Requesting Jurisdiction.

The Assisting Jurisdiction will submit an Official Reimbursement Request Package to the Requesting Jurisdiction within **sixty** (60) days from end of deployment. If the Assisting Jurisdiction requires more than sixty days, a letter stating the reason(s) for the delay will be provided to the Requesting Jurisdiction. **It is essential that all receipts and invoices are retained by the Assisting Jurisdiction and submitted as supporting documentation. Lists of expenses without this documentation will not generally be sufficient to support reimbursement.** The following items are to be included in a Reimbursement Request Package:

- Cover letter
- Copy of all completed IREQ-A Forms
- Reimbursement Form ICLAIM-1
- All supporting documentation to include but not limited to:
 - Timesheets signed by Team Leader or authorized individual
 - Work records
 - Payroll documents
 - Travel expense reports/vouchers
 - State or Provincial warrants/checks
 - Receipts or invoices for purchased goods
 - Other similar documents evidencing costs incurred

Additional documentation from the local-to-Jurisdiction request or Reimbursement Request Package may be provided as appropriate and summarized on Reimbursement Form ICLAIM-2 (intra-jurisdiction use only).

Each Assisting Jurisdiction should submit only **one Reimbursement Request Package** to the Requesting Jurisdiction. Reimbursement is based on:

- Personnel
- Compensation Package
- Travel policy of the assisting jurisdiction or home agency/locality/organization
- Eligible costs including labor, equipment, rental equipment, contracts, and commodities.
- Actual and documented expenses may be claimed for air travel, auto rental, government vehicle expense, gasoline, lodging and tips.
- Travel and per diem for volunteers. Separate documentation, including names, work performed, location of work, and date/time of work is required for each crew of volunteers.
- Photographs, detailed narrative report, and costs for damaged equipment repairs or replacement.

While reimbursement is permitted for per diem costs, complimentary rooms, meals, and other services are not eligible and per diem expenses may need to be pro-rated accordingly. The Requesting Jurisdiction will reimburse the Assisting Jurisdiction for all reasonable expenses. Substantive changes during the deployment to the terms and conditions in the original IREQ-A Form will require a supplemental request and agreement by both authorized parties. **A copy of the original IREQ-A Form and any additional IREQ-A Forms with supplemental terms and conditions must be included with the Reimbursement Request Package.**

Assisting Jurisdictions will not charge for incidental expenses that are not directly related to out-of-jurisdiction deployment, such as staff time to prepare for deployment or to prepare the Request for Reimbursement Package.

Assisting Jurisdictions also have the option to not charge for emergency management agency employees deployed out-of-jurisdiction, whether it be to staff A-Teams or to perform other duties as requested under NEMAC. However, this option should be stated in Part II of the IREQ-A Form by the Assisting Jurisdiction prior to deployment.

Reimbursement Form ICLAIM-2: Reimbursement between an Assisting Jurisdiction and Supporting Agencies/Localities/Organizations

- NEMAC Form ICLAIM-2 should be used to capture intra-jurisdiction costs associated with the mission unless otherwise agreed to by the Assisting Jurisdiction.
- The Assisting Jurisdiction may, depending on the applicable law and regulation of that jurisdiction:
 - Reimburse each supporting agency/locality/organization for its deployment-related costs shown on the Form ICLAIM-2 within a reasonable timeframe mutually agreed upon by both parties and enter those costs on a ICLAIM-1 and submit the Form to the Requesting Jurisdiction for reimbursement, or
 - Attach the Form ICLAIM-2 and supporting documents to Form ICLAIM-1 and forward the Forms and the supporting documents to the Requesting

Jurisdiction instructing the Requesting Jurisdiction to issue remittance in the name of the Providing Entity through the Assisting Jurisdiction. Upon receipt of the payment from the Requesting Jurisdiction, the Assisting Jurisdiction should attach a copy of payment to the reimbursement package file copy and forward payment to the providing entity.

- Whichever method is used, the Assisting Jurisdiction must review the claim for reimbursement, and resolve any issues prior to the payment and/or submission to the Requesting Jurisdiction for remittance.

Types of Reimbursable Costs

NEMAC was intended to provide reimbursement for actual costs incurred during the execution of the mission described in Form IREQ-A. All actual deployment costs incurred in direct support of the mission defined in the Form IREQ-A, as amended, are eligible for reimbursement. As a reminder, Form IREQ-A is a legally binding contract between the Party Jurisdictions. Efforts to capture all mission costs should be taken and the Form IREQ-A should be amended as needed to capture changes in the mission. Examples are:

- Personnel Costs: Regular time salary, overtime salary, and compensation package calculated at the regular rate utilized by the Assisting Jurisdiction or other entity within the Assisting Jurisdiction.
- Travel Costs:
 - Airfare (unless direct billed to the Providing Entity)
 - Ground transportation costs such as:
 - Rental vehicles and fuel
 - Taxi
 - Shuttle
 - Parking fees
 - Toll fees
 - Government-owned vehicle mileage (may not charge for both a per mile mileage rate and the cost of gasoline)
 - Personally-owned vehicle mileage (may not charge for both a per mile mileage rate and the cost of gasoline)
 - Lodging (unless direct billed to the Party Jurisdiction)
 - Meals not otherwise provided by entities of the Requesting Jurisdiction.

All of the above costs will be calculated according to the policies of the Assisting Jurisdiction or other entities within the Assisting Jurisdiction. Jurisdictional policy documentation should accompany the reimbursement package.

- Equipment Costs: Maintenance and operating costs necessary to operate equipment, vehicles and machinery required to perform the mission described in Form IREQ-A.
- Commodity Costs: Consumables, supplies and materials used for the mission described in Form IREQ-A.
- Other Costs:
 - Reasonable costs to repair or replace equipment damaged *during deployment* while performing assigned mission described in Form IREQ-A. These costs should take into consideration the depreciated value of the equipment and any insurance coverage available for the damage or loss.

- Costs relating to decontamination of equipment and cleaning of personal protective equipment used in performing the mission as described in the Form IREQ-A.
- Costs of purchasing and transporting supplies by the Assisting Jurisdiction as requested by the Requesting Jurisdiction (and approved in Form IREQ-A).
- Reasonable costs for maintenance of equipment to pre-disaster condition.
- Replacement costs: All damaged, destroyed, contaminated or otherwise unusable items that were used on an official fully executed NEMAC mission (uniform, turn out gear, etc.) should be considered as replacement and should be documented as such. Further, these items should be reported as damaged as soon as known to be so such that proper record keeping can take place.

Non-Reimbursable Costs

- Administrative costs associated with pre-deployment and post-deployment functions or other costs incurred by Assisting Jurisdictions in responding to NEMAC requests, unless otherwise mutually agreed upon by each Jurisdiction and stipulated in the Form IREQ-A, **are not eligible for reimbursement**. NEMAC was intended to provide reimbursement for actual costs incurred in the deployment mission described in Form IREQ-A.
- Replacement costs: While damaged, destroyed, contaminated, or otherwise unusable items that were used on an official fully executed NEMAC mission (uniform, turn out gear, etc.) should be considered as replacement, replacement of items prior to the deployment is not eligible.
- Costs for alcohol, tobacco, toiletries, or similar items are not eligible for reimbursement.
- **Costs incurred by an entity without an approved IREQ-A and prior consent of both the Requesting Jurisdiction and the Requesting Jurisdiction Authorized Representatives.**
- Costs for items not specified or indicated in the Form IREQ-A unless otherwise deemed justifiable by the Requesting Jurisdiction at a later date and supported by appropriate documentation in the reimbursement package and as accepted by the NEMAC Authorized Representative.

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SECTION V: TRAINING AND EXERCISES

The emergency management agency/organization in each NEMAC Party Jurisdiction should be prepared to implement international mutual aid in accordance with this NEMAC Operations Manual as a potential Requesting Jurisdiction and as a potential Assisting Jurisdiction. The Co-Chairs will arrange for NEMAC training at NEMAC Conferences as the need arises. As a result, each Party Jurisdiction should have personnel trained and available for out-of-jurisdiction A-Team duty on short notice.

The scope of NEMAC is, of course, much broader than jurisdictional emergency management. It also involves the emergency services parts of other jurisdiction's agencies, localities, and organizations that can provide experienced program managers, deployable task forces, and other resources that can help in other jurisdictions with disaster response and recovery operations. These potential resource providers need to know how to participate in NEMAC.

Any NEMAC-related training provided by a NEMAC Party Jurisdiction to potential resource providers within that jurisdiction should be done within the context of any existing jurisdiction-wide mutual aid programs. Most likely, jurisdiction-wide mutual aid programs will already have identified task forces, strike teams, etc., which will be deployable under NEMAC. NEMAC and intra-jurisdiction mutual aid should be closely coordinated within each Party Jurisdiction and, perhaps, administered jointly, since many of the deployable resources will be the same. Training for resource providers should incorporate both intra-jurisdictional mutual aid and inter-jurisdictional mutual aid (NEMAC) concepts and practices.

5.1 Global Evaluation

The global evaluation phase covers all elements of NEMAC activation. It evaluates the assistance received and provided and should be checked to improve all procedures for the benefit of Party Jurisdictions in the NEMAC. Post-Deployment Surveys and/or After Action Reports (AARs) will be completed after activation under NEMAC and the results shared with Party Jurisdictions for evaluation and input regarding necessary improvements to NEMAC documents, operations and training materials.

Post-Deployment Surveys are available on the NEMAC website (<http://nemacweb.org/>).

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APPENDICES

Appendix A – Definitions, Terms and Acronyms

Appendix B – The Agreement

Appendix C – NEMAC By-Laws

Appendix D – NEMAC Authorized Representatives and Designated Contacts

Appendix E – NEMAC A-Team Operations

Appendix F – NEMAC Mobilization Checklist

Appendix G – NEMAC Demobilization Checklist

Appendix H – NEMAC Forms

- IREQ-A Form
- ICLAIM-1 Form (International Reimbursement)
- ICLAIM-2 Form (Intra-Jurisdictional Reimbursement)

Appendix I – NEMAC A-Team Personnel Information Form

Appendix J – NEMAC Personnel Demobilization Schedule

Appendix K – Post Deployment Response Survey

Appendix L – Communications

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