

## National Engagement for Draft NIMS Guideline for Mutual Aid

Attached for your review is a working draft of the National Incident Management System (NIMS) Guideline for Mutual Aid. The NIMS Guideline for Mutual Aid supplements the Resource Management component of NIMS by providing guidance on different types of mutual aid agreements, the key elements of a mutual aid agreement and the key elements of mutual aid operational plans used for implementation. The current version was released in November 2017 and has been updated to incorporate lessons learned over the last five years, in particular those learned from the COVID-19 pandemic and other disaster operations. This includes updates that add:

- Information on legal liabilities for parties in a mutual aid agreement
- Special considerations for underserved communities
- Guidance for developing a common operating picture
- Guidance for virtual mutual aid delivery.

FEMA developed the NIMS Guideline for Mutual Aid in collaboration with a range of stakeholders. To further expand our engagement efforts, we are seeking your ideas and input on this working draft. Though we welcome all ideas and comments, we are specifically seeking input on:

- Any areas of the Guideline that are difficult to understand
- Potential gaps
- Additional ways that your discipline or organization could use this guidance to enhance the effectiveness of mutual aid

Please use the feedback comment form at <https://www.fema.gov/emergency-managers/nims> to capture your recommendations and comments. Please submit this form to [FEMA-NIMS@fema.dhs.gov](mailto:FEMA-NIMS@fema.dhs.gov) by **5 p.m. ET on July 12, 2023**.

We look forward to receiving your feedback. If you have questions or need more information about the NIMS Guideline for Mutual Aid, send an e-mail to [FEMA-NIMS@fema.dhs.gov](mailto:FEMA-NIMS@fema.dhs.gov).



# **National Incident Management System (NIMS) Guideline for Mutual Aid**

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**FEMA**

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DRAFT

# 1 Introduction

## 2 1. Purpose

3 Mutual aid agreements establish the terms under which one party sends resources—personnel,  
4 teams, facilities, equipment and supplies—to another party. Mutual aid agreements provide a means  
5 for jurisdictions to augment their resources when needed for high-demand incidents, because most  
6 jurisdictions do not maintain sufficient resource levels to handle extreme events independently.

7 Mutual aid agreements can support all mission areas; can be established before, during or after  
8 incidents; and can be between all levels of government, non-governmental organizations (NGOs) and  
9 the private sector. Mutual aid does not include direct Federal assistance or Federal response  
10 assistance provided under other department-/agency-specific authorities (e.g., the National Oil and  
11 Hazardous Substances Pollution Contingency Plan).<sup>1</sup>

12 The National Incident Management System Guideline for Mutual Aid (Guideline) supplements the  
13 Resource Management component of the National Incident Management System (NIMS) by  
14 providing guidance on different types of mutual aid agreements, the key elements of a mutual aid  
15 agreement and the key elements of mutual aid operational plans used for implementation. This  
16 Guideline supports the National Preparedness Goal of building a secure and resilient nation.

17 This Guideline does not provide legal authority or direction and does not supersede applicable legal  
18 authorities and constraints of the authority having jurisdiction (AHJ). Jurisdictional chief executives,  
19 department or agency heads, governors, tribal leaders, or private sector executives should consult  
20 with applicable legal authorities before entering into a mutual aid agreement or compact.

21 Jurisdictions can develop mutual aid agreements to address potential shortfalls and capability gaps  
22 identified through capability assessments, gaps analyses and improvement plans following trainings  
23 and exercises. Jurisdictions can work with partners to establish mutual aid agreements as part of  
24 their preparedness actions. The mutual aid network—an integrated nationwide network of mutual aid

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<sup>1</sup> Direct Federal Assistance (44 Code of Federal Regulations [CFR] 206.208) refers to when a state or local government requests that a Federal agency accomplish emergency work and/or debris removal because it lacks the capability. Such assistance is subject to the cost-sharing provisions and eligibility criteria. State or local governments submit requests for assistance to the appropriate FEMA Regional Administrator. If the request is approved, a mission assignment will be issued to the appropriate Federal agency.

25 systems—enhances the Nation’s overall preparedness and readiness by allowing jurisdictions and  
26 organizations to account for, order and mobilize outside resources efficiently and effectively.

## 27 **2. Background**

28 Since the Guideline was last published in 2017, national stakeholders have developed and  
29 implemented new best practices, strategies, and resources for mutual aid agreements. Maintaining  
30 up-to-date mutual aid guidance plays an integral role in the standardization of mutual aid processes  
31 across jurisdictions. The Guideline has been expanded to include impacts and lessons learned from  
32 the COVID-19 pandemic on mutual aid operations, acknowledge legal liabilities for parties in a  
33 mutual aid agreement, add special considerations for underserved communities, highlight the  
34 importance of a common operating picture, and incorporate guidance for virtual mutual aid delivery.

## 35 **3. Applicability and Scope**

36 For the scope and applicability of this document, please refer to the “Applicability and Scope” section  
37 of NIMS.<sup>2</sup>

## 38 **4. Document Management and Maintenance**

39 The Federal Emergency Management Agency’s (FEMA) National Integration Center (NIC) is  
40 responsible for the management and maintenance of this document. Comments and feedback from  
41 stakeholders regarding this document should be directed to FEMA NIC at [FEMA-NIMS@fema.dhs.gov](mailto:FEMA-NIMS@fema.dhs.gov).

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<sup>2</sup> NIMS, <https://www.fema.gov/emergency-managers/nims>.



## 42 **Types of Mutual Aid Agreements**

43 Mutual aid agreements establish the terms under which assistance is sent between two or more  
44 jurisdictions within a state and between states, and can be with and between private sector entities,  
45 NGOs and other whole community partners. These agreements facilitate access to potentially  
46 needed resources, both prior to and following incidents or planned events.<sup>3</sup>

47 When reviewing, revising and developing new mutual aid agreements, emergency managers should  
48 consider resources and capabilities across the whole community and ensure compliance with  
49 pertinent laws and ordinances.

50 There are several types of mutual aid agreements and jurisdictions may need to establish different  
51 types of agreements with different partners to ensure they are able to access sufficient resources to  
52 meet anticipated needs.

### 53 **1. Local Automatic Aid**

54 Local automatic aid agreements permit the automatic dispatch and response of requested resources  
55 without incident-specific approvals or consideration of entity boundaries. These agreements are  
56 usually basic contracts between or among neighboring local entities and are used under conditions  
57 when time is of the essence to save lives, prevent human suffering, or mitigate property damage  
58 following an incident. Some entities refer to these as “Closest Resources” agreements and they are  
59 common where jurisdictions are intermingled.<sup>4</sup> The deployment of automatic aid is often  
60 automatically dispatched from the closest entity regardless of jurisdictional boundaries through a  
61 centralized dispatcher. Where used, it is important that local dispatch centers are aware of the  
62 agreements so that they know which resources to dispatch. It is also recommended that use of these  
63 agreements be included in joint training and/or exercises.

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3 In this document, “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes. See the Glossary for additional information.

4 Local entities may include nearby governments (including Federal Government installations), private sector facilities, NGOs and faith-based organizations.

65 Examples:

- 66     ▪ Local first responders may routinely send emergency services to a nearby Federal facility that  
67     does not have organic capabilities. This agreement may also include a Federal entity providing  
68     automatic response.
- 69     ▪ In western states where wildland and structural fires are common, fire protection support is  
70     automatically dispatched from the closest fire department regardless of jurisdictional boundaries  
71     through a centralized dispatcher. The local automatic aid agreement is a regional partnership  
72     and relied upon for daily operations.

73 A fire department from a military installation may respond to an automobile accident outside of its  
74 gate because it is the closest appropriate emergency resource, even though the area where the  
75 accident occurred is outside the fire department's area of responsibility.

## 76 **2. Local Mutual Aid**

77 Local mutual aid agreements between neighboring jurisdictions or organizations involve a formal  
78 request for assistance and generally cover a larger geographic area than local automatic mutual aid  
79 agreements do. Under these agreements, local resources may be used to assist Federal  
80 departments and agencies in fulfilling their missions under special circumstances, and vice versa.  
81 Incorporating private sector, NGO and community-/faith-based organizations into the mutual aid  
82 network provides parties with access to significant additional resources.

83 Example:

- 84     ▪ Utility companies, whether privately or publicly owned, typically enter into mutual aid agreements  
85     with local communities. While "utilities" can refer to a wide range of services provided to the  
86     public, common utility mutual aid agreements provide for electrical, water, wastewater and other  
87     services, such as cybersecurity assistance. Emergency aid and assistance may be provided in  
88     the form of personnel, equipment, materials and other associated services, as necessary.
- 89     ▪ Post-disaster building safety inspectors from other jurisdictions may be called to assist in  
90     response and recovery operations despite the disaster area being outside of the inspectors' area  
91     of responsibility.
- 92     ▪ Cyber units may assist neighboring jurisdictions in creating more resilient networks pre-disaster  
93     in an effort to mitigate damage.

## 94 **3. Regional, Intrastate, or Statewide Mutual Aid**

95 Sub-state regional mutual aid agreements are between multiple jurisdictions that are often  
96 sponsored by a council of governments or a similar regional body. Entities from a regional mutual aid  
97 agreement can assist local entities that have been on scene for an extended period of time.

98 Statewide or intrastate mutual aid agreements are often coordinated through the state and  
99 incorporate both state and local governmental and nongovernmental assets in an attempt to  
100 increase preparedness statewide. Statewide assistance significantly increases the number of  
101 entities supporting the incident response and recovery. This approach can help reduce the number  
102 of local and jurisdiction-to-jurisdiction mutual aid agreements. In some instances, state law requires  
103 participation in an intrastate mutual aid system.

104 Examples:

- 105 ▪ The International Association of Fire Chiefs (IAFC) developed a **National Fire Service Intrastate**  
106 **Mutual Aid System (IMAS)** that ties local fire districts and departments into statewide mutual aid  
107 networks. IAFC uses the Mutual Aid Net tool to manage and dispatch all-hazard resources,  
108 individually or through mission-ready packages (MRP), in support of IMAS.
- 109 ▪ The **Mutual Aid Box Alarm System (MABAS)** is a structured, planned mutual aid system for  
110 deploying fire, rescue and emergency medical services personnel in a multijurisdictional and/or  
111 multi-agency response within a state. Illinois, Wisconsin, Indiana, Michigan and parts of Missouri  
112 and Iowa use MABAS. MABAS connects fire, emergency management services (EMS) and special  
113 operations teams in hazardous materials, technical rescue, subsurface ice/water rescue, fire  
114 investigations, incident management, urban search and rescue and station backfill coverage  
115 with standby firefighting and EMS resources through mutual aid requests.

## 116 4. Interstate Mutual Aid – After Declaration

117 Out-of-state assistance through formal state-to-state agreements that support the response and  
118 recovery effort. Interstate mutual aid can be established through various types of vehicles, such as  
119 interstate compacts and agreements, Federal agreements and sub-geographic plans. Many states  
120 have legislation to support these agreements.

121 An example of an interstate mutual aid compact is the Emergency Management Assistance Compact  
122 (EMAC), which is administered by the National Emergency Management Association. State-to-state  
123 assistance through EMAC supports from response through to recovery.

124 States can use intergovernmental agreements, memoranda of agreement/understanding, intrastate

### **Emergency Management Assistance Compact (EMAC)**

EMAC is a congressionally ratified agreement that provides form and structure to interstate mutual aid during governor-declared states of emergency. Through EMAC, officials in a disaster-affected state can request and receive assistance (including personnel, equipment and commodities) from other member states quickly and efficiently, thereby resolving four key issues: tort liability and immunity, license reciprocity, workers' compensation and reimbursement. All 50 states, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands have adopted EMAC.

125 legislation, or gubernatorial executive orders to deploy tribal personnel, private resources and  
126 volunteers. Many states have their own mutual aid agreements, but interact with EMAC; however,  
127 EMAC does not cover interstate aid before an emergency or disaster declaration is made by the  
128 affected state.

129 Private sector resources and tribes can only deploy via EMAC with a supplemental agreement  
130 between the tribe or private sector entity and the state. However, local resources may deploy through  
131 EMAC depending on requirements outlined in state laws and regulations. Local governments can  
132 also submit EMAC requests through state government using channels outlined in state-level  
133 guidance.

134 Jurisdictions operating under agreements that expressly require some form of declaration may need  
135 to establish other means of acquiring support, if such support is needed prior to or in the absence of  
136 such a declaration (e.g., in preparation for a special event or to position assets in anticipation of a  
137 hurricane).

## **5. Interstate Mutual Aid – Prior to or Without a Declaration**

140 In some instances, jurisdictions may require additional resources from other states, tribes, or  
141 territories prior to a state or tribal emergency declaration, or when one is not appropriate. Since  
142 EMAC does not apply in those situations, jurisdictions need separate interstate agreements for such  
143 incidents or planned events.

144 Several approaches accomplish this objective, including neighbor-to-neighbor aid. Many states have  
145 enacted legislation to enable and support local interstate mutual aid agreements. Tribal nations also  
146 enter into agreements to assist tribes in other states.

147 Examples:

- 148 ▪ The Mid-America Mutual Aid Consortium supports interstate mutual aid for emergency situations  
149 that do not result in a state or local declaration of emergency or disaster. The consortium helps  
150 parties recognize out-of-state professional licenses, certifications, or other permits when the

151 state, or a county, city, village, township, special district, or other political subdivision or unit of  
152 local government, requests mutual aid from jurisdictions outside of their state. The consortium  
153 also provides certain persons with immunity from civil actions when acting pursuant to mutual  
154 aid agreements and maintains employee benefits and protections. Authority to participate is  
155 provided by inter-local agreements condoned through each participating state's statutory  
156 authorities.

157 ■ The United South and Eastern Tribes, Inc. (USET) Tribal Emergency Mutual Aid Compact (TEMAC)  
158 is the first emergency mutual aid agreement expressly for tribes in the United States. Developed  
159 in 2008, TEMAC provides mutual aid among USET member tribes within the context of tribal self-  
160 determination and self-governance. USET member tribes developed TEMAC for implementation  
161 by member tribes, but other tribes are free to model it.

## 162 6. International Mutual Aid

163 International mutual aid agreements are a legal means through which jurisdictions can share  
164 resources across an international border. Bilateral and multilateral agreement negotiated and  
165 managed through Federal agencies and/or the agreement is managed directly between U.S.  
166 states/regions and their international counterparts.

167 FEMA's International Assistance System Concept of Operations establishes policies and procedures  
168 for managing international assistance for domestic disasters declared under the Stafford Act. The  
169 Foreign Assistance Act and/or the authorities of the sending departments/ agencies govern U.S.  
170 foreign assistance.

171 Examples:

172 ■ The ***State and Province Emergency Management Assistance Memorandum of Agreement***  
173 (***SPEMAMA***) is an agreement ratified by the United States and Canada that allows for  
174 participating jurisdictions from each country to enact or adopt it. SPEMAMA is open to all 50  
175 states and U.S. territories, and to all 10 provinces and three territories in Canada. It provides a  
176 system and a set of processes to systematically and rapidly deploy mutual aid resources among  
177 participating jurisdictions.

178 ■ The **Northern Emergency Management Assistance Compact (NEMAC)** is an agreement that  
179 facilitates cross border emergency management assistance through mutual aid. The agreement  
180 allows jurisdictions, to include any or all of the states of Illinois, Indiana, Ohio, Michigan,  
181 Minnesota, Montana, New York, North Dakota, Pennsylvania and Wisconsin, to participate in  
182 cross-border mutual assistance for preparedness and response with any or all of the Canadian  
183 provinces of Alberta, Manitoba, Ontario and Saskatchewan. The agreement can be used for any  
184 capability and capacity that one member state or province has that can be shared with another.

# 185 Key Elements of Mutual Aid 186 Agreements

187 Mutual aid agreements can vary considerably from agreement to agreement. The participating  
188 parties determine the content and structure of an agreement or compact. An organization or  
189 jurisdiction may enter into multiple agreements with varying formats and content. Common  
190 terminology and formats and writing in plain English help clarify expectations, promote unity of effort  
191 and expedite mutual aid efforts.

192 When establishing mutual aid agreements or compacts, jurisdictions and organizations should  
193 address the following key elements to improve the understanding of the commitment, scope and  
194 general procedures for all parties.

## 195 1. Purpose and Scope

196 Identify the agreement's conditions, length and general legal scope or effect, such as the intent to  
197 bind parties or severability. Present the reason for the agreement and identify the parties, the types  
198 of services addressed and any applicable mutual aid service limitations. Organizations often specify  
199 whether the agreement's intent is to send resources for declared disasters or surge capacity prior to  
200 a disaster declaration.

## 201 2. Benefits

202 Outline the economic, logistical, or other benefits that the mutual aid agreement may provide to the  
203 parties entering into the agreement. Because owning and maintaining all of the resources needed to  
204 respond to extreme or high-demand incidents is cost-prohibitive for most communities, entering into  
205 mutual aid agreements provides economic and logistical efficiencies to support any gaps in  
206 resources and capability.

## 207 3. Authorities

208 Specifically state the legal basis for the parties to enter into the mutual aid agreement. This may  
209 include the state laws, local ordinances, tribal resolutions, regulations or other applicable  
210 authorities.

## 211 4. Definitions

212 Define key terms in the agreement to ensure all parties share a common vocabulary, especially any  
213 terms that are specific or unique to the circumstances of the contract.

## 214 **5. Governance Structure and Operations Oversight**

215 The governance section should specify who is responsible for overseeing the agreement and how  
216 those personnel communicate policies and procedures to guide the agreement's implementation  
217 and operation. Being clear about the governance structure can expedite decision making, reduce the  
218 time required to request assistance and ensure all parties understand the chain of command.

219 Parties to the agreement designate personnel to implement and operate the mutual aid agreement  
220 terms. Examples of personnel actions in the governance section include identifying who will  
221 complete the following tasks:

- 222 ▪ Develop and approve procedures for implementation, operation and documentation;
- 223 ▪ Develop and approve complaint procedures, methods and resolution;
- 224 ▪ Provide personnel with procedures and training; and
- 225 ▪ Conduct joint exercises for mutual aid requests, deployment, operations and demobilization.

## 226 **6. Recognition of Licensure and Certifications**

227 Identify licenses and certifications that qualify individuals to perform specific duties (e.g., doctors,  
228 emergency medical technicians) and ensure receiving parties recognize licensure and/or  
229 certification across geopolitical boundaries. Mutual aid agreements that cross geopolitical borders  
230 should reconcile that practitioners licensed in one political jurisdiction retain the authorization to  
231 work at the level of their license or certification in other political jurisdictions as a part of the  
232 response.

## 233 **7. Tort Liability and Indemnification**

234 Specify how parties will address tort liability. For mutual aid purposes, indemnifying the person or  
235 jurisdiction or holding them harmless is a way to address liability concerns.

236 Examples:

- 237 ▪ The mutual aid agreement may specify that agents of the party rendering aid in another  
238 jurisdiction under the agreement are considered agents of the requesting party for liability  
239 purposes.
- 240 ▪ The parties may add information on the use of liability waivers and insurance for comprehensive  
241 liability, personal injury, workers' compensation and professional liability.
- 242 ▪ The parties may add information on policies surrounding volunteers and the protections offered  
243 within each jurisdiction.



244 State laws differ on governmental, or sovereign, immunity. State laws also differ on tort claims,  
245 volunteer protection, Good Samaritan protection and other incident response factors. Effective  
246 mutual aid agreements contain provisions concerning liability and indemnification to protect the  
247 parties and responders.

## 248 **8. Insurance**

249 Address the parties' responsibilities to provide insurance coverage. Many political jurisdictions are  
250 self-insured, while private sector organizations tend to carry commercially available insurance.  
251 Mutual aid agreements often include provisions for insurance covering individuals and equipment.

## 252 **9. Protocols for Interoperable Communications**

253 Pre-arranged communication frequencies and procedures are critical for effective execution. Identify  
254 the overarching requirement for ensuring the necessary level of voice and data communications.

255 These protocols may include guidance on interoperability channels, data services, backup systems  
256 and common alerting protocols that are necessary to establish on the-scene coordination and  
257 communications for multijurisdictional or multidisciplinary responses. Identifying common  
258 communication protocols in mutual aid agreements is particularly important when integrating mutual  
259 aid resources that may not have interoperable systems.

## 260 **10. Workers' Compensation**

261 Address how parties will respond to workers' compensation coverage and claims, including those  
262 from private sector, NGO and community-/faith-based organization employees and volunteers. The  
263 parties may add provisions defining the means for resolving disputes and detailing liability for  
264 workers compensation and death benefits.

## 265 **11. Deployment Notification**

266 It is a best practice to include acceptable deployment notification protocols and documents in  
267 mutual aid documents to discourage unrequested resources. This section should address the  
268 documentation that will be considered official authorization to deploy, such as orders, an EMAC  
269 Resource Support Agreement (RSA) or travel authorizations citing a specific purpose. Having explicit  
270 deployment notification will discourage self-deployment of unrequested resources.

271 When responders come to an incident area without being requested, they may interfere with incident  
272 management and may place an extra logistical and management burden on an already stressed  
273 system by:

- 274 ▪ Creating additional supervisory, logistical and safety needs;
- 275 ▪ Depleting the resources needed to provide continued services to their home community;



- 276   ▪ Complicating resource tracking and accountability; and/or
- 277   ▪ Limiting the access of formally requested resources.

## 278   **12. Reciprocity/Reimbursement**

279   Mutual aid agreements must specify how the receiving party will compensate the sending party. The  
280   parties may define how an emergency declaration might impact reimbursement, if certain types of  
281   aid are sent with or without reimbursement, and the timeline for submission of the itemized bill and  
282   fulfilling payment. Compensation structures should account for the fact that resources may fluctuate  
283   during ongoing events, and demobilization may happen in stages or gradually. This compensation  
284   may be provided using the following structures:

- 285   ▪ ***In-kind agreements*** state that the party receiving services will reciprocate by providing the same  
286   type of services over time, i.e., resources are sent without reimbursement for the first 12 or 24  
287   hours.
- 288   ▪ ***Equity agreements*** state that the parties will exchange equitable services, though not of an in-  
289   kind nature. The value of the services exchanged under an equity agreement is equal.
- 290   ▪ ***Reimbursable agreements*** provide the terms of the exchange of services for payment. Contracts  
291   specify the costs of various types of services and the payment mechanisms parties will use. In  
292   some incidents, sending parties cannot afford to lend their services and resources for extended  
293   periods of time without reimbursement.

294   Mutual aid agreements that involve direct payment often include the following provisions:

- 295   ▪ Conditions that would trigger the start of reimbursable time for resources sent through mutual  
296   aid,
- 297   ▪ Eligibility and documentation requirements for expenses that are reimbursable (e.g., a travel  
298   reimbursement policy),
- 299   ▪ Jurisdictional or organizational policies related to specific reimbursable costs. Examples of such  
300   costs include the following:
  - 301   ▪ Personnel Pay: Salary, overtime, backfill and other employee-related costs, including insurance,  
302   retirement and workers' compensation are often addressed in cited policies. Where labor  
303   contracts or union agreements affect personnel pay and benefits, agreements should specify  
304   that any reimbursements will reflect the most current pay and benefits required by the applicable  
305   contract or agreement.
  - 306   ▪ Travel/Transportation: Travel costs usually include airfare, luggage fees, mileage reimbursement,  
307   rental vehicles, parking, tolls, fuel (if not included in the equipment rates described below),  
308   lodging, meals and transport/shipping costs (bulk items, large equipment and vehicle transport).

- 309   ▪ **Equipment Rates:** Reimbursement costs for equipment should address hourly or daily usage  
310    rates, fuel, maintenance and other commodities (if not included in a flat rate), and costs for loss,  
311    damage and repairs to equipment. The sending organization or jurisdiction usually determines  
312    these rates or sometimes bases the rates on standardized regional, state, or Federal rates, such  
313    as FEMA's equipment rates.
  
- 314   ▪ **Commodities:** These are expendable and durable commodities that often include office supplies,  
315    sandbags, dust masks, trash bags, printer paper and batteries.
  
- 316   ▪ **Administrative Costs:** These are the additional costs involved with mobilizing and seeking  
317    reimbursement for resources sent. They are typically assessed as a fixed percentage of the total  
318    cost being invoiced. These fixed rates vary among organizations but are generally between eight  
319    percent and 18 percent.
  
- 320   ▪ **Other:** These are costs that do not fall into one of the above categories (e.g., fees for laundry  
321    services, mobile phones, decontamination, medical requirements).

322   It is important that all parties to an agreement identify and understand the documentation  
323   requirements for reimbursement. Documentation requirements can vary from agreement to  
324   agreement, but the overall requirement for supporting claims is present in all agreements.  
325   Insufficient or improper documentation can cause delays in the reimbursement process. Agreements  
326   may also have differing processes and requirements for donating the costs of resources through  
327   agreements.

## 328   **13. Termination**

329   Specify how and when parties may terminate the agreement and the notification time period.  
330   Documenting this information minimizes cost and risk to all parties.

## 331   **14. Dispute Resolution**

332   Include methods and timelines for personnel to make, process, and investigate complaints and  
333   define the dispute resolution process. This includes how personnel make formal complaints, the  
334   adjudication method, timeframes for each step and the implementation of resolution.

## 335   **15. Modification and Amendment Management**

336   Identify the methods and timelines for the periodic review of the agreement by all parties, the  
337   process for parties to propose modifications or amendments to the document, and the process for  
338   approving changes.

## 339 **16. Operational Plan and Procedures Requirements**

340 Specify any requirements concerning the development of a mutual aid operational plan, including  
341 procedures, the timeline for completion, and the process for approving and implementing the plan.  
342 Typically, this includes procedures for how mutual aid resources and personnel who were mobilized  
343 to support an incident or planned event continue under the operational control of their day-to-day  
344 leaders. It often also includes details on how the receiving party's existing Incident Command System  
345 (ICS) structure integrates resources, forms and personnel, as well as how the receiving party  
346 maintains control over the incident and makes organizational and strategic goals and objectives and  
347 tactical assignments to the mutual aid resources through the chain of command.

## 348 **17. Supplemental Information Based on Declaration** 349 **Status**

350 Include supplemental information on authorities and procedures that are triggered under governor-  
351 declared disasters, such as provisions to:

- 352 ▪ Implement intergovernmental agreements, memoranda of agreement/understanding, intrastate  
353 legislation, or gubernatorial executive orders to deploy tribal personnel, private resources and  
354 volunteers;
- 355 ▪ Incorporate resources that provide form and structure to interstate mutual aid during governor-  
356 declared states of emergency; and/or
- 357 ▪ Request and receive assistance from other member states quickly and efficiently, resolving four  
358 key issues: tort liability and immunity, license reciprocity, workers' compensation and  
359 reimbursement.

## 360 **18. Population Considerations**

361 Disasters can disproportionately impact different populations within a jurisdiction, and it is important  
362 for decision makers to understand the demographic composition within their communities who may  
363 require additional assistance during and after a disaster. Populations that may be disproportionately  
364 affected include (but are not limited to):

- 365 ▪ Historically underserved populations and communities;
- 366 ▪ Individuals with disabilities or access and functional needs;
- 367 ▪ Elderly populations, particularly those in assisted living or nursing homes;
- 368 ▪ Unhoused or migrant populations; and
- 369 ▪ Geographically isolated or rural populations.

370 These groups may require additional resources or services during disaster operations. Parties to  
371 mutual aid agreements should ensure everyone within the community has access to the resources  
372 and services they need. Mutual aid agreements can include language that ensures resources and  
373 services are available for underserved communities during and after a disaster. Including these  
374 communities explicitly in a mutual aid agreement can help ensure resources are allocated to provide  
375 assistance to all those impacted by disaster.

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# Key Elements of Mutual Aid Operational Plans

Mutual aid operational plans support mutual aid agreements and guide the sending and receiving parties in managing and sending effective mutual aid. Though not required, these plans are essential to creating and maintaining a common operating picture, and identifying specific resources, tasks, personnel, asset allocations, roles, responsibilities, integration and actions that mutual aid participants execute respective to their assignments.

Mutual aid operational plans:

- Supplement mutual aid agreements, either as an appendix to the agreement or as a separate document;
- Identify specific resources, tasks, personnel, asset allocations, roles, responsibilities, integration and actions that mutual aid participants execute respective to their assignments; and
- Help requesting or receiving parties manage mutual aid assets during a planned event or following an incident.

The following subsections present key considerations and components of effective mutual aid operational plans.

## 1. Disaster Lifecycle

Mutual aid can take many forms and can be present at any stage in the disaster lifecycle. Jurisdictions are encouraged to engage in mutual aid during Mitigation, Preparedness, Response and Recovery depending on their individual needs and with a focus on community lifelines as defined in the FEMA Incident Stabilization Guide.<sup>5,6</sup> The following are ways in which mutual aid can aid jurisdictions during the disaster lifecycle.

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<sup>5</sup> Community Lifelines Implementation Toolkit: <https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit>

<sup>6</sup> FEMA Incident Stabilization Guide: <https://www.fema.gov/sites/default/files/2020-05/IncidentStabilizationGuide.pdf>

## **1.1. Creating and Maintaining a Common Operating Picture**

A common operating picture (COP) allows all levels of incident management and all responding jurisdictions to maintain real-time situational awareness. The creation and maintenance of a COP allows every level of jurisdiction to conduct their operations more efficiently. Sharing data, using integrated communications systems and practicing cooperative information management allow for a more unified response with all jurisdictions acting on the same shared intelligence. Parties to the agreement may establish expectations and protocol for creating and maintaining a COP. There are a number of commonly used software applications which are available to facilitate a shared COP.

## **1.2. Operationalization**

Jurisdictions engaged in mutual aid must operationalize plans, policies and information through crisis action in order to best deliver aid. A common culture of planning between jurisdictions is an effective way to ensure that plans effectively transition into action during a disaster. Effective mutual aid requires that all jurisdictions engaged in the agreement understand how to operationalize their plans and utilize a COP throughout the disaster lifecycle. FEMA notes the importance of maintaining an accurate COP for stabilizing community lifeline service—is highest priority when responding to disasters. Lifelines provide a common lens which all responders can use to assess whether critical lifesaving and life-sustaining services are disrupted and, if so, which core capabilities are required to provide those services.

# **2. Implementation, Schedule, Training and Exercises**

The mutual aid operational plan should include a schedule of training and exercises to validate the concepts and actions in the mutual aid operational plan prior to implementation. The AHJ's legal and financial departments should be involved in the training and exercise processes to ensure that no parties have conflicting legal requirements. Mutual aid-based exercises provide responders the opportunity to practice their procedures and responsibilities. Exercises test operational plan design, concept and implementation in addition to testing the communications, logistics and administrative structure needed to support the plan.

Sound operational plans, coupled with training and opportunities to exercise plan components, help build a solid foundation for implementing mutual aid. Listing scheduled training or exercises, as well as learning objectives for each, in an operational plan is a best practice. In addition, the operational plan should list any requirement for minimum training standards between the parties.

This section should include an implementation schedule for individual and joint training and validation exercises.

# **3. Identifying Mutual Aid Resources**

Entities use various mechanisms to organize, develop, train and exercise certain response and recovery resources prior to an emergency or disaster. These mechanisms are developed by mutual

aid system managers ahead of time for anticipated mission requirements, as well as on an ad hoc basis. Managers assemble existing teams and organize them based on a mission's specific requirements.

Typically, resources are identified in accordance with NIMS resource typing. These organizational mechanisms are important to mutual aid because they allow rapid identification, location, request, order and tracking of specific resources quickly and effectively during an emergency. This structure reduces the span of control and minimizes incident management and

communication complexities. For example, all parties should know that an Emergency Medical Task Force, Type 1, consists of an operational grouping of five EMS resource teams with common communications and a leader, including vehicles, staff, equipment and supplies.

### **Mission Ready Packages**

Mission Ready Packages (MRP) are a specific mechanism that uses NIMS resource typing criteria to describe expected mission parameters and select the resources. MRP details typically include a statement of the mission capability needed, descriptions of conditions that might impact the mission, required logistical support (including the space needed to stage the resources and sustain them while completing the mission) and the estimated cost of providing the resources.

Many states have MRP templates. Entities looking to develop their own MRPs can reach out to other states or can leverage MRP templates and tools on the EMAC website.<sup>1</sup> If using MRPs, it is a best practice for an operational plan to identify general protocols or procedures for using the NIMS resource typing definitions, inventory systems and standardized templates for MRPs.

## **4. Inventorying Resources**

Include procedures to identify the immediate and future resource needs and priorities of the incident, including what and how much is needed, where and when it is needed, and who will be receiving or using it, based on incident response experience and specific damage assessments.

A variety of sources can provide resource requirements, depending on the nature of the emergency and the public and private sector entities and NGOs operating in the affected areas. Appropriate planning requires that jurisdictions communicate potential resource needs requirements in advance of any incident to prospective resource senders. To assist in this process, maintaining an inventory of resources "owned" by parties in the agreement is a best practice. This inventory should include specifics on capabilities, maintenance requirements, operational status and deployment information. The inventory may be based on the NIMS Resource Typing Definitions, the Incident Resource Inventory System and standardized templates for EMAC MRPs. Specific details may include the following:

- **Name:** The unique name of the resource.

- **Aliases:** Other names for the resource, whether formal or informal. These can be radio call signs, license numbers, nicknames, or anything else that may help users identify the resource.
- **Resource Typing Definition or Job Title:** The resource typing definition (kind and type) or job title that applies to the resource. This can be either a standard NIMS resource typing definition or job title/position qualification or a local, state, or tribal definition.
- **Home Location:** The resource's permanent storage location, base, or office, including the home location's associated latitude/longitude and U.S. National Grid coordinates, to ensure interoperability with mapping and decision support tools.
- **Point of Contact:** Individuals and relevant information for those who are points of contact for communication related to the resource and their relevant information.
- **Owner:** The agency, tribe, company, person, or other entity that owns the resource.
- **Manufacturer/Model:** The manufacturer, model name and serial number for equipment.
- **Contracts:** Purchase, lease, rental, or maintenance agreements or other financial agreements associated with the resource.
- **Certifications:** Documentation that validates the official qualifications, certifications, or licenses associated with the resource.
- **Deployment Information:** The information needed to request a resource, which includes:
  - **Minimum Lead Time (in hours):** The minimum time a resource needs to prepare for deployment.
  - **Maximum Deployment Time (in days):** The maximum time a resource can be deployed or involved in a response before its owner needs to pull it back for maintenance, recovery, or resupply.
- **Restrictions:** Any restrictions placed on the resource use, capabilities, etc.
- **Reimbursement Process:** Any special information regarding the reimbursement process.
- **Release and Return Instructions:** Any information regarding the release and return of the resource.
- **Sustainability Needs:** Any information regarding resources or criteria for maintaining a capability during a deployment.

## 5. Tracking Resources

To be effectively implemented, it is recommended that parties to the plan develop systems for “real time” tracking and communicating about resources available in the event mutual aid becomes



necessary. The following information should be maintained and communicated to all parties to the agreement:

- **Status:** The status of the resources listed in the plan (available, assigned, or out of service).
- **Mutual Aid Readiness:** Whether the listed resource is ready for deployment under mutual aid.
- **Present Location:** The resource's current location, base, office, or deployment assignment, which may include the present location's associated latitude/longitude and/or U.S. National Grid coordinates, to ensure interoperability with mapping and decision support tools.

## 6. Mobilizing Resources (Request, Dispatch and Response)

Describe the process for making resource requests, dispatches and responses through mutual aid, such as formal requests from emergency operations center to emergency operations center for specific resources, or emergency-in-progress notifications by dispatchers regarding law enforcement pursuit of suspects spanning jurisdictional borders.

An Incident Commander makes initial and ongoing assessments of resource requirements and requests additional resources as needed with specific guidance on exact reporting location (e.g., U.S. National Grid, latitude and longitude). Parties can request resources individually by type, or in aggregate in predefined task forces, strike teams, or MRPs. It is a best practice to describe the process for requesting mutual aid, evaluating offers, agreeing to operational terms and indicating how support (e.g., food, fuel, lodging, repair parts) will be provided to resources as part of the operational plan. Specific details may include:

- Response area;
- Incident check-in location;
- Specific assignments (e.g., position, team designation);
- Reporting time;
- Communications instructions (e.g., incident frequencies);
- Special support requirements (e.g., facilities, equipment transportation and off-loading); and
- Travel arrangements (if needed), including authorization for air, rental car, lodging, meals and incidental expenses.

## 7. Receiving Resources

Describe the processes and standards for receiving and checking in resources sent under the agreement. Specific details may include:

- Verifying that the resource was requested;
- Checking the credentials of the resource and validating that the resource meets the qualifications and/or certifications requested;
- Inspecting vehicles, equipment or other resources for any damage and documenting any supplies or non-expendable equipment;
- Collecting information needed for completing Incident Action Plans and other incident documentation, i.e., names and contact information for team, crew or equipment supervisors;
- Notification to the sending organization that the resource has been received.

## 8. Mutual Aid Delivery

Describe the delivery method of the support the mutual aid partner is sending. Aid can be delivered in person or virtually. Virtual aid can be a useful tool when physical deployment is not possible or not necessary. Parties to the agreement can identify and establish resource expectations, virtual aid requirements, identify when virtual aid would be possible and when physical deployment would be necessary. Virtual aid can potentially be provided by any entity including federal, state and international jurisdictions.

Examples:

- Virtual aid includes town halls, webinars, funding, or support that does not require a physical deployment.

## 9. Performance Criteria and Metrics

Parties establish performance criteria and metrics during the development of the mutual aid operational plan. Metrics may include size, quantity, essential elements, set of conditions or processes, personnel specifications, equipment and team makeup. During preparation, parties document general performance criteria and metrics in mutual aid agreements and participate in developing resource typing documents. The requesting and sending parties may refine general performance criteria and metrics to specify what is actually needed and/or available. When parties invoke mutual aid, they apply the performance criteria and metrics. Having agreed-upon performance criteria and metrics in a mutual aid operational plan ensures all parties share an understanding of performance expectations of resources.

FEMA recommends that plans document general performance criteria and metrics of each resource, unit, or team.

- Specific criteria may include size, quantity, essential elements, set of conditions or processes, personnel specifications, equipment and team makeup.
- Metrics are quantitative or qualitative levels against which achievement of a task can be assessed. They describe how much, how well, or how quickly an action should be performed. Metrics vary depending for each resource.

## 10. Management and Coordination

Provide a protocol for integrating mutual aid resources into the management and coordination structure. This protocol should include specifics on who assumes operational control of mutual aid resources and how the sending party integrates mutual aid resources into the requesting party's command and control structure.

## 11. Engagement Rules

Describe the rules for how outside resources get to the scene and accomplish missions. These rules may differ for each mobilization as local, regional/metropolitan, state, tribal, territorial, insular area and Federal requirements and protocols vary. This section should indicate any specific guidelines or standard operating procedures (SOP) for the circumstances and limitations under which the mutual aid resources will operate.

## 12. Credentialing

Include details on incident personnel credentialing processes. Credentialing means providing documentation, typically badges or identification cards, which verify an individual's identity and qualifications to fulfill an incident-related position. The *NIMS Guideline for the National Qualification System* provides the guidance and tools for jurisdictions and organizations to implement their own qualification and certification process in a way that enables them to share resources more seamlessly with other jurisdictions and organizations.<sup>7</sup> The Guideline includes information that helps

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<sup>7</sup> The *NIMS Guideline for the National Qualification System* incorporates guidance for credentialing personnel. ([www.fema.gov/national-qualification-system](http://www.fema.gov/national-qualification-system)).

the private and nonprofit sectors, faith-based organizations and all levels of government establish credentialing protocols and can be used as a resource.

Specific details of credentialing may include:

- **Applicability:** Which parties are subject to the credentialing protocols?
- **Identification:** Verification and documentation of personnel identity and qualifications to ensure an appropriate level of trust in the individual's identity and capability.
- **Qualifications:** Details on the minimum qualifications a person must demonstrate for a specific incident position.
- **Certification:** Certification of personnel based on identity vetting and position qualifications.
- **Badging:** Guidelines for issuing an identification card to personnel after parties' complete certification of their identity, qualifications and typing.
- **Authorization and Access:** Such items as order numbers, EMAC RSA, EMAC Mission Order Authorization Forms, or travel authorizations.
- **Revocation:** The revocation of credentials and qualifications if an individual's employment changes or qualifications expire.

## 13. Health and Safety

The dangers and environmental hazards that responders may encounter during the incident dictate protocols for health and safety. This section should provide health and safety protocols and plans. Provide or reference the types and levels of personal protective equipment, respiratory equipment, or other protection, as well as associated training on that equipment, which are necessary to ensure responder and patient health and safety.

## 14. Voice and Data Interoperability

Transmission of data in a common format enables sending and receiving parties to share pertinent information. Include information on protocols for voice and data interoperability that allow common interfaces among disparate communications and data management systems. This includes processes for how parties integrate information into a common operating picture and facilitate decision making during mutual aid. Key elements of these SOPs should include a list of communications capabilities, a list of approved frequencies, guidelines for usage and training, and potential cost recovery mechanisms available for use during state- or Federally declared disasters.

## 15. Documentation and Reporting

Include standardized protocols for documenting and reporting procedures, as well as filing documents and record keeping, to help parties maintain situational awareness and give personnel access to critical information.

## 16. Demobilizing Resources

A best practice is to include demobilization guidance in mutual aid operational plans to detail the process for demobilizing resources. Specific details may include:

- Standards for required rest before travel;
- Inspection of equipment for damage;
- Documentation of depleted supplies that need to be replaced, or other measures to return the resource to its pre-mobilization state of readiness;
- Completion of necessary documentation required for reimbursement to occur, including any pending claims; and
- Notification to the sending organization that the resource is being released to return home, including their mode of travel, travel route and estimated time of arrival (ETA).

# Appendix A. Glossary

**Agency:** A government element with a specific function offering a particular kind of assistance.

**Authority Having Jurisdiction:** An entity that has the authority and responsibility for developing, implementing, maintaining and overseeing the qualification process within its organization or jurisdiction. This may be a state or federal agency, training commission, NGO, private sector company, or a tribal or local agency such as a police, fire, or public works department.

**Automatic Aid:** Services sent under an agreement between parties to respond with the nearest available resource to an incident regardless of boundaries. Parties usually establish this type of aid on an in-kind or non-reimbursement basis when sending parties send resources without a receiving party's formal request.

**Badging:** Assigning physical incident-specific credentials to establish legitimacy and permit access to incident sites. See *Credentialing*.

**Compact:** A contract between parties, which creates obligations and rights capable of being enforced and contemplated as such between the parties in their distinct and independent characters.

**Credentialing:** Providing documentation that identifies personnel and authenticates and verifies their qualification for a particular position. See *Badging*.

**Demobilization:** The orderly, safe and efficient return of an incident resource to its original location and status.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

**Emergency:** Any incident, whether natural, technological, or human-caused, that necessitates responsive action to protect life or property.

**Emergency Management Assistance Compact (EMAC):** A congressionally-ratified agreement that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

**Entity:** A governmental jurisdiction, tribe, NGO, private sector organization, or community-/faith-based organization. When entities enter into a mutual aid agreement, they become parties to the agreement.

**Incident:** An occurrence, natural or manmade, that necessitates a response to protect life or property. In this document, the word “incident” includes planned events as well as emergencies and/or disasters of all kinds and sizes.

**Interoperability:** The ability of systems, personnel and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel and equipment, between both public and private agencies, departments and other organizations in a manner enabling them to operate effectively together. Interoperability allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand in real time, when needed and when authorized.

**Mission-Ready Package (MRP):** A specific combination of resources with the capabilities to address an anticipated functional need. Entities organize MRPs based on standardized resource typing definitions.

**Mobilization:** The processes and procedures used by all organizations—local, state, tribal and Federal—for activating, assembling and transporting all resources that have been requested to respond to or support an incident.

**Mutual Aid:** The timely and efficient sharing of capabilities in the form of resources and services upon request.

**Mutual Aid Agreement:** A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate the rapid, short-term deployment of emergency support prior to, during and/or after an incident.

**National Incident Management System (NIMS):** A systematic, proactive approach to guide all levels of government, NGOs and the private sector to work together to prevent, protect against, mitigate, respond to and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

**Nongovernmental Organization (NGO):** An entity with an association that is based on the interests of its members, individuals, or institutions. An NGO is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based groups, relief agencies, organizations that support people with access and functional needs, and animal welfare organizations. NGOs provide relief services to sustain life, reduce physical and emotional distress and promote the recovery of disaster survivors.

**Party:** A person or entity involved in an agreement.

**Planned Event:** An incident that is a scheduled non-emergency activity (e.g., sporting event, concert, parade).

**Position Qualifications:** The minimum criteria necessary for individuals to fill a specific position.

**Protocol:** A set of established guidelines for actions (designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Receiving Party:** The party in the mutual aid agreement that receives resources.

**Reimbursement:** A mechanism to recoup funds expended for incident-specific activities.

**Resource Management:** Systems for identifying available resources at all jurisdictional levels to enable timely, efficient and unimpeded access to resources needed to prepare for, respond to or recover from an incident.

**Resource Typing:** Defining and categorizing incident resources by capability.

**Resources:** Personnel, equipment, teams, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**Sending Party:** The party in the mutual aid agreement that provides resources.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications and a leader. In the law enforcement community, strike teams are referred to as resource teams.

**Task Force:** Any combination of resources of different kinds and/or types assembled to support a specific mission or operational need.

**Type:** A NIMS resource classification that refers to capability of a specific kind of resource that applies a metric to designate it as a specific numbered class.

**United States National Grid:** A point and area location reference system that FEMA and other incident management organizations use as an accurate and expeditious alternative to latitude/longitude.

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If internal cross-references are needed, set a bookmark on the "Appendix X" part of the title and use that.



# Appendix B. Acronyms

AHJ	Authority Having Jurisdiction
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
ETA	Estimated Time of Arrival
FEMA	Federal Emergency Management Agency
IAFC	International Association of Fire Chiefs
ICS	Incident Command System
IMAS	Intrastate Mutual Aid System
MABAS	Mutual Aid Box Alarm System
MRP	Mission-Ready Package
NGO	Nongovernmental Organization
NIMS	National Incident Management System
SOP	Standard Operating Procedure
SPEMAMA	State and Province Emergency Management Assistance Memorandum of Agreement
TEMAC	Tribal Emergency Mutual Aid Compact
USET	United South and Eastern Tribes, Inc.

# Appendix C. Resources

## National Incident Management System (NIMS)

- The NIMS document includes comprehensive guidance regarding incident resource management, including the preparation and typing of resources including personnel.
- The Resource Management section of NIMS contains specific information regarding the qualification, certification and credentialing of incident management and support personnel. It also defines the use of pertinent terms to ensure common terminology among all qualification system users.
  - <https://www.fema.gov/national-incident-management-system>

## NIMS Guideline for the National Qualification System

- The NIMS Guideline for the National Qualification System supplements the Resource Management component of NIMS by establishing guidance and tools to assist stakeholders in developing processes for qualifying, certifying and credentialing deployable emergency personnel.
  - [www.fema.gov/national-qualification-system](http://www.fema.gov/national-qualification-system)

## NIMS Webpage

- This webpage provides links to the NIMS documents, such as this Guideline, as well as information regarding training, implementation guidance, the latest updates and contact information for FEMA's regional NIMS coordinators.
  - <https://www.fema.gov/national-incident-management-system>

## Emergency Management Assistance Compact (EMAC)

- A mutual aid compact that defines a non-Federal, state-to-state system for sharing resources across state lines during an emergency or disaster. Signatories include all 50 states, the District of Columbia, Puerto Rico, Guam and the U.S. Virgin Islands.
  - <https://www.emacweb.org>

## FEMA's International Assistance System Concept of Operations

- The 2022 IAS CONOPS reflects current and future disaster response resource constraints, increased complexity of domestic and global supply chains, and the increased frequency and complexity of disasters and national emergencies requiring a coordinated federal response.
  - [https://www.fema.gov/fema\\_ias-conops-2022.pdf](https://www.fema.gov/fema_ias-conops-2022.pdf)

## Protections Against Discrimination and Other Prohibited Practices

- Rehabilitation Act of 1973.
- Executive Order 13347- Individuals with Disabilities in Emergency Preparedness (IDEP).
- Pets Evacuation and Transportation Standards Act of 2006 (PETS Act).
- Title II and III of the Americans with Disabilities Act of 1990, as amended.
- Section 504 and 508 of the Rehabilitation Act of 1973.
- Assistive Technology Act.
- Telecommunications Act of 1996.
- Post Katrina Emergency Management Reform Act of 2006.
- Twenty-first Century Communications and Video Accessibility Act of 2010

## Additional Links to Consider

- Resource Typing Library Tool (RTLTL): FEMA's RTLTL is an online catalog of national resource typing definitions and NIMS Job Titles/Position Qualifications.
  - <https://rtlt.preptoolkit.fema.gov/Public/Combined>
- Incident Command System (ICS) Resource Center: The Emergency Management Institute's ICS Resource Center provides information about and links to an extensive array of ICS training materials, job aids, position checklists and forms.
  - <https://training.fema.gov/emiweb/is/icsresource/index.htm>
- NIMS Training Program: The NIMS Training Program specifies NIC and stakeholder responsibilities and activities for developing, maintaining and sustaining NIMS training.

- <https://www.fema.gov/emergency-managers/nims/implementation-training#training>
- Community Lifelines Implementation Toolkit: The Community Lifelines Implementation Toolkit provides whole community partners the information and resources to understand lifelines, coordinate with entities using lifelines and serve as basic guidance for how to implement the lifeline construct during incident response.
  - <https://www.fema.gov/emergency-managers/practitioners/lifelines-toolkit>
- FEMA Incident Stabilization Guide: The FEMA Incident Stabilization Guide describes how FEMA implements lifelines and guides how FEMA applies these concepts to disaster operations.
  - <https://www.fema.gov/sites/default/files/2020-05/IncidentStabilizationGuide.pdf>

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