



NEMA Policies and Procedures Manual

Amended and Approved November 15, 2019

**National Emergency Management Association
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Lexington, KY 40511
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ADOPTION AND AUTHORIZATION

This document supersedes all previously approved policies and procedures when adopted by the NEMA Board of Directors.

All recommendations for changing or amending these policies and procedures must be submitted to the Board of Directors for review and determination. Any addition or amendment to this document must be adopted by a majority roll-call vote of a quorum of the Board of Directors at a regularly scheduled meeting.

These policies are in conformance with the Articles of Incorporation and the By-Laws and notwithstanding anything to the contrary, Robert's Rules of Order will apply to all proceedings.

ORGANIZATION AND MANAGEMENT

Legal and Tax Status

Incorporation

The National Emergency Management Association (NEMA) was incorporated in the District of Columbia on January 11, 1974. Every two years, the Association must submit a filing report and fee payment online through the Government of District of Columbia.

Mailing Address

Headquarters Office

National Emergency Management Association
1776 Avenue of the States
Lexington, KY 40511

Washington, DC Office

NEMA
444 N. Capitol St. NW, Suite 401
Washington, DC 20001

IRS Tax Status

NEMA was granted tax exempt status by the Internal Revenue Service (IRS) in August 1995 and is designated a 501 (c)(3) under IRS code.

NEMA has tax-exempt status in the state of Kentucky. Because NEMA was incorporated in the District of Columbia and has an office co-located there, the Association also applied for and was granted a Certificate of Exemption from the District of Columbia for Sales and Use Tax Accounts. The certificate must be renewed online every five years through the Government of District of Columbia.

Federal Identification Numbers

NEMA maintains a Duns and Bradstreet number and Employer Identification Number (EIN).

NEMA also maintains a U.S. Government System for Award Management (SAM) registration. A Duns, EIN and SAM number must be current in order to be eligible to apply for federal grant awards and contracts. The SAM registration is renewed online annually.

Affiliation with The Council of State Governments

NEMA entered into a Memorandum of Agreement (MOA) with [The Council of State Governments \(CSG\)](#) in 1993 which outlines the services to be provided by CSG. Headquartered in Lexington, KY, CSG is a 501 (c)(3) organization representing the three branches of governments. CSG also has an office located in the District of Columbia and four regional offices.

NEMA's headquarters is co-located with CSG's in Lexington, KY and additional staff are housed within CSG's District of Columbia office. A five-year sublease agreement exists between NEMA and CSG for District of Columbia office space. There is no lease agreement for the Lexington, KY office space.

The NEMA-CSG MOA remains in force until modified or dissolved by either party based on agreed upon procedures for cancellation or modification. Both parties agree to give a minimum of six months notice prior to terminating. However, both parties have the right to mutually terminate or amend the agreement upon giving 90 days written notice. A copy of the MOA is on file with NEMA and CSG headquarters.

Staffing: NEMA staff are considered employees of CSG but function under the guidance and direction of the NEMA President. The Association pays the salary and benefits of the staff. The NEMA President and/or Board of Directors may take full responsibility for hiring the Executive Director or engage CSG to assist in the process. NEMA staff abide by CSG Employee Policies.

CSG provides the following fee-based services and support to NEMA:

- Facilities, information technology services, and insurance. Directors and Officers insurance is provided through CSG for the Board of Directors.
- Accounting and financial management, tax document preparation and filing, audit, and grants financial administration.
- Legal. These services include but are not necessarily limited to the review of contracts, legal documents, and other legal needs. Under circumstances barring CSG legal counsel from providing legal advice, CSG will assist in securing and communicating with outside legal counsel, as necessary.

As an affiliate of CSG and because staff are employed by CSG, NEMA is not subject to open records requests. In 2010, the Kentucky Attorney General issued a written legal opinion that CSG is not a public agency as defined in KRS 61.870(1)(a) through (k), and its records are not public records under the meaning of KRS 61.870(2).

Association Staff

Executive Director

Per the NEMA Bylaws, the Executive Director is responsible for the day-to-day operations, staff, offices, and finances of NEMA.

Staff

The Executive Director hires and discharges the staff. NEMA staff activities include, but are not limited to:

- Manage the development and growth of NEMA for all members;
- Coordinate all NEMA activities with emphasis on services to members;
- Ensure activities are in the best interest of achieving the goals of NEMA;
- Develop support services as required to maintain a viable and credible Association;
- Develop and publish reports and educational materials which are beneficial to the membership and helpful to educating on NEMA priorities and those of the profession;
- Plan and implement all aspects of NEMA meetings, workshops, meetings, events, in coordination with the NEMA President or other appropriate leader. All events should adhere to sound fiscal practices;
- Provide sound financial management, accountability, and transparency;
- Develop annual budget and staff work plan, in coordination with the Treasurer, designed to promote growth and development of NEMA;
- Plan and coordinate Board of Directors meetings;
- Report regularly to the Board of Directors on all staff matters;
- Provide staff support to committees, subcommittees, and work groups;
- Provide intergovernmental relations support;
- Establish, maintain, and strengthen relationships with partner organizations to further the goals and objectives of NEMA; and
- Perform other duties as assigned by the NEMA President.

MEMBERSHIP

NEMA is the professional association of and for emergency management directors in the 50 states, U.S. territories, and the District of Columbia.

Categories of Membership

The membership is divided in two categories, Members or Associate Members.

1. Members are composed of the States and Territories of the U.S. and the District of Columbia. Each Member will designate as its representative to NEMA one employee of its emergency management agency or governmental equivalent.
2. Associate Members are composed of any private industry, corporate, or any other organizational entity which, or individual person who, in the opinion of the Board of Directors, has demonstrated an interest in NEMA purposes and whose participation will aid and assist the Association in accomplishing its purposes.

Dues

The Board of Directors may recommend to the Members an increase in annual dues to provide sufficient funds to achieve the work of NEMA.

The Members, during the annual meeting shall approve/disapprove the dues increase. Dues do not need to be uniform between Members and Associate Members nor among categories of Associate Members. Dues are due by July 1 of each year and are considered delinquent on January 1 of the following calendar year.

Voting

Voting authority lies with the one representative designated by each of the Members to NEMA. Each Member will have one vote at all meetings, either in person or by proxy in writing. All proxies will be filed with the Secretary before votes are taken.

Associate Members shall not have voting powers.

No Member shall be eligible to vote whose dues are delinquent.

BOARD OF DIRECTORS

The Board of Directors is vested with the responsibility of determining policy and conducting the business of NEMA.

Composition

The Board of Directors consists of a minimum of fifteen (15) Directors, who are Members in good standing. These include the five Officers, ten Regional Vice Presidents and the State Directors who serve as chairs of full standing committees as appointed by the NEMA President.

The Vice President, Treasurer, and Secretary are elected annually at large. Regional Vice Presidents are selected annually by the members in their respective regions.

Elections

NEMA's elected officer positions include Vice President, Secretary, and Treasurer. The Vice President automatically assumes the role of President upon completion of his/her term.

In order to be placed on the ballot for election to office, the candidate must be a Member in good standing for at least two previous years and submit the following to the NEMA Office at least 60 days prior to the first scheduled day of the annual meeting.

- A letter stating candidacy and a brief resume.
- A letter of support from the candidate's immediate supervisor or department director approving the time and travel necessary to satisfactorily fulfill the office requirements.

All individuals meeting these requirements will be considered candidates for the office they seek.

Officer elections are held during the business session of the annual meeting. Each Member has one vote, either in person or by proxy in writing.

Nominations may be received from the floor according to Robert's Rules of Order. In order to be considered for the office, the candidate must at time of nomination provide the same two items above.

Term of Office

Each member of the Board of Directors serves for one year. The Secretary and Treasurer may be elected to consecutive terms. The Regional Vice Presidents and Committee Chairs may be appointed to consecutive terms. The term of office begins on the last day of the annual

meeting and continues until the last day of the following annual meeting, or until his/her successor is elected.

Onboarding

Immediately following the seating of a new Board of Directors, the President will host a conference call with new Members of the Board to orient them on their role, provide guidance and direction for the year, and answer questions.

Meetings

The Board of Directors meets twice annually in conjunction with NEMA meetings. The Board also typically meets in person for an annual strategic planning and business session. Conference calls are held quarterly.

The President may call the Board of Directors to meet for the purpose of conducting NEMA business at any time with the provision of a minimum of 10 days advance notice.

If it becomes necessary to conduct business at a time that is not feasible for the Board to meet in person, business may be conducted via phone with at least 24-hour notice.

A majority of the number of voting Board Members constitutes a quorum of the Board of Directors.

Minutes

Minutes will be prepared for all Board of Directors meetings and conference calls as well as for any meetings of the general Membership.

Minutes will be prepared by the NEMA staff for the acceptance of the Secretary. Minutes will be prepared within three weeks following the meeting. The Secretary will then submit the minutes to the Board of Directors for approval.

Minutes will not be published without Board of Directors' approval.

All decisions reported in the minutes affecting NEMA procedures will be added as an amendment to the Policies and Procedures Manual.

The NEMA Secretary, through the NEMA staff, will maintain a repository of all minutes, the Association Bylaws and Incorporation documents.

Conflict of Interest

It is the responsibility of the Board Member to bring to the immediate attention of the Board any conflict of interest or appearance of conflict of interest. An appearance of a conflict of interest is any action that a reasonable person could interpret as a potential conflict of interest.

For the purpose of this policy, a conflict of interest may exist when:

1. Any Board Member, family member of a Board Member, or entity that the Board Member or family of the Board Member has an interest in, stands to gain financially from the actions of the Board Member while acting in his/her capacity as a Board Member.
2. Any Board Member, family member of a Board Member, or entity that the Board Member or family of the Board Member has an interest in, uses information made available to him/her as a Board Member that is proprietary, confidential or otherwise not generally known to the public, with the intent of financial gain.

If a Board Member is uncertain as to whether he/she may have a conflict of interest, they should ask the Board to render an opinion.

It will be the responsibility of the Board Member to recuse him or herself from any action or to disclose any potential conflict and recuse from any vote on that issue.

Resignation, Removal and Vacancies

The policies and procedures for a Board of Directors' resignation, removal, and vacancies are outlined in the NEMA Bylaws.

FINANCE

Fiscal Year

NEMA's fiscal year begins on July 1 and ends on June 30.

Budget

The annual budget is prepared by the Executive Director, in coordination with the Treasurer, and approved by the Board of Directors prior to the start of the new fiscal year.

Reports and Transparency

The Treasurer and the Board of Directors will receive monthly financial reports from the NEMA staff. Such reports are provided by CSG to NEMA by the 30th of each month for the period ending 30 days earlier.

The Treasurer will present financial reports to the general Membership in conjunction with NEMA meetings.

The books, accounts, and records of NEMA will be open to inspection by any Board Member at any time. Members may, at discretion of the Board, inspect the books of the Association. These books, accounts, and records remain the property of NEMA and under the control of NEMA, not any member of the Board of Directors.

Audit

As an affiliate organization of CSG, NEMA will have an annual audit. The audit report will be shared with the Treasurer and Board of Directors.

Reserve Fund

The Board of Directors has established a policy to maintain a financial reserve to help ensure the ongoing solvency of NEMA's operations.

This fund, which is to be available at the beginning of the fiscal year (July 1) and is part of the beginning fund balance, will be at least the equivalent of one hundred percent (100%) of the average sum of the association's total annual expenses for the past four fiscal years. This reserve will be reviewed and adjusted, if deemed necessary, by the NEMA Board of Directors on an annual basis.

Investment Policy Statement

NEMA's Investment Policy Statement identifies responsibility for investment management of NEMA funds made available, identifies the types of investments authorized and sets investment objectives for NEMA. The objectives of investments are to: avoid inflationary erosion of the reserve; generate income through growth; and reasonably minimize the corresponding risk. The Finance Subcommittee and Board of Directors are responsible for determining policies that ensure investments meet these objectives.

NEMA's Investment Policy Statement is based on the following actions:

- Assessment of NEMA's financial situation – identified goals and needs.
- Determination of risk tolerance and time horizon.
- Determination of long-term investment objectives.
- Identified restrictions on the portfolio and its assets.
- Determination of asset classes and mix appropriate to maximize the likelihood of achieving investment objectives at the lowest level of risk.
- Determination of the investment methodology to be used with regard to investment advisor selection, portfolio reviews and reporting, etc.

NEMA may contract for the services of a registered investment advisor. The selection process consists of a request for proposals, interviews by the Finance Subcommittee, and a recommendation to the Board of Directors. The NEMA Board of Directors will give final approval for the investment advisor selected.

Finance Subcommittee Duties

Purpose

The purpose of the Finance Subcommittee is to assist the Board of Directors in its oversight responsibilities of NEMA's financial reporting process, system of internal controls over financial reporting, budget process, audit process, and process for monitoring compliance with laws and regulations. The Finance Subcommittee provides an open avenue of communication between management, external auditors, and the Board of Directors.

Duties

The duties of the Finance Subcommittee are to:

- Work with the Executive Director to develop the annual budget for approval by the Board of Directors.
- Develop long-range financial goals with a funding strategy to achieve them.

- Obtain and review annually the IRS Form 990 submission – Return of Organization Exempt from Income Tax.
- Obtain and review annually the independent auditor’s report and work with the Executive Director to address any findings or recommendations.
- Develop an investment policy statement detailing the objectives of the investment portfolio, guidelines on the asset allocation of the portfolio based on a predetermined level of risk tolerance, authorizations for executing transactions, etc. Monitor the policy at least annually and update if needed. Hire and evaluate investment managers/advisors.
- Monitor cash reserves and restricted accounts.
- Ensure policies and practices are in place that limit the Association’s exposure to financial risk.
- Monitor costs for services through CSG.

The Finance Subcommittee will have no authority to act on behalf of NEMA. The Subcommittee will make recommendations for action by the Board of Directors.

Composition

All members of the Finance Subcommittee will have working familiarity with basic finance practices, and the membership shall be:

- NEMA Treasurer (serves as chair)
- Two voting members as designated by the Board of Directors (state directors)
- Two non-voting members as designated by the Board of Directors (any non-state director member)

Terms

All appointments are a one-year term.

REGIONAL VICE PRESIDENTS

The Regional Vice Presidents are charged with the responsibility of representing the views, issues, concerns, and activities within their respective regions.

Roles and Responsibilities

The roles and responsibilities of the Regional Vice President are to:

- Serve on the Board of Directors.
- Participate in Board of Directors meetings and conference calls.
- Participate in NEMA executive meetings with federal agencies.
- Represent the issues of the region to the Board of Directors and full Membership.
- Support and assist in development and implementation of the strategic plan.
- Represent NEMA at related organizations' meetings, conferences, etc. in the region.
- Canvass states in the region as needed on critical issues and provide information to the Board of Directors/NEMA Office.
- Work in partnership with the NEMA Vice President to serve as a mentor to new State Directors in the region.
- Assist with NEMA special projects or activities that have a regional focus.
- Collect voting proxies from state directors in the region not able to attend forums and provide those to the NEMA Secretary prior to each voting session.

Quarterly Conference Calls

The Regional Vice Presidents participate in a quarterly conference call, led by the NEMA Vice President. The purpose of the conference call is to:

- Assist with the identification of commonalities and disparities among the region, especially in terms of support and program implementation.
- Foster enhanced inclusion of all state directors and their programs.
- Assist with the identification of state-level legislative trends.
- Provide the incoming NEMA President with suggestions to help shape the objectives for the coming year in office.
- Inform study areas for committees.
- Suggest workshops and sessions for forums.
- Help shape the national emergency management policy agenda.
- Discuss emerging issues in the regions.

Regional Vice Presidents query their regional partners to build a situational report or “sitrep” and brief out on the quarterly call facilitated by the NEMA Vice President. Consensus is sought on focus areas, gaps, issues, recommended actions, or innovations to be shared with the Board of Directors for further consideration as possible work group or committee exploratory topics, executive session discussions, policy papers, workshop topics, etc.

The Regional Vice President sitrep addresses the following areas:

- Pending legislation or legislative issues in the region;
- Successes and challenges with the delivery of FEMA programs;
- Successes and challenges with FEMA regional support;
- Successful or innovative programs, organizational structures, or integration of new and emerging technologies; and
- Shadow opportunities within the region (exercises, events).

Regional Vice Presidents will report back to the region on actions or decisions made by the Board of Directors, including those based on regional recommendations.

COMMITTEES

NEMA utilizes committees to conduct and achieve the policy objectives and business of the organization.

Committee Structure

The President may appoint committees and subcommittees deemed necessary by the President to assist in carrying out the duties of NEMA. The President shall appoint a chair and vice chair of each committee and subcommittee on an annual basis.

Per the NEMA Bylaws, Committee Chairs serve on the NEMA Board of Directors. By policy, Committee Chairs also serve on the NEMA Legislative Committee in order to coordinate issues that may require a legislative solution.

Committee Membership

According to NEMA Bylaws, the State Emergency Management Director is the only voting Member of the association. Therefore, State Directors are the only official voting Members of committees.

Committee assignments are made prior to the annual meeting. The NEMA staff conducts a survey of State Directors to determine their committees of interest. Every State Director is asked to serve on at least one committee and multiple assignments are allowed. Every effort is made to provide State Directors with their preferred assignments, also considering the need for geographic representation and appropriate number of members between committees.

Committee Liaisons

- ❖ Private Sector Committee – Chair may name up to 2 non-voting liaisons to each policy committee; Vice President serves as Board liaison to Private Sector Committee
- ❖ Legal Counsel Committee – Chair may name 1 non-voting liaison to each policy committee; Vice President serves as Board liaison to Legal Counsel Committee
- ❖ Past Presidents Committee – Chair may name non-voting liaisons to each policy committee
- ❖ Legislative Committee – the President and Vice President serve for continuity purposes

Role of the Committee Chair

The role of the Committee Chair is to:

- Organize meetings;
- Prepare agendas;
- Preside over meetings;

- Delegate responsibilities to committee members;
- Involve all members in the decision-making process;
- Represent NEMA at national meetings and to national policy-makers;
- Report the work of the committee to the Board of Directors and Membership; and
- Serve on the NEMA Legislative Committee and Board of Directors.

Meetings

Each NEMA committee will meet in conjunction with the mid-year and annual meetings. Committees are encouraged to hold conference calls on a quarterly basis and share information and issues electronically as needed. A written committee report will be published following each mid-year and annual meeting.

Conducting Committee Business

All committee meetings will be conducted in accordance with Robert’s Rules of Order.

Committees will utilize the NEMA staff for support and conduct of committee business. Each committee is assigned a staff liaison by the NEMA Executive Director. Committee Chairs and Vice Chairs are required to copy NEMA staff on all correspondence conducted on the part of the committee. NEMA staff are also be included either in person or virtually in communications and meetings with federal agencies.

The support provided by NEMA staff is intended to:

- Ensure that the committee’s work is aligned with NEMA’s mission, goals, objectives, and priorities;
- Arrange conference calls and meetings;
- Assist with agenda development and speaker outreach;
- Assist with committee communication, correspondence and information sharing;
- Take meeting and conference call minutes;
- Share NEMA historical and institutional knowledge with the committee;
- Coordinate common issues between committees; and
- Secure and facilitate partnerships.

Committees may not make NEMA liable for any contract or agreement. Proposals for commitments from NEMA must be forwarded to the Board of Directors for their approval prior to any execution.

Committee Work Products

All issue papers, reports, surveys, publications, or other work products produced by the committee will be submitted to the NEMA staff who will forward to the appropriate

person(s) for review and approval before finalization. This may include the NEMA leadership, Board of Directors, or all State Directors.

Subcommittees

The NEMA President may form subcommittees of NEMA standing committees to serve as a technical resource for the full committee and to provide a forum for state staff to exchange information, ideas and best practices to advance specific areas of emergency management.

The NEMA President appoints and charges the subcommittee lead, generally at the same time full committee chairs are appointed in conjunction with the annual meeting. The President may delegate this authority to the full committee chair if so desired.

At the invitation of the committee chair, subcommittee reports may be made to the full standing committee at the NEMA Mid-Year and Annual meetings and at other requested intervals. The subcommittee lead may be invited by the full committee chair to participate in committee conference calls, meetings or other committee related events. Subcommittee leads and members are not voting members of the full committee but are considered a technical resource to the committee.

Subcommittee leads are required to seek approval from the full committee chair on all formal correspondence conducted on the part of the committee. The NEMA staff will coordinate the approval process.

Policy positions developed by subcommittees must be sponsored by a state director committee member and vetted through the standing committee utilizing the process outlined in the NEMA Policies & Procedures.

Subcommittees will utilize the NEMA staff for support and conduct of subcommittee business. Chairs and vice chairs are required to copy NEMA staff on all correspondence conducted on the part of the committee.

Subcommittees may not make NEMA liable for any contract, agreement, or financial obligation. Proposals and requests for funding and other commitments on behalf of NEMA must be forwarded to the appropriate standing committee and then to the Board of Directors for their approval prior to any execution.

Minutes of subcommittee meeting are not required. However, subcommittees are urged to submit recommendations in writing for any standing committee review and approval.

EMAC EXECUTIVE TASK FORCE AND ADVISORY GROUP

NEMA has responsibility for administering the Emergency Management Assistance Compact (EMAC or “the Compact”), the nation’s interstate mutual aid agreement that allows states to share resources across state lines during gubernatorial declared emergencies and disasters.

In addition to the EMAC Committee, there exists an Executive Task Force and Advisory Group that comprise the governance structure of the Compact.

EMAC Executive Task Force

The EMAC Executive Task Force (ETF) develops and implements policies and procedures for EMAC and the relay of information and issues from the local/regional level to the national level at the request of the EMAC Committee.

The ETF meets twice annually in conjunction with NEMA forums and holds frequent conference calls. The ETF is comprised of both voting and non-voting members. The voting membership includes the ETF chair, chair-elect, past chair, Lead State Representatives (LSR), three members at large, and a legal liaison from the NEMA Legal Counsel Committee. NEMA EMAC staff provide administrative support to the ETF.

Serving as an LSR is an excellent opportunity for state personnel trained and experienced in EMAC to get involved with the activities of the Compact. Each region elects an LSR by consensus of the State Emergency Management Directors to serve on the ETF for a period of two years.

EMAC Advisory Group

The EMAC Advisory Group, established in 2006, was identified as a need in the after-action report from Hurricane Katrina. The Advisory Group provides a venue for national organizations to work in coordination with the EMAC Committee to continually improve the Compact throughout the nation.

The mission of the Advisory Group is to facilitate the effective integration of multi-discipline emergency response and recovery assets for nationwide mutual aid through EMAC.

Advisory Group members include:

- Adjutants General Association of the United States (AGAUS)
- All Hazards Incident Management Teams Association (AHIMTA)

- Association of Public Communications Officials (APCO)
- American Ambulance Association (AMA)
- American Public Works Association (APWA)
- American Water Works Association (AWWA)
- Association of State & Territorial Health Officials (ASTHO)
- Big City Emergency Managers (BCEM)
- Center for Public Safety Management, LLC (CPSM)
- International Association of Emergency Managers (IAEM)
- International Association of Fire Chiefs (IAFC)
- Major Cities Chiefs Association (MCCA)
- National Association of Counties (NACo)
- National Association of County & City Health Officials (NACCHO)
- National Association of State Emergency Medical Services Officials (NASEMSO)
- National Governors Association (NGA)
- National League of Cities (NLC)
- National Sheriffs Association (NSA)
- State Urban Search and Rescue (SUSAR)

Federal Agency liaisons include:

- Centers for Disease Control and Prevention (CDC)
- Federal Emergency Management Agency (FEMA)
- National Guard Bureau (NGB)

NEMA POSITION PAPERS AND RESOLUTIONS

Position Papers and Resolutions

In order to clearly state the position NEMA may take on an issue, the Board of Directors, a standing committee, or NEMA membership shall: 1) determine if they wish to address it formally, and (2) identify in specific terms the issue as it is perceived. The issue may then be referred to an existing committee (or taken up by a standing committee of origin), a subcommittee, or an individual for investigation and deliberation. A position paper shall contain the formal position of NEMA on the issue.

Position papers and resolutions are considered and voted on by the NEMA Membership at the mid-year and annual meetings. Prior to official publication of the position paper or resolution, it must receive a majority vote of the NEMA Members present. Acceptance makes it an official document which reflects NEMA's position or recommendation.

The unauthorized dissemination of an unapproved or draft report, position paper or resolution is expressly prohibited.

Position Papers

- The purpose of a position paper is to evaluate a proposal or to state and support a position on an important issue.
- It is used to advocate a position on a subject.
- It provides the rationale for that position.
- It may be used to transmit ideas or concepts from one organization to another.
- The opening or introductory paragraph should contain a clear and concise statement of the purpose and the position on the issue.
- The body of the paper should consist of a series of statements that support or defend the position.
- Adequate, accurate and relevant support material in sufficient detail to meet the objective is a must.
- The concluding paragraph should contain a recommendation or a restatement of the position.

EXAMPLE
NATIONAL EMERGENCY MANAGEMENT ASSOCIATION
RESPONSE AND RECOVERY COMMITTEE
POSITION PAPER

DATE: October 1, 2017

SUBJECT: Recommendations for Public Assistance Closeout Procedures

DISCUSSION: The mission of the Public Assistance (PA) Program is to assist communities in recovering from the devastating effects of disasters by providing technical assistance and financial grants in an efficient, effective, consistent, and customer-friendly manner.

Currently the grantee requirements for PA project closeout requires all subgrantees for a disaster or emergency to be closed out, the grantee to have made all disbursements, and the grantee to have performed financial reconciliation and drawn down any remaining eligible funds in SMARTLINK, or requested de-obligation of unexpended funds within 90 days of the last payment.

Following those steps, the grantee then sends a letter to the Regional Administrator requesting PA Program closeout.

Understanding that FEMA continuously seeks to identify opportunities to improve program delivery, the states feel it is necessary to address the requirement to complete large project closeouts on Project Worksheets (PWs) that are 100 percent complete and documented at the time of obligation.

For example, during the 2011 North Dakota floods (DR-1981), ten North Dakota National Guard PWs were closed for a combined dollar amount of \$8,831,313.86. These projects were 100 percent complete when obligated and all documentation, including proof of payment, was available and attached to the PW at the time of obligation. Prior to the closeout review, the ten PWs had a

combined estimated cost of \$8,832,289.53 which is a \$975.67 difference between the estimated cost and final closeout cost.

Time management is a concern in the current process. Continuing the same example, hundreds of man hours from the applicant, state, and FEMA were required to close the ten PWs which only netted a \$975.67 difference between the original version and the final version of the PWs.

North Dakota has reviewed all Category B Large Projects that were written for DR-1981 and compared the Large Project Closeout submission date to the project closed date. Between the ten projects there was an average of 432 days between the submission date and the closed date for the PW.

RECOMMENDATIONS:

1. NEMA recommends that FEMA closeout those projects that are 100 percent completed and documented at the time they are obligated – with minimal administrative requirements such as certifying that eligible fund have been paid to the applicant and drawn down from SMARTLINK. If these closeouts could be done at or immediately following the time of obligation, the burden to the states and locals would be drastically reduced.

Moved: MS
Second: WA

DISPOSITION: PASSED UNANIMOUSLY



Authenticated: _____

NEMA Secretary

NEMA 2017 Annual meeting, September 28 – October 2, JW Marriott Camelback Resort,
Scottsdale, AZ

Resolutions

- A resolution is a motion submitted in writing.
- It is normally used for important or complex questions, or when greater formality is desired.
- Resolutions should be prepared in advance of a meeting and put in writing before they are offered.
- When circumstances make it desirable to include a brief statement of background, a preamble is placed before the resolving clauses.
- The preamble provides information to clarify the point or merits of the resolution, or where unusual importance is attached to making certain actions a matter of record.
- Resolutions should contain no more preambles than are necessary.
- Each preamble begins with the word "Whereas" followed by a comma. The next word begins with a capital letter.
- The preamble never contains a period, no matter how many paragraphs it has. Each paragraph closes with a semicolon followed by the connecting word "and", as follows: and, ...
- The last paragraph closes with a semicolon followed by a connecting expression, such as: now, therefore, be it...
- The word "Resolved" is underlined or printed in italics. It is followed by a comma and the word "That"---which begins with a capital T.
- The first Resolved should begin: "Resolved, by the National Emergency Management Association in general session assembled, That..."
- Resolutions should be authenticated and dated by the Secretary. The venue for the general session should be identified.

EXAMPLE

Date: April 6, 2016

**A RESOLUTION ON SUPPORT OF THE URBAN SEARCH AND RESCUE
STANDARDS, USE OF THE EMAC LOGO, AND NEMA POSITION ON THE EMAP US&R
PROGRAM REVIEW COMMITTEE**

Whereas, The American National Standards (ANS) approved the Urban Search & Rescue (US&R) Standard and operating procedures as developed by the Emergency Management Accreditation Program; and,

Whereas, The National Emergency Management Association (NEMA), the State Urban Search and Rescue Alliance (SUSAR), the National Governors Association (NGA), the Council of State Governments (CSG), the Federal Emergency Management Agency (FEMA), the National Integration Center (NIC) and other partners came together over the past two years to create the standards that have been used during the ANS process; and,

Whereas, The Emergency Management Accreditation Program is requesting NEMA's endorsement of the standards, usage of the EMAC's logo on the standards' cover, and for NEMA to select one (1) member to serve as a representative on the on the EMAP US&R Program Review Committee; now, therefore, be it

Resolved, by the National Emergency Management Association in general session assembled, That NEMA endorses the US&R standards and the usage of the EMAC logo on the standards' cover; and, be it further

Resolved, That NEMA approves the Chair of the EMAC Committee or his/her designee to serve on the EMAP US&R Program Review Committee.

Moved: Alabama

Disposition: Passed

Second: North Carolina



Authenticated: _____
Secretary

NEMA Mid-year meeting, April 2016, Alexandria, VA

NEW STATE DIRECTOR TRAINING PROGRAM

The New State Director Training Program is designed to give newly appointed Directors timely and direct access to the information and resources needed; provide mentors during the early days; tie new Directors into the extensive NEMA network; and collectively strengthen the national emergency management system.

Step One: A New Director is Appointed

1. A welcome letter from the NEMA President is sent electronically to the new Director. The letter includes the name and contact information for the NEMA Regional Vice President; a list of resource documents with links to access them from the NEMA website; information about any upcoming meetings or events; and contact information for the NEMA Executive Director.
2. The NEMA Regional Vice President is copied on the letter and email communication. The Regional Vice President contacts the new Director to welcome him/her and offer to serve as a resource.
3. The Executive Director provides information on NEMA committees and invites the new director to select which committee(s) he/she would like to serve on, and the assignment is made. The appropriate committee chair(s) are notified of a new State Director Member and sends a welcome message along with any pertinent committee information or materials.

Step Two: Training

There are two options for New State Director Training and the approach is based on the number appointed at a given time, and timing of appointments.

NEMA New Director Workshop: NEMA may host an orientation or workshop in conjunction with a NEMA meeting. This is a convenient and cost-effective approach given all State Directors will be in attendance. NEMA can normally provide orientation or training to any number of new State Director participants as needed. There is no fee to participate.

Emergency Management Institute (EMI): NEMA may partner with EMI to host a 2-day training program on campus with EMI paying participant travel expense. There is no fee to participate. The training is typically held during the summer. EMI reserves classroom space and sleeping rooms one year in advance and then contacts NEMA at the first of the year to determine if the training will take place.

NEMA develops the curriculum and identifies speakers and subject matter experts, with support and assistance from EMI staff. It is customary, but not required, that the Association President, Vice President, and Past President serve as Subject Matter Experts (SMEs). EMI has a limited budget to pay travel expenses for speakers and SMEs. A senior member of the NEMA staff should also be present at the training whenever possible.

Those eligible to participate in the EMI training include any State Directors or Deputy Directors who have been in their positions less than three years and have not previously participated in the training. State Directors have priority when registering.

STRATEGIC PLAN

NEMA will develop and maintain a five-year strategic plan. The President, Vice President, and Board of Directors have the responsibility for developing, implementing and maintaining a strategic plan for the Association.

The strategic plan will be reviewed annually by the Board of Directors and others as appropriate. This annual review will be convened by the NEMA President in the spring/summer of each year.

Revisions and updates to the NEMA Strategic Plan will be presented to the Membership for approval at the annual meeting.

The NEMA Strategic Plan will be made available to the full Membership and others as appropriate.

MEETINGS

It is the policy of NEMA to schedule and conduct forums, meetings, workshops, training, etc. that are designed to meet the professional needs of NEMA Members, provide for an exchange of information, reflect the goals and objectives of the Association, and conduct official business.

The types of official meetings under the direction and management of the Association include, but aren't limited to the following:

Event	Timeframe	Location
Mid-Year Meeting	February/March	Washington, DC Area
Annual Meeting	Fall	Determined by President
Board of Directors	Mid-Year/Annual Meetings	Same Meeting Location
Board of Directors Strategic Planning/Business	Spring/Summer	Lexington, KY
Special Project Meetings	Determined by Terms of Projects of Work Plans	Determined by Executive Director

For the annual and mid-year meetings, NEMA will maintain and enforce the Terms, Conditions and Code of Conduct policy which must be agreed to by participants at the time of registration.

Site selection for the annual meeting will be determined by the President, with assistance by the NEMA staff.

Facility arrangements for the mid-year and annual meetings will be coordinated by the NEMA staff keeping in mind sound financial practices. The NEMA staff will also coordinate the sponsor program.

The NEMA staff will prepare a meeting budget, with line item allocations, for approval by the Board of Directors.

The President will assist with developing the program format, identify speakers, extend invitations, and provide on-site staff support as appropriate.

AWARDS AND RECOGNITIONS

It is the policy and practice of NEMA to recognize and honor persons who have made special or significant contributions to the field of Emergency Management and who have represented the profession well by their outstanding performance.

Presidential Citation: To be selected and awarded annually as warranted by the NEMA President to an outstanding contributor(s) who represents the principles and practices for which the Association stands.

Lacy E. Suiter Distinguished Service Award: This award is presented to an individual that has made cumulative outstanding contributions to some aspect of emergency management preparedness, mitigation, response and recovery at a local, state, regional or national level. These accomplishments over a career should be of unusual merit. The award may be presented annually and in conjunction with the annual meeting.

Nominees are evaluated and the honoree selected by an electronic vote among Board Members, Past Presidents and previous recipients.

Legislative Award: This award is presented annually to members of Congress whose efforts have greatly enhanced national emergency management and homeland security programs. The award(s) is presented in conjunction with the Mid-Year Conference. Members of Congress are nominated for the award by the NEMA Legislative Committee and voted on by state directors. The award is bipartisan.

Executive Citations: To be selected by the Regional Vice Presidents and awarded annually as warranted by a representative of the Board of Directors to Members of NEMA who exemplify the image of the profession and are endorsed and supported by peers and colleagues.

Honorary Citations: To be selected by the Board of Directors and awarded annually as warranted to not more than two individuals from any profession who have visibly and actively supported NEMA and its efforts to improve the level of awareness or preparedness nationally.

Honorary Lifetime Membership: To be awarded annually to the outgoing NEMA President. Others to be nominated by a Member in good standing and voted on by the Board of Directors in recognition of outstanding dedication and service to NEMA.

All recommendations for awards and recognition shall be considered by the NEMA Board of Directors except for the Presidential Citation.

In all cases, awards must reflect the ethical and professional conduct of the recipients and the integrity of NEMA.

Awards and recognitions shall be presented by the President, or an appropriate designee.

Exception: Certificates recognizing persons for participating in special activities or functions may be given by the President at a time and place of his/her choosing.

CORRESPONDENCE AND COMMUNICATION

It is NEMA's policy to address the concerns of the Membership. It is therefore imperative that issues communicated through correspondence or other means be addressed by the appropriate officials.

All reasonable efforts will be made to respond to communications sent to the President or to any Officer or appointee, within ten working days of receipt of the communication.

When correspondence relates directly to the business of NEMA, the President shall assure that a response has been given, and that all records pertaining to the matter are maintained. Copies of all correspondence should be sent to the NEMA Executive Director for recordkeeping.

All official correspondence will be transmitted on NEMA letterhead. Only the President and Members of the Board of Directors are authorized to use NEMA letterhead to conduct the official NEMA business.

The NEMA and EMAC logos are under copyright and trademark and cannot be used by others without express written permission of the Executive Director of NEMA.

SOCIAL MEDIA

NEMA will maintain social media guidelines for use by the NEMA staff.

Social media includes blogs, wikis, social networks (such as Facebook or Twitter), forums, virtual worlds, NEMA web site, EMAC web site, or any other kind of social media.

All NEMA staff will be trained on the use of social media, web site, and implementation of the guidelines.

These social media guidelines will continually evolve as new technologies and social networking tools emerge.

Websites:	www.nemaweb.org	www.emacweb.org
Twitter:	@NEMA_web	
Linkedin:	National Emergency Management Association	
Instagram:	NEMA	
EMAC Facebook:	www.facebook.com/emacweb	

PUBLIC-PRIVATE PARTNERSHIPS

Inter-Organizational Collaboration

It is the policy of NEMA to promote inter-organizational collaborations which result in a working relationship and communications that are mutually beneficial to all concerned.

Such collaboration, or liaison, will be specifically directed at providing a point of contact for information and identifying and supporting commonalities of purpose.

The President is authorized to offer reciprocal membership to selected members of other organizations with similar goals of endorsing and supporting the field of emergency management.

Such members will receive the same benefits as the appropriate category provides.

The President is also authorized to name liaisons to other organizations, when requested and appropriate.

Liaisons to other organizations should provide timely feedback to NEMA and seek approval by the Association leadership before taking a position on behalf of NEMA.

Participation in NEMA Groups and Activities

It is the policy of NEMA to promote public-private partnerships that benefit the emergency management community, as well as NEMA.

NEMA conducts a wide variety of activities through work groups, task forces, etc. that focus on specific issues.

In order to ensure fairness and equity, all public and private organizations participating in NEMA groups and activities must be dues paying Members of NEMA. Exceptions to this policy must be approved by the Board of Directors.

VETTING AND ENDORSEMENT OF U.S. PRESIDENTIAL NOMINATIONS

When Presidential nominations are announced for positions that have roles, responsibilities or dealings with state emergency management directors and their agencies, NEMA will implement the following policy:

1. When nominations are announced, the NEMA staff will evaluate the nominee's qualifications based on NEMA recommended criteria for key positions.
2. The results of the evaluation will be provided by NEMA staff to the NEMA Board of Directors along with a recommendation for endorsement or no endorsement of the nominee.
3. The Board of Directors will provide its recommendation on the nominee to the NEMA Membership for concurrence.
4. If the majority of state Members concur with endorsement of the nominee, NEMA will write a letter of support. If the nominee does not meet the NEMA recommended criteria and does not warrant endorsement by NEMA, the organization will be silent on the nomination.
5. If a State Director or Board Member is the nominee, the State Director or Board Member should recuse him/herself from participation in the Board review of the position for which they are nominated, or the voting on the recommendation, including any discussions leading to the votes.

Recommended FEMA Administrator Qualifications, Knowledge, Expertise

- Emergency management or similar related career at the federal, state or local government level;
- Executive level management experience, governmental administration and budgeting;
- Understanding of fundamental principles of population protection; disaster preparedness, mitigation, response and recovery; command and control;
- Understanding of legislative process; and
- Demonstrated leadership; demonstrated ability to exert authority and execute decisions in crisis situations.

ENDORSEMENTS AND AGREEMENTS

Products and Services

NEMA is fortunate to have many private sector members who provide important products and services to the emergency management community. To ensure equity and fairness among Members, and avoid liability issues, NEMA does not endorse specific products or services.

NEMA may provide information to the Membership on products and services without endorsement.

Memorandums of Agreement

The Board of Directors must approve all Memorandums of Agreement/Understanding (MOA/MOU). It is recommended that the document be shared with all state directors for review and feedback prior to voting by the Board. Such agreements are entered infrequently by NEMA and all should include a sunset date.

Letters of Recommendation

NEMA is frequently asked to sign letters of recommendation for other associations, companies and groups who are pursuing federal, foundation or other types of external funding. It is the policy of NEMA not to sign such letters unless NEMA is an official partner in the project. This policy allows NEMA to maintain situational awareness and control policy over the quality of the work.

NEMA is sometimes asked to provide a letter of recommendation for private sector companies which have done previous work for NEMA. If the work was completed to NEMA's satisfaction, a letter of recommendation may be provided.

Conferences and Events

Endorsement or co-sponsorship of other organization meetings and conferences must be approved by the Board of Directors.

Data and Information Sharing

It is the policy of NEMA not to share data or information considered to be the property of State Emergency Management Agencies, without express written permission of the owner. The exception is information gathered through NEMA surveys for the purpose of issue papers, reports and publications.

MEMBERSHIP LIST

The contact information for the Membership is maintained by NEMA in a database format.

The Membership Directory will be kept up-to-date as necessitated by Member changes.

The Membership Directory is made available to all Members as a benefit. It can be downloaded from the NEMA website or made available upon request.

Individuals shown in the Membership Directory will be the State Emergency Management Directors and Associate Members in good standing.

The Association contact list is not provided to other organizations for recruitment or marketing purposes. Access to the contact list may be provided, with the approval of the NEMA Executive Director, to federal agencies or other key partners seeking to provide important policy or program information to State Emergency Management Directors. Such approval is provided on a case-by-case, limited basis.

Any inquiries about individual Members will not be given without permission of the person inquired about.

PROPOSAL TO REQUEST FUNDING

It is the practice of NEMA to seek funds from various sources in order to accomplish specific tasks that are in the best interest of NEMA to provide the benefit of the expertise of Members to agencies and organizations seeking that experience. Therefore, NEMA may prepare proposals to be submitted to funders identified as potentially supportive and interested in utilizing the expertise of the Membership. Funders may include private sector organizations.

The NEMA Executive Director or designee is authorized to prepare and submit proposals and act on NEMA's behalf as the Contracting Officer on contracts or agreements authorized by the President and/or Board of Directors.

Functions related to contract management include, but are not limited to, preparation, submittal, negotiation, implementation, monitoring, financial management, and evaluation.

The Board of Directors will receive regular reports on project status.

CONSULTANT AND PROFESSIONAL SERVICES

It is essential at times to obtain financial, legal, and professional counsel and advice related to NEMA's business, and to subcontract work that NEMA has agreed to conduct under grant or terms of a contract.

Such professional service providers are directly responsible to the Board of Directors.

Legal or Financial Services

The President is the authorized agent of NEMA to convey requests and information related to issues requiring either financial or legal opinion whether formal or informal and to execute contracts and subcontracts for professional services which the NEMA Membership supports.

If an issue is of such magnitude as to require a significant commitment of time from a professional consultant, the President will provide the Board of Directors with an estimate of the costs and terms necessary to resolve the issue prior to entering into an agreement for services. This will be done in coordination with the Executive Director.

At no time will any attorney or financial consultant acting on behalf of NEMA also provide personal services to any Officer of NEMA. Such action is deemed in direct conflict to the interests of all parties and may constitute the basis for immediate termination of services, position, or office.

Professional Services

The President must seek such services through the distribution of a request for proposals to individuals or organizations who can provide the expertise being sought. The Board of Directors may act as the selection board and will use a grading system by which to evaluate all eligible proposals. When appropriate, select Members of the Board, such as Committee Chairs, may act as the selection board. The NEMA Executive Director, with the approval of the President, will determine the best approach.

There is no requirement to select the lowest bid. NEMA is authorized by the Board of Directors to select the proposal that best meets the needs of the project based on the evaluation criteria and the project budget.

A record of the selection process will be maintained by NEMA for a period of three years.

EVENT CODE OF CONDUCT

Expected Behavior

- Because NEMA values a diversity of views and opinions, all participants, attendees, NEMA staff, volunteers and vendors will be treated with respect.
 - Be considerate, respectful and collaborative with fellow participants.
 - Use alcohol responsibly. NEMA staff and/or any NEMA vendor, hospitality suite sponsor, or server has the right to deny service to any participant during any NEMA event and may require a participant to leave the event.
 - Be mindful of your surroundings and of your fellow participants. Alert any NEMA staff member if you notice a dangerous situation or someone in distress.
 - Respect the rules of all conference venues. All participants are also subject to the laws applicable in the United States and the state/territory in which the event/program is held.
-

Unacceptable Behavior

- Harassment, intimidation, stalking or discrimination in any form is considered unacceptable behavior and is prohibited. Examples of unacceptable behavior include:
 - Comments related to gender, gender identify or expression, age, sexual orientation, disability, physical appearance, body size, race, religion, national origin, political affiliation;
 - Inappropriate use of nudity and/or sexual images in public spaces or in presentations.

Sexual harassment is a specific type of prohibited conduct. Sexual harassment is any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation. Sexual harassment may involve any conduct of a verbal, nonverbal or physical nature, including written and electronic communications, and may occur between persons of the same or different genders.

- Physical, verbal or non-verbal abuse or threat of violence toward any attendee, speaker, volunteer, exhibitor, vendor, NEMA staff member, service provider, or any other meeting guest is prohibited.
 - Disruption of presentations or events at any NEMA hosted session and any venue including convention centers, hotels, restaurants, etc. or any other NEMA contracted facility is prohibited.
-

Reporting Unacceptable Behavior

If you or anyone else is in immediate danger at any time, please contact local law enforcement (by calling 911) and immediately notify facility security. All other reports should be made by visiting the

NEMA Registration/Information Desk and asking to speak to a member of the NEMA senior management team.

Consequences

If the NEMA Executive Director determines that a person has violated any part of this code of conduct, the Executive Director in his/her sole discretion may take any of the following actions:

- Verbal or written warning;
- Expulsion from the event with no refund;
- Suspension of attendance at NEMA events;
- Prohibited attendance at any future NEMA event;
- Prohibited participation with NEMA in the future;
- Reporting conduct to sponsoring state entity/organization;
- Reporting conduct to local law enforcement.

If the person disagrees with the NEMA Executive Director's decision, he or she may request the NEMA Board of Directors to review that decision. The Board of Directors may affirm or change that decision after review, upon majority vote of its voting members. The decision of the Board of Directors shall be final.

GOVERNANCE, POLICY, AND FINANCIAL DOCUMENTS

The NEMA Policies & Procedures Manual will be reviewed every five years by the Board of Directors and amended as needed. If NEMA experiences significant organizational or policy changes before the five-year review period, the Board may recommend amendments at any time.

The following documents will be retained by the NEMA Executive Director and made available upon request to any Member of NEMA.

- Articles of Incorporation
- Bylaws
- Policies & Procedures
- Investment Policy Statement
- Social Media Policy
- Forum Terms, Conditions and Code of Conduct
- Annual Financial Statement and Audit Report
- IRS Tax Exempt Status Recognition
- Strategic Plan