



**Draft EMAP EMS 5-20XX
Emergency Management Standard**

Chapter 3: Emergency Management Program

3.1: Program Administration and Evaluation

3.1.1 The Emergency Management Program has a multi-year Strategic Plan, developed with input from stakeholders, that includes the following:

- (1) A vision statement for emergency management;
- (2) Mission, goals, objectives, and milestones for the Emergency Management Program;
- (3) A method for Plan implementation; and
- (4) A maintenance process, including a method and schedule for evaluation and revision.

3.2: Coordination

3.2.1 The jurisdiction has a designated emergency management agency, department, or office established and empowered with the authority to administer the Emergency Management Program.

3.2.2 The jurisdiction has a designated individual empowered with the authority to execute the Emergency Management Program.

3.3: Advisory Committee

3.3.1 The Emergency Management Program has a process that utilizes one or more advisory committees to provide coordinated input from stakeholders in the preparation, implementation, evaluation, and revision of the Program.

3.3.2 The advisory committee(s) meets with a frequency determined by the Emergency Management Program to provide regular input.

3.4: Administration and Finance

3.4.1 The Emergency Management Program has administrative and financial procedures for use before, during, and after an emergency/disaster.

3.4.2 The administrative and financial procedures provide the ability to request, receive, manage, and apply funds in emergency situations to deliver assistance and cost recovery.

3.4.3 The Emergency Management Program has a maintenance process for the procedures identified in Standards 3.4.1 and 3.4.2, including a method and schedule for evaluation and revision.

3.5: Laws and Authorities

3.5.1 The Emergency Management Program's authorities and responsibilities are established and executed in accordance with statutes, regulations, directives, or policies.

3.5.2 The Emergency Management Program has a process for identifying and addressing proposed legislative and regulatory changes.

Chapter 4: Emergency Management Program Elements

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

4.1.1 The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction using multiple sources and describes the process used to obtain those hazards from the sources. The Emergency Management Program assesses the risk and vulnerability of the following:

- (1) People;
- (2) Property;
- (3) The environment; and
- (4) Its own operations from these hazards.

4.1.2 The Emergency Management Program conducts a consequence analysis for the hazards identified in Standard 4.1.1 to consider the impact on the following:

- (1) Public;
- (2) Responders;
- (3) Continuity of operations, including continued delivery of services;
- (4) Property, facilities, and infrastructure;
- (5) Environment;
- (6) Economic condition of the jurisdiction; and
- (7) Public confidence in the jurisdiction's governance.

4.1.3 The Emergency Management Program has a maintenance process for its Hazard Identification and Risk Assessment (HIRA), as identified in Standard 4.1.1, and the Consequence Analysis, identified in Standard 4.1.2, including a method and schedule for evaluation and revision.

4.2: Hazard Mitigation

4.2.1 The Emergency Management Program has a plan to implement mitigation projects and sets priorities based on loss reduction. The plan:

- (1) is based on the natural and human-caused hazards identified in Standard 4.1.1 and the risks and consequences of those hazards;
- (2) is developed through formal planning processes involving Emergency Management Program stakeholders; and
- (3) establishes short and long-term strategies, actions, goals, and objectives.

4.2.2 The Emergency Management Program documents project ranking based on the greatest opportunity for loss reduction and documents how specific mitigation actions contribute to overall risk reduction.

4.2.3 The Emergency Management Program utilizes a process to monitor the overall progress of mitigation activities and documents completed initiatives, along with their resulting reduction or limitation of hazard impact on the jurisdiction.

4.2.4 The Emergency Management Program, consistent with the scope of the mitigation program, does the following:

- (1) Identifies ongoing mitigation opportunities and tracks repetitive loss;
- (2) Provides technical assistance in implementing mitigation codes and ordinances; and
- (3) Participates in jurisdictional and multi-jurisdictional mitigation efforts.

4.2.5 The Emergency Management Program has a maintenance process for the plan, as identified in Standard 4.2.1, including a method and schedule for evaluation and revision.

4.3: Prevention

4.3.1 The Emergency Management Program identifies and assesses which hazards identified in Standard 4.1.1 can be addressed through prevention processes and procedures.

4.3.2 The Emergency Management Program has a process(es) to coordinate prevention activities, monitor the identified threats and hazards, and adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) The hazards identified in Standard 4.1.1;
- (2) Intelligence activities;
- (3) Threat assessments;
- (4) Alert networks;
- (5) Surveillance programs; and
- (6) Information obtained from internal and external stakeholders.

4.3.3 The Emergency Management Program has procedures to implement the prevention processes identified in Standard 4.3.2 and to exchange information among internal and external stakeholders of the Emergency Management Program.

4.3.4 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.3.3, including a method and schedule for evaluation and revision.

4.4: Continuity Planning and Procedures

4.4.1 The Emergency Management Program identifies essential program functions and the departments, agencies, and organizations with primary responsibility for these functions.

4.4.2 The Emergency Management Program, through formal planning processes involving stakeholders and by addressing all hazards identified in Standard 4.1.1, has developed a Continuity of Operations (COOP) Plan for the designated emergency management agency, department, or office, and a Continuity of Government (COG) Plan for the jurisdiction.

4.4.3 The Continuity of Operations (COOP) Plans for the departments, agencies, and organizations identified in Standard 4.4.1 and Standard 4.4.2, and the Continuity of Government (COG) Plan address the following:

- (1) Purpose and scope or goals and objectives;
- (2) Authority;
- (3) Situation and assumptions;
- (4) Functional roles and responsibilities for internal and external stakeholders and positions;
- (5) Logistics support and resource requirements necessary to implement the Plan;
- (6) Concept of operations; and
- (7) A maintenance process, including a method and schedule for evaluation and revision.

4.4.4 The Continuity of Operations (COOP) Plans for the departments, agencies, and organizations identified in Standard 4.4.1 and Standard 4.4.2 address the following:

- (1) Processes and functions that will be continued and recovered;
- (2) Essential positions;

- (3) Lines of succession;
- (4) Processes that describe how the critical applications and vital records will be safeguarded;
- (5) Communications resources;
- (6) Priorities for recovery of processes, functions, critical applications, and vital resources; and
- (7) Alternate operating capability.

4.4.5 The Continuity of Government (COG) Plan identifies how the governing body will be preserved, maintained, or reconstituted and addresses the following:

- (1) A succession of leadership;
- (2) Delegation of emergency authority; and
- (3) Command and control.

4.4.6 The Emergency Management Program has procedures to implement all Plans identified in Standard 4.4.2. The implementation procedures are applicable to all hazards identified in Standard 4.1.1.

4.4.7 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.4.6, including a method and schedule for evaluation and revision.

4.5: Operational Planning and Procedures

4.5.1 The Emergency Management Program, through formal planning processes involving stakeholders and addressing all hazards identified in Standard 4.1.1, has developed a Response Plan and a Recovery Plan.

4.5.2 The Response Plan and the Recovery Plan address the following:

- (1) Purpose and scope or goals and objectives;
- (2) Authority;
- (3) Situation and assumptions;
- (4) Functional roles and responsibilities for internal and external stakeholders and positions;
- (5) Logistics support and resource requirements necessary to implement the Plan;
- (6) Concept of operations; and
- (7) A maintenance process, including a method and schedule for evaluation and revision.

4.5.3 The Response Plan identifies and assigns specific areas of responsibility for performing functions in response to an emergency/disaster. Areas of responsibility to be addressed include the following:

- (1) Administration and finance;
- (2) Agriculture and natural resources;
- (3) Alert and notification;
- (4) Communications;
- (5) Critical infrastructure and key resource restoration;
- (6) Damage assessment;
- (7) Debris management;
- (8) Detection and monitoring;
- (9) Direction, control, and coordination;
- (10) Donation management;
- (11) Emergency public information;
- (12) Energy and utility services;
- (13) Evacuation and shelter-in-place;

- (14) Fatality management and mortuary services;
- (15) Firefighting/fire protection;
- (16) Food, water, and commodities distribution;
- (17) Hazardous materials;
- (18) Information collection, analysis, and dissemination;
- (19) Law enforcement;
- (20) Mass care and sheltering;
- (21) Mutual aid;
- (22) Private sector coordination;
- (23) Public health and medical services;
- (24) Public works and engineering;
- (25) Resource management and logistics;
- (26) Search and rescue;
- (27) Transportation systems and resources;
- (28) Volunteer management; and
- (29) Warning.

4.5.4 The Recovery Plan establishes both short-term and long-term recovery priorities. The Plan identifies and assigns specific areas of responsibility for the following:

- (1) Critical functions;
- (2) Services/programs;
- (3) Vital resources;
- (4) Facilities; and
- (5) Infrastructure.

4.5.5 The Emergency Management Program has procedures for implementing all Plans identified in Standard 4.5.1. The implementation procedures are applicable to all hazards identified in Standard 4.1.1.

4.5.6 The Emergency Management Program has procedures to guide the following:

- (1) Situational analysis;
- (2) Damage assessment;
- (3) Situation reporting; and
- (4) Incident action planning.

4.5.7 The Emergency Management Program has a maintenance process for the procedures identified in Standards 4.5.5 and 4.5.6, including a method and schedule for evaluation and revision.

4.6: Incident Management

4.6.1 The Emergency Management Program has formally adopted an incident management system. The system includes and describes, but is not limited to, the following concepts:

- (1) Modular organization;
- (2) Unified command;
- (3) Multi-agency coordination;
- (4) A span of control;
- (5) Common terminology;
- (6) Action planning process;
- (7) Comprehensive resource management;
- (8) Integrated communications; and
- (9) Pre-designated facilities.

4.6.2 The Emergency Management Program has procedures that address coordination activities among all personnel with emergency response roles, including higher, lateral, subordinate elements, and neighboring jurisdictions.

4.6.3 The Emergency Management Program's incident management system identifies specific organizational roles and responsibilities for each incident management function.

4.6.4 The Emergency Management Program identifies personnel to fill specific incident management system roles.

4.6.5 The Emergency Management Program personnel identified in Standard 4.6.4 receive training on its incident management system.

4.6.6 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.6.2, including a method and schedule for evaluation and revision.

4.7: Resource Management, Mutual Aid, and Logistics

4.7.1 The Emergency Management Program has a resource management plan designed for the hazards identified in Standard 4.1.1 that addresses the following:

- (1) Goals and objectives;
- (2) Gap analysis;
- (3) Resource management system(s);
- (4) Donations management; and
- (5) Volunteer management.

4.7.2 The Emergency Management Program conducts a periodic gap analysis that addresses the following:

- (1) The hazards identified in Standard 4.1.1;
- (2) Identification of resource needs and shortfalls; and
- (3) Prioritization of identified resource needs and shortfalls.

4.7.3 The Emergency Management Program addresses resource needs and shortfalls through various initiatives, including the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

4.7.4 The Emergency Management Program maintains mutual aid agreements, contractual service agreements, memoranda of understanding, or regional or other arrangements that provide additional resources.

4.7.5 The Emergency Management Program has procedures for storing, maintaining, and testing resources for use in emergency/disaster operations.

4.7.6 The Emergency Management Program has resource management system procedures to be used during an emergency/disaster that address the following:

- (1) Identification;
- (2) Location;
- (3) Acquisition;
- (4) Mobilization;
- (5) Distribution or dispatching;
- (6) Tracking; and
- (7) Demobilization of resources.

4.7.7 The Emergency Management Program addresses the acceptance and management of donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited.

4.7.8 The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.7.1, and the procedures identified in Standards 4.7.5 and 4.7.6, including a method and schedule for evaluation and revision.

4.8: Communications and Warning

4.8.1 The Emergency Management Program has a plan designed for the hazards identified in Standard 4.1.1 to:

- (1) Communicate internally and externally with higher, lateral, and subordinate stakeholders and emergency personnel;
- (2) Initiate, receive, and relay notifications to alert key decision-makers and emergency personnel;
- (3) Disseminate emergency alerts and warnings to the public potentially impacted by an actual or impending emergency, and communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
- (4) Address potential operating environments.

4.8.2 The Emergency Management Program has communication, notification, and alert and warning system(s) that:

- (1) Supports all Plans identified in Standards 4.4.2 and 4.5.1;
- (2) Includes alternative system(s) in case of failure of the primary system(s);
- (3) Addresses potential operating environments; and
- (4) Is tested on an established schedule with results documented and corrective actions addressed.

4.8.3 The Emergency Management Program has operational procedures for the communications, notification, and alert and warning system(s) that address the following:

- (1) Hazards identified in Standard 4.1.1;
- (2) Potential operating environments; and
- (3) Decision-making processes or pre-determined criteria.

4.8.4 The Emergency Management Program has a communication system(s) that addresses system interoperability.

4.8.5 The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.8.1, and the procedures identified in Standard 4.8.3, including a method and schedule for evaluation and revision.

4.9: Facilities

4.9.1 The Emergency Management Program has a primary and alternate facility capable of coordinating and supporting sustained response and recovery operations consistent with the hazards identified in Standard 4.1.1.

4.9.2 The Emergency Management Program has procedures for activating, operating, and deactivating primary and alternate facilities. The procedures are tested on an established schedule, the results are documented, and corrective actions are addressed.

4.9.3 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.9.2, including a method and schedule for evaluation and revision.

4.10: Training

4.10.1 The Emergency Management Program has a training plan that addresses the hazards identified in Standard 4.1.1 and includes the following:

- (1) Goals and objectives;
- (2) Training needs assessment;
- (3) Curriculum;
- (4) Course evaluations;
- (5) Training records; and
- (6) A records retention schedule.

4.10.2 The training needs assessment addresses the following:

- (1) All personnel with responsibilities in the Emergency Management Program;
- (2) Key public officials; and
- (3) Internal and external requirements.

4.10.3 The Emergency Management Program training is regularly scheduled and is based on the following:

- (1) Training needs assessment;
- (2) Internal and external requirements; and
- (3) Goals and objectives of the training program.

4.10.4 Personnel receive and maintain training consistent with their current and potential responsibilities.

4.10.5 Records are maintained for the training program and include the following:

- (1) Types of training planned and conducted; and
- (2) Names of those who received training.

4.10.6 The Emergency Management Program has a maintenance process for its training plan, as identified in Standard 4.10.1, including a method and schedule for evaluation and revision.

4.11: Exercises, Evaluations, and Corrective Actions

4.11.1 The Emergency Management Program has an exercise, evaluation, and corrective action plan based on the hazards identified in Standard 4.1.1.

4.11.2 The Emergency Management Program evaluates personnel, plans, procedures, equipment, and facilities through a variety of initiatives, which can include the following:

- (1) Periodic reviews;
- (2) Testing;
- (3) Post-incident reports;
- (4) Lessons learned;
- (5) Performance evaluations;
- (6) Exercises; and
- (7) Real-world events.

Products of these evaluations are documented and disseminated within the Emergency Management Program, including to stakeholders and selected partners.

4.11.3 The Emergency Management Program has a process for corrective actions that

prioritizes and tracks the resolution of deficiencies.

4.11.4 The Emergency Management Program has a maintenance process for its exercise, evaluation, and corrective action plan, as identified in Standard 4.11.1, including a method and schedule for evaluation and revision.

4.12: Emergency Public Information and Education

4.12.1 The Emergency Management Program has a plan for crisis communications, public information, and education functions. The plan is designed to inform and educate the public through various media about the hazards identified in Standard 4.1.1, threats to public safety, and risk reduction. The plan provides for the dissemination of information to protect public health and safety, including a response to public inquiries and rumors.

4.12.2 The Emergency Management Program has the following:

- (1) Central contact for the media;
- (2) Trained spokespersons designated to deliver the Emergency Management Program's message, appropriate to the hazard and audience; and
- (3) Pre-scripted information bulletins about hazards, preparedness measures, and protective actions.

4.12.3 The Emergency Management Program conducts outreach activities for the public, including at-risk populations, that address the hazards identified in Standard 4.1.1.

4.12.4 The Emergency Management Program has joint information system procedures to:

- (1) Coordinate and authorize information for release;
- (2) Disseminate information through various media;
- (3) Communicate with at-risk populations;
- (4) Interface with public officials/VIPs;
- (5) Respond to public inquiries; and
- (6) Provide rumor control.

4.12.5 The Emergency Management Program has joint information center procedures to address the following:

- (1) Activation;
- (2) Operation; and
- (3) Deactivation.

4.12.6 The procedures identified in Standards 4.12.4 and 4.12.5 are tested on an established schedule, results are documented, and corrective actions are addressed.

4.12.7 The Emergency Management Program has a maintenance process for the plan and procedures identified in Standards 4.12.1, 4.12.4, and 4.12.5, including a method and schedule for evaluation and revision.