



North Dakota Training & Standard Orientation Workshop

North Dakota Training & Standard Orientation Workshop

October 5, 2020

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+1 701-328-0950 United States, Fargo (Toll)

Conference ID: 338 390 689#

Monday, October 5, 2020		Stakeholders
12:00-12:45pm	Entry Briefing	
	<ul style="list-style-type: none"> Introduction <ul style="list-style-type: none"> Welcome Introductions North Dakota Benefits from EMAP Assessment & Accreditation Overview EMAP Presentation <ul style="list-style-type: none"> Who We Are? What We Do? The Emergency Management Standard The Accreditation Process <ul style="list-style-type: none"> Purpose of Training & SOW Partnership Agenda Overview 	Emergency Management Director Level Advisory Committee
12:45-1:00pm	Break	
1:00-2:00pm	Program Overview	
	<ul style="list-style-type: none"> Mission & Services (Standard 3.1.1) Jurisdiction Emergency Management Program <ul style="list-style-type: none"> Authority (Standard Area 3.2) Administration Execution Roles & Responsibilities of Emergency Management on a day-to-day basis Roles & Responsibilities of Emergency Management during response and recovery operations Strategic Planning (Standard 3.1.1) Role of the advisory committee (Standard Area 3.3) Stakeholders <ul style="list-style-type: none"> Higher (Standards 4.5.2 & 4.7.1) Lateral (Standards 4.5.2 & 4.7.1) Subordinate (Standard 4.5.2 & 4.7.1) Key Decisionmakers (Standard 4.7.1) Emergency Personnel (Standard 4.7.1) Neighboring Jurisdictions (Standard 4.5.2) Roles & Responsibilities of Stakeholders in the Emergency Management Program on a day-to-day basis 	Emergency Management



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- Roles & Responsibilities of Stakeholders in the Emergency Management Program during response and recovery operations

2:00-2:15pm

Break

Program Overview

- Laws & Authorities (Standard Area 3.5)
 - Federal Laws & Regulations
 - State Laws & Regulations
 - Local Laws
 - Internal Policies
- Public (Standards 4.1.2, 4.7.1 & 4.11)
- Responders (Standard 4.1.2)
- Vulnerable Populations (Standard 4.7.1)
- At-Risk Populations (Standard Area 4.11)

2:15-3:15pm

Emergency Management

Incident Management Discussion (Standard Area 4.5)

- Incident management system
 - Coordination activities
 - Organizational roles and responsibilities
 - Situational analysis, damage assessment, situation reporting, and incident action planning
 - Incident management training

Training Discussion (Standard Area 4.9)

- Scope of Training Program
 - Training needs assessment
 - Goals and objectives
 - Internal and external requirements
 - Current and potential roles and responsibilities
 - Curriculum
 - Course evaluations
 - Training management record keeping system

3:15-4:00pm

Emergency Management

4:00-4:15pm

Break

Exercise Discussion (Standard Area 4.10)

- Scope of Exercise, Evaluation, and Corrective Action Program
- Evaluation Implementation
 - Periodic reviews
 - Testing
 - Post-incident reports
 - Lessons learned
 - Performance evaluations
 - Exercises
 - Real-world events

4:15-5:00pm

Emergency Management



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- Corrective Actions
 - Process for prioritization
 - Process for implementation
 - Resolution of deficiencies
-
-



North Dakota Training & Standard Orientation Workshop

North Dakota Training & Standard Orientation Workshop

October 12, 2020

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Conference ID: 338 390 689#

Monday, October 12, 2020		Stakeholders
12:00-1:15pm	Operational Planning & Procedures Discussion (Standard Area 4.4) <ul style="list-style-type: none"> Document Review Discussion <ul style="list-style-type: none"> COOP & COG Procedures 	Emergency Management Plan Stakeholders
1:15-1:30pm	Break	
1:30-2:45pm	Operational Planning & Procedures Discussion (cont.) (Standard Area 4.4) <ul style="list-style-type: none"> Document Review Discussion <ul style="list-style-type: none"> Emergency Plan Recovery Plan Procedures 	Emergency Management Plan Stakeholders
2:45-3:00pm	HIRA & Consequence Analysis Discussion (Standard Area 4.1) Break	
3:00-3:45pm	Prevention Discussion (Standard Area 4.3) <ul style="list-style-type: none"> Scope of Prevention <ul style="list-style-type: none"> Prevention roles and responsibilities (internal and external) Prevention stakeholders and partnerships Threat assessments discussion Alert networks and surveillance programs 	Emergency Management Prevention Stakeholders
3:45-4:00pm	Break	
4:00-5:00pm	<ul style="list-style-type: none"> Scope of Mitigation Program (Standard Area 4.2) <ul style="list-style-type: none"> Current mitigation plan Mitigation responsibilities Mitigation stakeholders and partnerships Management and implementation of mitigation projects and efforts (internal and external) Technical assistance 	Emergency Management Hazard Mitigation Stakeholders



North Dakota Training & Standard Orientation Workshop

North Dakota Training & Standard Orientation Workshop

October 19, 2020

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Conference ID: 338 390 689#

Monday, October 19, 2020		Stakeholders
12:00-12:45pm	Administration & Finance Discussion (Standard Area 3.4) <ul style="list-style-type: none"> Day-to-day operations Response operations Recovery operations 	Emergency Management Finance & HR Stakeholders
12:45-1:00pm	Break	
1:00-1:45pm	Resource Management Discussion (Standard Area 4.6) <ul style="list-style-type: none"> Scope of Resource Management <ul style="list-style-type: none"> Define resources Resource management system Gap analysis Needs and shortfalls Budget process and mutual aid arrangements Resource management objectives Cradle-to-grave resource management 	Emergency Management Finance Stakeholders Resource Management Stakeholders
1:45-2:00pm	Break	
2:00-2:45pm	Emergency Public Information, Education, and Warning Discussion (Standard Area 4.11) <ul style="list-style-type: none"> Scope of Public Education <ul style="list-style-type: none"> Informing and education Partnerships with media Internal and external outreach Scope of Emergency Public Information Program <ul style="list-style-type: none"> Crisis communications plan Public Information Officer functions JIS and JIC procedures Testing of JIS and JIC procedures Communication with at-risk populations VIPs and public officials Public inquiries and rumors 	Emergency Management Public Information Stakeholders
2:45-3:00pm	Break	
3:00-3:45pm	Communications & Notification Discussion (Standard Area 4.7) <ul style="list-style-type: none"> Scope of Emergency, Recovery, COOP, & COG Communications 	Emergency Management



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	<ul style="list-style-type: none"> ○ Laws and authorities ○ Internal and external responsibilities ○ Communications plan ○ Communication systems ○ Potential operating environments, redundancy, and back-up systems ○ Interoperability • Scope of Alert and Notification <ul style="list-style-type: none"> ○ Responsibilities ○ Notification plan ○ Notification systems ○ Potential operating environments, redundancy, and back-up systems • Scope of Warning <ul style="list-style-type: none"> ○ Responsibilities ○ Warning plan ○ Warning systems ○ Vulnerable population ○ Potential operating environments, redundancy, and back-up systems • Procedures 	Communications, Notification, and Warning Stakeholders
3:45-4:00pm	Break	
4:00-4:30pm	Facilities Discussion (Standard Area 4.8) <ul style="list-style-type: none"> • Location of primary and alternate EOC • Procedures 	Emergency Management
4:30-5:00pm	Recap of Standard Discussions Needs and Shortfalls	Emergency Management



North Dakota Training & Standard Orientation Workshop

North Dakota Training & Standard Orientation Workshop

October 26, 2020

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Conference ID: 338 390 689#

Monday, October 26, 2020		Stakeholders
12:00-1:00pm	<div>Timeline Discussion<ul style="list-style-type: none">Documentation ReviewSelf-Assessment TimelineProgram Assessment Tool OverviewOn-Site Assessment Logistics and ScheduleReporting TimelineProgram Review Committee & EMAP Commission Process</div>	Emergency Management
1:00-1:15pm	Break	
1:15-2:30pm	<div>Accreditation Manager Roles, Responsibilities & Tools<ul style="list-style-type: none">Role throughout EMAP Accreditation ProcessResponsibilitiesHow to assess documentationHow to write a Proof of Compliance ReportProof of Compliance Exercise</div>	
2:30-2:45pm	Break	
2:45-3:30pm	<div>Assessor Roles, Responsibilities & Tools<ul style="list-style-type: none">Role throughout EMAP Accreditation ProcessResponsibilitiesHow to assess documentationHow to write a findingFinding Exercise</div>	
3:30-4:00pm	Course Exam Discussion	
4:00pm	Adjourn	



Training & Standard Orientation Workshop



WELCOME & INTRODUCTIONS

Goal

To provide your Program with an understanding of the intent of the Emergency Management Standard so that you can successfully navigate through a consecutive Assessment & Accreditation effort.



EMAP Overview

- Independent, Non-Profit Organization
- ANSI Accredited Standards Developer since 2008
- Mission
- *Emergency Management Standard*
- *US&R Standard*



EMAP Partners

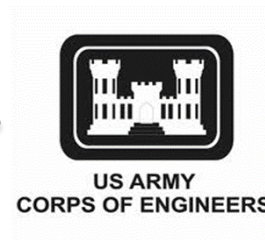
Organizational Partners

These organizations serve on EMAP's foundational committees and work closely with EMAP representing a specific EM community.



United States Partners

EMAP's US based partners with whom we engage to address professionalizing emergency management.



FEMA



International Partners

EMAP's top-tier global strategic partners with whom we hold long-term & multifaceted relationships

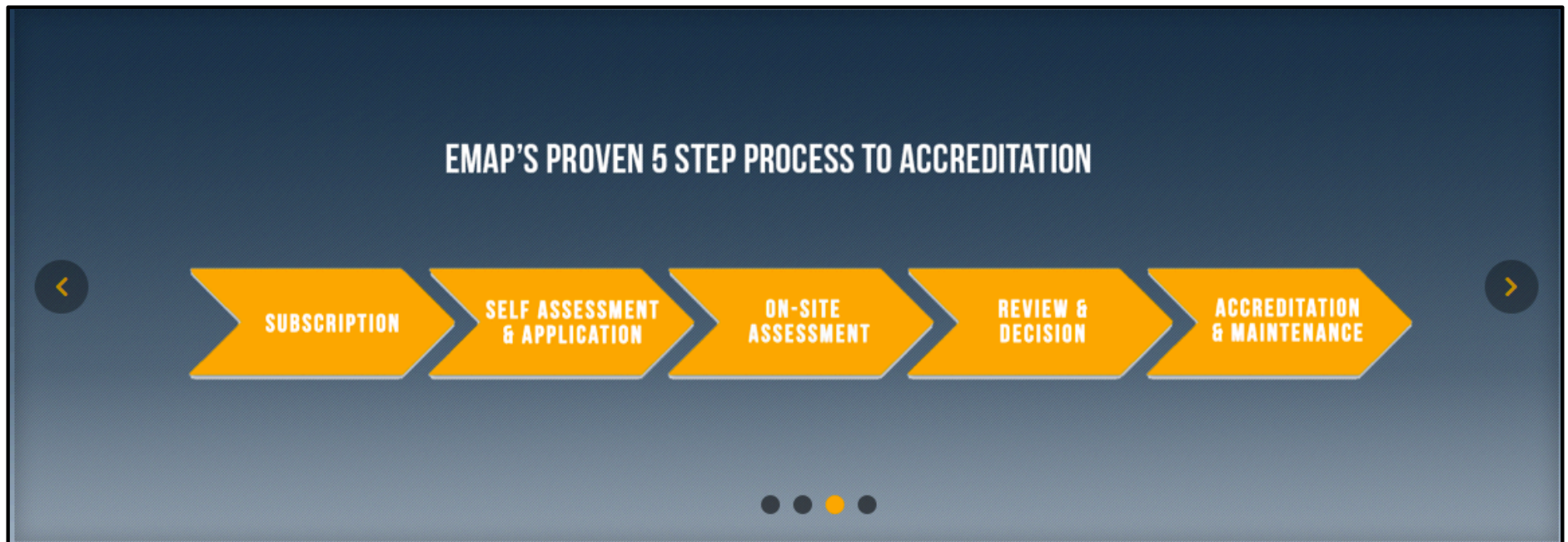


مستشفى الملك فيصل التخصصي ومركز الأبحاث
King Faisal Specialist Hospital & Research Centre
مؤسسة عامة Gen. Org.





Accreditation Process



Subscription

Self
Assessment &
Application

On-site
Assessment

Committee
Review &
Decision

Accreditation
&
Maintenance

- EMAP Program Assessment Tool
- EMAP Training Webinars
- EMAP Training Course

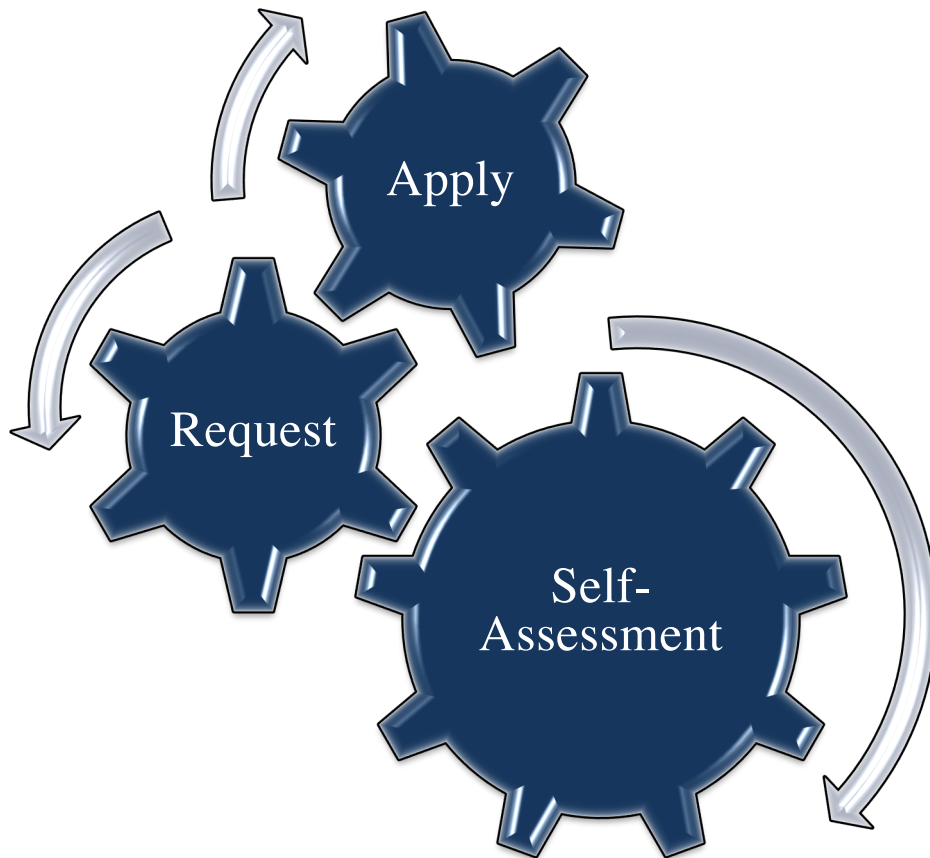
Subscription

Self
Assessment &
Application

On-site
Assessment

Committee
Review &
Decision

Accreditation
&
Maintenance



- Self-Assessment/Gap Analysis
- EMAP ESL Technical Assistance
- Peer Document Reviews (Standard 4.1 + 2 more)

Subscription

Self
Assessment &
Application

On-Site
Assessment

Committee
Review &
Decision

Accreditation
&
Maintenance

- On-Site Assessment Applications – Dates & Logistics
- On-Site Assessment Team
- Submission of the Program Self-Assessment
- Assessment Team Call
- On-Site Assessment Working Schedule
- Virtual Exit Briefing
- Preliminary Assessment Report

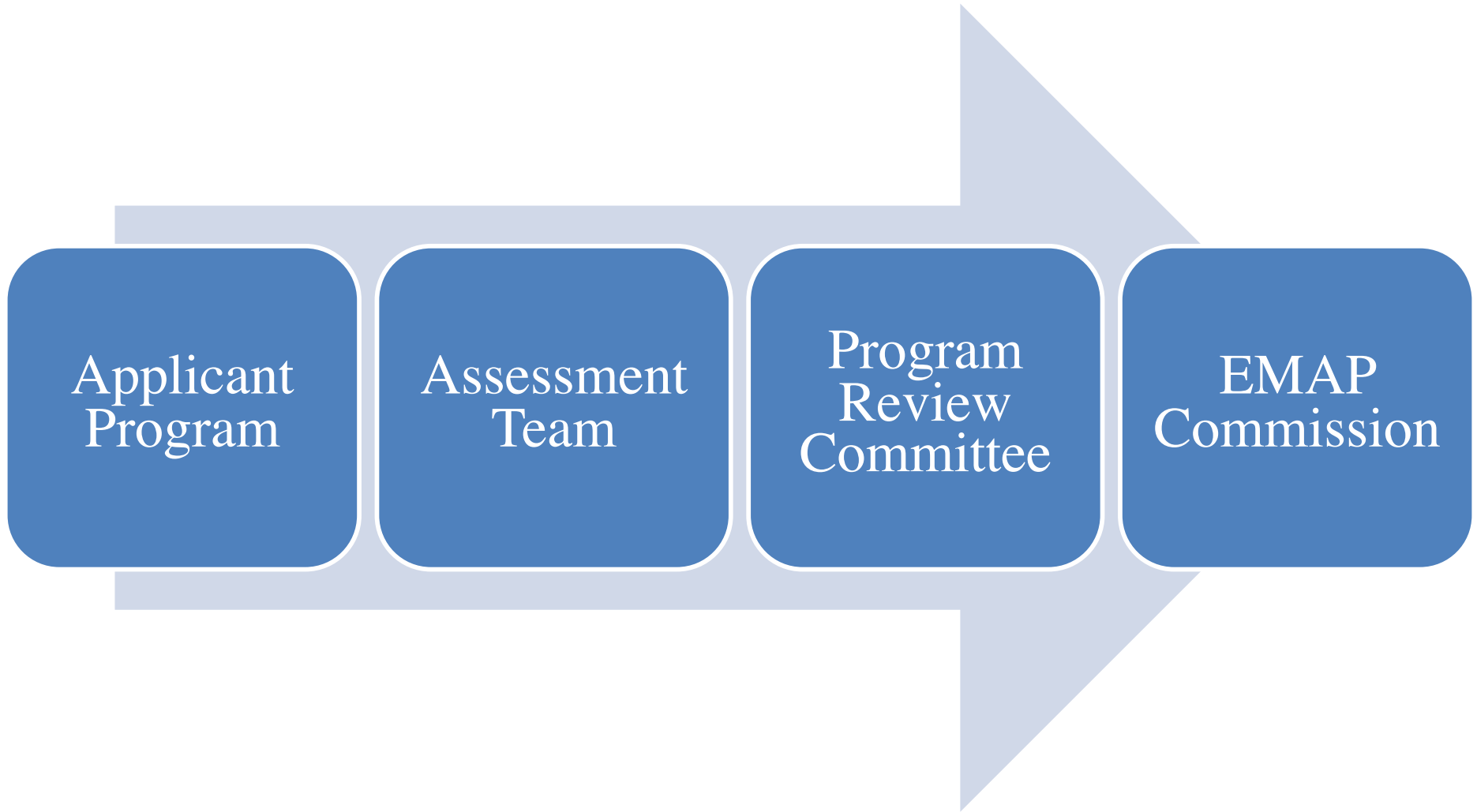
Determining & Assessing Compliance

There are three types of proofs of compliance:

1. Written Documentation
2. Interviews
3. Demonstrations

Draft documents are not accepted as proof of compliance.

Determining Compliance





- Program Review Committee Meeting (January & July)
 - Program Invitation
 - Deliberation: Assessment Report/Applicant comments
 - Commission Recommendation
- EMAP Commission Meeting
 - Deliberation
 - Motion
 - Accredited
 - Conditionally Accredited
 - Accreditation denied

Subscription

Self
Assessment &
Application

On-site
Assessment

Committee
Review &
Decision

Accreditation
&
Maintenance

- Accreditation Plaque
- Recognition Ceremony
- Process Critique
- Accreditation is valid for 5 years
- Maintaining Accreditation



Overview

3.2: Coordination



Standard 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.

Standard 3.2.2

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

Strategic Planning



Standard 3.1.1

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

- 1) vision statement for emergency management;
- 2) mission, goal, objectives, and milestones for the Emergency Management Program;
- 3) a method for Plan implementation; and
- 4) a maintenance process, which includes a method and schedule for evaluation and revision.



3.3: Advisory Committee

Standard 3.3.1

The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

Standard 3.3.2

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

3.5: Laws & Authorities



Standard 3.5.1

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

Standard 3.5.2

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

Incident Management



Discussion Points

Coordination activities

Organizational roles and responsibilities

Situational analysis, damage assessment, situation reporting, and incident action planning

Incident management training



Standard 4.5.1

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

- 1) modular organization;
- 2) unified command;
- 3) multi-agency coordination;
- 4) span of control;
- 5) common terminology;
- 6) action planning process;
- 7) comprehensive resource management;
- 8) integrated communications; and
- 9) pre-designated facilities.

Standard 4.5.2

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

Standard 4.5.3

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

Standard 4.5.4

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

Standard 4.5.5

The Emergency Management Program personnel receive training on its incident management system.

Standard 4.4.8

The Emergency Management Program has procedures to guide situation analysis, damage assessment, situation reporting, and incident action planning.

Standard 4.5.6

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.5.2, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

- 1) How are the procedures revised?
- 2) Who approves the changes to the procedures?
- 3) How do you show that the procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the procedures revised?

Standard 4.4.9

The Emergency Management Program has a maintenance process for the procedures identified in Standards 4.4.7 and 4.4.8, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures?
How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

- 1) How are the procedures revised?
- 2) Who approves the changes to the procedures?
- 3) How do you show that the procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the procedures revised?

Training



Discussion Points



Welcome & Introductions

Training needs assessment

Hazards

Goals and objectives

Requirements and mandates

Current and potential roles and responsibilities

Curriculum

Course evaluations

Training management record keeping system

Standard 4.9.1

The Emergency Management Program has a training program 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.

Standard 4.9.2

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.

Standard 4.9.3

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.

Standard 4.9.4

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

Standard 4.9.5

Records are maintained for the training program and include:

- 1) the types of training planned and conducted; and
- 2) the names of those who received training.

Standard 4.9.6

The Emergency Management Program has a maintenance process for its training program identified in Standard 4.9.1, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

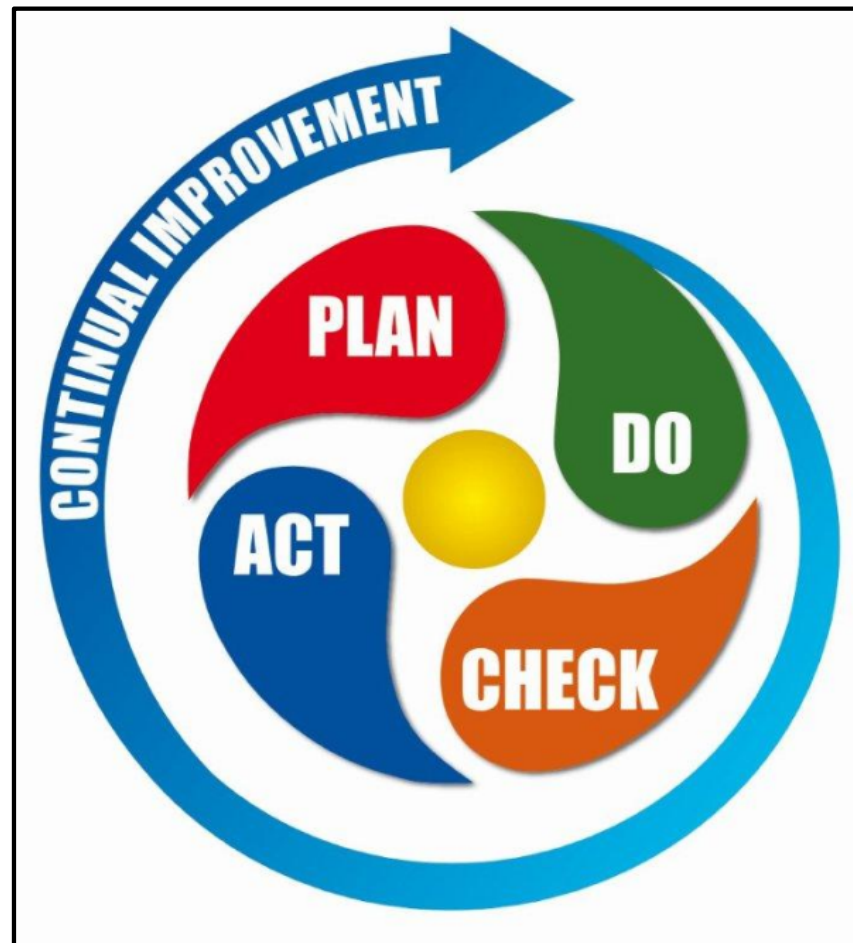
- 1) What are some factors that could alter the training program? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the training program?
- 3) How often is the training program evaluated?



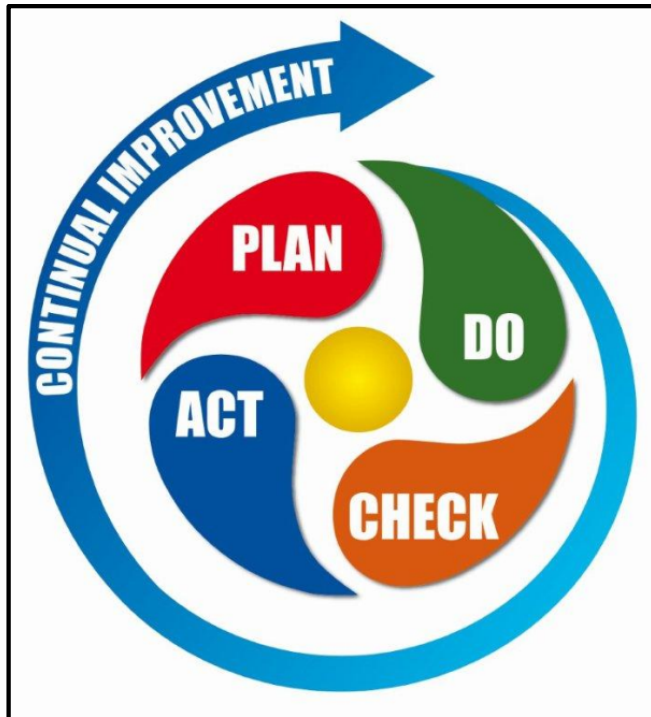
Revision

- 1) How is the training program revised?
- 2) Who approves the changes to the training program?
- 3) How do you show that the training program has been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often is the training program revised?

Exercises, Evaluations, and Corrective Actions



Discussion Points



Welcome & Introductions

Scope of Exercise Program

Evaluation Implementation

Corrective Actions

Standard 4.10.1

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

Standard 4.10.2

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

- 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.

Standard 4.10.3

The Emergency Management Program has a process for corrective actions that prioritizes and tracks the resolution of deficiencies.

Operational Planning & Procedures



Discussion Points

Welcome & Introductions

Document Review
Discussion

COOP & COG

Procedures



Standard 4.4.1

The Emergency Management Program, through formal planning processes involving stakeholders and addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

- 1) Emergency Operations;
- 2) Recovery;
- 3) Continuity of Operations; and
- 4) Continuity of Government.

Standard 4.4.2

The Emergency Operations Plan, Recovery Plan, Continuity of Operations Plans for the departments, agencies, and organizations with essential program functions, and Continuity of Government 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 agencies, organizations, departments, and positions;
- 5) logistics support and resource requirements necessary to implement the Plans;
- 6) concept of operations; and
- 7) a maintenance process, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the plans? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the plans?
- 3) How often are the plans evaluated?



Revision

- 1) How are the plans revised?
- 2) Who approves the changes to the plans?
- 3) How do you show that the plans have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the plans revised?

Standard 4.4.3

The Emergency Operations Plan (EOP) 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 utilities 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.

Standard 4.4.4

The Recovery Plan establishes short and long-term recovery priorities. The Plan identifies and assigns the following:

- 1) critical functions;
- 2) services/programs;
- 3) vital resources;
- 4) facilities; and
- 5) infrastructure.

Standard 4.4.5

The Continuity of Operations (COOP) Plan(s) identifies the essential program functions. Each organization performing these essential program functions has a COOP Plan that includes the following:

- 1) processes and functions that will be continued and recovered;
- 2) essential positions;
- 3) lines of succession;
- 4) processes that describe how 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.

Standard 4.4.6

The Continuity of Government (COG) Plan identifies how the governing body will be preserved, maintained, or reconstituted. The Plan includes:

- 1) succession of leadership;
- 2) delegation of emergency authority; and
- 3) command and control.

Standard 4.4.7

The Emergency Management Program has procedures to implement all Plans identified in Standard 4.4.1. The implementation procedures are applicable to all hazards identified in Standard 4.1.1.

Standard 4.4.9

The Emergency Management Program has a maintenance process for the procedures identified in Standards 4.4.7 and 4.4.8, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures?
How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

- 1) How are the procedures revised?
- 2) Who approves the changes to the procedures?
- 3) How do you show that the procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the procedures revised?

Hazards Discussion



Discussion Topics



Welcome & Introductions

Hazards

Risk & Vulnerability Assessment

Consequence Analysis

Standard 4.1.1

The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction using multiple sources. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards.

Standard 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.

Standard 4.1.3

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

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the HIRA & Consequence Analysis? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the HIRA & Consequence Analysis?
- 3) How often is the HIRA & Consequence Analysis evaluated?



Revision

- 1) How is the HIRA & Consequence Analysis revised?
- 2) Who approves the changes to the HIRA & Consequence Analysis?
- 3) How do you show that the HIRA & Consequence Analysis has been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often is the HIRA & Consequence Analysis revised?

Prevention



Discussion Topics



Welcome & Introductions

Prevention Roles & Responsibilities

Hazards & Consequences

Prevention stakeholders and partnerships

Property, Facilities & Infrastructure

Threat assessments

Alert networks and surveillance programs

Prevention

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives, property, the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.

Standard 4.3.1

The Emergency Management Program has a process(es) to coordinate prevention activities, to 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.

Standard 4.3.2

The Emergency Management Program has procedures to implement the prevention processes identified in Standard 4.3.1 and to exchange information among internal and external Emergency Management Program stakeholders.

Standard 4.3.3

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.3.2, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

- 1) How are the procedures revised?
- 2) Who approves the changes to the procedures?
- 3) How do you show that the procedures have been revised?
- 4) How are the revisions disseminated to stakeholders? What proof would you provide?
- 5) How often are the procedures revised?

Hazard Mitigation



Discussion Topics



Mitigation plan

Hazards

Mitigation responsibilities

Mitigation stakeholders and partnerships

Management and implementation of
mitigation projects and efforts

Technical assistance

Mitigation

The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.

Standard 4.2.1

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

- 1) is based on the natural and human-caused hazards identified in Standard 4.1.1 and the risk 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.

Standard 4.2.2

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

Standard 4.2.3

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

Standard 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.

Standard 4.2.5

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

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the mitigation plan(s)? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the mitigation plan(s)?
- 3) How often is the mitigation plan(s) evaluated?



Revision

- 1) How is the mitigation plan(s) revised?
- 2) Who approves the changes to the mitigation plan(s)?
- 3) How do you show that the mitigation plan(s) has been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often is the mitigation plan(s) revised?

Administration & Finance



Discussion Topics



Welcome & Introductions

Day-to-day operations

Response operations

Recovery operations

Standard 3.4.1

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

Standard 3.4.2

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

Standard 3.4.3

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

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures?
How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

- 1) How are the procedures revised?
- 2) Who approves the changes to the procedures?
- 3) How do you show that the procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the procedures revised?

and Logistics



Discussion Topics



Welcome & Introductions

Resources

Resource management system

Hazards

Gap analysis

Needs and shortfalls

Budget process and mutual aid arrangements

Resource management objectives

Cradle-to-grave resource management

Standard 4.6.3

Resource management objectives are established by conducting a periodic gap analysis that addresses the hazards identified in Standard 4.1.1. The gap analysis identifies resource needs and shortfalls that are prioritized and addressed through a variety of initiatives, which can include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

Standard 4.6.5

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

Standard 4.6.1

The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

- 1) identification;
- 2) location;
- 3) acquisition;
- 4) storage;
- 5) maintenance;
- 6) testing;
- 7) distribution; and
- 8) tracking.

Standard 4.6.2

The resource management system procedures further address the following:

- 1) mobilizing resources prior to and during an emergency;
- 2) dispatching resources prior to and during an emergency; and
- 3) demobilizing or recalling resources during or after an emergency.

Standard 4.6.4

The resource management system addresses acceptance and management of donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited.

Standard 4.6.6

The Emergency Management Program has a maintenance process for the elements of Standard 4.6, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the documentation? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the documentation?
- 3) How often is the documentation evaluated?



Revision

- 1) How is the documentation revised?
- 2) Who approves the changes to the documentation?
- 3) How do you show that the documentation has been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often is the documentation revised?

Emergency Public Education, Information & Education



Discussion Topics



Welcome & Introductions

Public Education

Public Information

JIS

JIC

Standard 4.11.1

The Emergency Management Program has a plan for its 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 dissemination of information to protect public health and safety, including response to public inquiries and rumors.

Standard 4.11.2

The Emergency Management Program has the following:

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

Standard 4.11.3

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

Standard 4.11.4

The Emergency Management Program has joint information system procedures to:

- 1) coordinate and authorize information for release;
- 2) communicate with at-risk populations;
- 3) interface with public officials/VIPs; and
- 4) respond to public officials and provide rumor control.

Standard 4.11.5

The Emergency Management Program has procedures to:

- 1) activate;
- 2) operate; and
- 3) deactivate a joint information center.

Standard 4.11.6

The procedures identified in Standards 4.11.4 and 4.11.5 are tested on an established schedule, results documented, and corrective actions addressed.

Standard 4.11.7

The Emergency Management Program has a maintenance process for the plan and procedures identified in Standards 4.11.1, 4.11.4, and 4.11.5, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the plan(s) and procedures? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the plan(s) and procedures?
- 3) How often are the plan(s) and procedures evaluated?



Revision

- 1) How are the plan(s) and procedures revised?
- 2) Who approves the changes to the plan(s) and procedures?
- 3) How do you show that the plans(s) and procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the plan(s) and procedures revised?

Communications and Warning



Discussion Points



Welcome & Introductions

Emergency and Recovery
Communications & Notification
Systems

Alert and Notification

Warning

Procedures

Interoperability

Standard 4.7.1

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 to communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
- 4) address potential operating environments.

Standard 4.7.2

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

- 1) supports all Plans identified in Standard 4.4.1;
- 2) includes alternate system(s) in case of failure of primary system(s);
- 3) addresses potential operating environments; and
- 4) is tested on an established schedule with results documented and corrective actions addressed.

Standard 4.7.3

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.

Standard 4.7.4

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

Standard 4.7.5

The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.7.1 and the procedures identified in Standard 4.7.3, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the plan(s) and procedures? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the plan(s) and procedures?
- 3) How often are the plan(s) and procedures evaluated?



Revision

- 1) How are the plan(s) and procedures revised?
- 2) Who approves the changes to the plan(s) and procedures?
- 3) How do you show that the plans(s) and procedures have been revised?
- 4) How are the revisions disseminated to your stakeholders? What proof would you provide?
- 5) How often are the plan(s) and procedures revised?

Facilities



Discussion Points



Welcome & Introductions

Location of primary and
alternate EOCs

Procedures

Testing & Corrective
Actions

Standard 4.8.1

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.

Standard 4.8.2

The Emergency Management Program has procedures for activation, operations, and deactivation of primary and alternate facilities. The procedures are tested on an established schedule, results documented, and corrective actions addressed.

Standard 4.8.3

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.8.2, which includes a method and schedule for evaluation and revision.

Method (How) & Schedule (When) for Evaluation & Revision

Evaluation

- 1) What are some factors that could alter the procedures? How would you analyze these factors?
- 2) What stakeholders are involved in the analysis of the procedures?
- 3) How often are the procedures evaluated?



Revision

1. How are the procedures revised?
2. Who approves the changes to the procedures?
3. How do you show that the procedures have been revised?
4. How are the revisions disseminated to stakeholders? What proof would you provide?
5. How often are the procedures revised?

Recap of Standard Discussions



Timeline Discussion



Publication Note

The *Emergency Management Standard* by the Emergency Management Accreditation Program (EMAP) is designed as a tool for continuous improvement as part of a voluntary accreditation process for emergency management programs. EMAP makes no representation or guarantee as to the efficacy of any program as a result of use of or compliance with the standards contained herein. EMAP makes no guarantee or warranty as to the completeness of information in this document, and EMAP expressly disclaims liability for any personal injury or damages of any nature resulting from the publication, use of, or reliance on this document. Standard language has been developed through a series of collaborative workshops and Technical Committee and Commission meetings.

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PREFACE¹

The Emergency Management Accreditation Program (EMAP), as an independent non-profit organization, fosters excellence and accountability in Emergency Management and Homeland Security Programs by establishing credible standards applied in a peer reviewed Assessment and Accreditation Process. With ongoing concerns about terrorism, pandemic influenza, and catastrophic natural disasters, world leaders and citizens continue to acknowledge the need to efficiently and effectively strengthen emergency preparedness measures and response capabilities. The *Emergency Management Standard* by EMAP and the voluntary accreditation process are intended to promote consistent quality in Emergency Management Programs, thus providing tangible benefits to the community and public infrastructure these Programs serve. Many Programs utilize the standards and process for strategic planning, improvement efforts, and resource allocations.

When work on EMAP began in 1997, no one could have foreseen the full importance of establishing sound Emergency Management and Homeland Security Standards for use around the globe. The Accreditation Feasibility Study completed in 1998 marks the collaboration of major contributing organizations supporting the need for an accreditation program to professionalize emergency management. The EMAP Commission was seated in 2002 and has been accrediting Programs since 2003. In 2007, the first edition of the *Emergency Management Standard* by EMAP was published. A great milestone in the history of the organization came in 2008 with its recognition as a Standard Developing Organization by the American National Standard Institute (ANSI). This paved the way to formalize a relevant emergency management standard utilizing a voluntary consensus process. In 2010, the *Emergency Management Standard* became an American National Standard. As EMAP matures, the Standard Developing Organization has accredited a mix of various size Programs and continues to test the Standards and the accreditation process in all entities where Emergency Management Programs serve their populace.

The *Emergency Management Standard* is a rigorous yet scalable industry standard for Emergency Management Programs. The *Standard* is flexible in design so that programs of varying sizes, with different populations, risks, and resources, can use it as a blueprint for improvement and can attain compliance with the *Standard*. The *Standard* was collaboratively developed through a series of working groups of emergency management stakeholders from government, business, and other sectors, and continues to evolve to represent the best in emergency management.

The *Emergency Management Standard* is revised on a three-year cycle that consists of committee collaboration within the EMAP Standard Subcommittee; a public comment period; and support from the EMAP Technical Committee that provides recommendations to the EMAP Commission. The formal process is based on the combination of EMAP and ANSI Policy and Procedures.

This edition of the *Emergency Management Standard* incorporates revisions recommended to the EMAP Commission by the Technical Committee, based on public comments and proposals pursuant to ANSI Standards, as well as user input. The *Standard* will continue to evolve as new threats emerge as well as improved practices and solutions for prevention, preparedness, mitigation, response, and recovery develop. The EMAP Commission encourages the desirable collaboration of all stakeholders to maintain a current standard of excellence for all Emergency Management Programs.

¹ The Preface is not part of the *Emergency Management Standard*.

Emergency Management Standard

Chapter 1: Administration

1.1: Purpose

The *Emergency Management Standard* establishes the baseline performance criteria for an Emergency Management Program and intends that the *Standard* be fair and equitable for all who choose to adopt it.

1.2: Application

This document applies to those Emergency Management Programs seeking EMAP Accreditation and to those wishing to use a recognized standard for self-assessment of their Emergency Management Program.

Chapter 2: Definitions

2.1 Applicant. An Emergency Management Program that seeks to fulfill the requirements for Accreditation and has submitted an Accreditation Application.

~~**2.2 At-Risk Populations.** Individuals or groups whose needs are not fully addressed by traditional service providers or who feel they cannot comfortably or safely use the standard resources offered during preparedness, response, and recovery efforts. These groups include people who are physically or mentally disabled (e.g., blind, deaf, hard of hearing, have learning disabilities, mental illness and/or mobility limitations), people with limited English language skills, geographically and/or culturally isolated people, homeless people, senior citizens, and/or children.~~

2.2 Continuity of Government. Capability to ensure survivability of the government, governing body, and/or organizational leadership.

2.3 Continuity of Operations. Capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.

2.4 Disaster. A severe or prolonged emergency that threatens life, property, the environment, and/or critical systems.

2.5 Emergency. An incident or set of incidents, natural or human-caused, that requires responsive actions to protect life, property, the environment, and/or critical systems.

2.6 Emergency Management Program. A system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities.

2.7 Essential Program Function(s). Activities that enable an agency, department, organization, or individual to carry out emergency response actions, provide vital services, protect the safety and well-being of the citizens of the Program's jurisdiction, and maintain the economic base of the Program.

2.8 Gap Analysis. A comprehensive assessment of capability, measured against established

resource management objectives, to determine areas of improvement for response and recovery based on the hazards identified by the Program.

- 2.9 Hazard.** Something that has the potential to be the primary cause of an incident.
- 2.10 Human-caused.** Incidents caused by human activity, which include but are not limited to those of a chemical, biological, radiological, nuclear, explosive, or technological (including cyber) nature, whether accidental or intentional.
- 2.11 Incident.** An occurrence, natural or human-caused, that requires action by the Emergency Management Program.
- 2.12 Incident Management System.** An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, Incident Command System (ICS), or a multi-agency coordination system.
- 2.13 Intelligence.** The results of the process by which specific types of information are requested, collected, and analyzed.
- 2.14 Jurisdiction.** The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector, or other entities that the Emergency Management Program serves.
- 2.15 Mitigation.** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.
- 2.16 Mutual Aid Agreement.** Written agreement between agencies and/or jurisdictions that provides for assistance upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.
- 2.17 Preparedness.** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, mitigate against, respond to, and recover from disasters. Preparedness is a continuous process.
- 2.18 Prevention.** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property, and the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.
- 2.19 Procedure(s).** Detailed written description of activities that support implementation of a plan(s).
- 2.20 Recovery.** The development, coordination, and execution of plans or strategies for the restoration of impacted communities and government operations and services through individual, private sector, non-governmental, and public assistance.

- 2.21 Resource Management Objective(s).** Measurable actions that act as operational guidance for/by the Emergency Management Program. Objectives are developed using the impact and consequence analysis for the hazards identified by the Program to determine the short and long-term response and recovery priorities that must be accomplished.
- 2.22 Response.** Efforts to minimize the short-term direct effects of an incident threatening life, property, the environment, and/or critical systems.
- 2.23 Stakeholder(s).** At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.
- 2.24 Standard.** The *Emergency Management Standard* is the criterion used to determine qualification for Accreditation. Within the *Standard*, individual standards (such as 3.1.1) describe qualities or facts that must be present for Accreditation.
- 2.25 Technical Assistance.** The provision of advice, support, guidance, and/or training.
- ~~**2.26 Vulnerable Population(s).** A specific group of individuals subject to potential harm from a hazard (such as those individuals who are downstream from a dam at risk of breaking or in an emergency planning zone of a power plant).²~~

² Chapters 1 and 2 are not part of the *Emergency Management Standard*.

Chapter 3: Emergency Management Program

Overview

An Accredited Emergency Management Program is characterized by visible leadership support, endorsement and engagement by stakeholders.

3.1: Program Administration and Evaluation

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

- (1) ~~an executive policy or vision statement for emergency management;~~
- (2) ~~identified mission, goals, objectives, and milestones for the Emergency Management Program;~~
- (3) a method for Plan implementation; and
- (4) a maintenance process, which includes a method and schedule for evaluation, ~~maintenance,~~ 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 utilizing one or more committees that provides for coordinated input by 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 for regular input.

3.4: Administration and Finance

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

3.4.2 The ~~fiscal and administrative~~ and financial procedures provide the ability to request, receive, manage, and apply funds in emergency situations for the delivery of 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, which includes a method and schedule for evaluation, ~~maintenance,~~ and revision of the procedures identified in Standard 3.4.1.

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

Overview

An Accredited Emergency Management Program encompasses the following elements: prevention, preparedness, mitigation, response, and recovery.

4.1: Hazard Identification, Risk Assessment and Consequence Analysis

Overview

An Accredited Emergency Management Program has a Hazard Identification, Risk Assessment (HIRA) 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. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and 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) identified in Standard 4.1.1 and the Consequence Analysis identified in Standard 4.1.2, which includes a method and schedule for evaluation, ~~maintenance~~, and revision of its Hazard Identification, Risk Assessment (HIRA) and Consequence Analysis identified in Standard 4.1.1.

4.2: Hazard Mitigation

Overview

An Accredited Emergency Management Program has a mitigation program that regularly and systematically utilizes resources to mitigate the effects of emergencies/disasters associated with the risks and consequences identified in the Hazard Identification and Risk Assessment (HIRA).

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

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

4.2.2 The Emergency Management Program documents project ranking based upon the greatest opportunity for loss reduction and documents how specific mitigation actions

contribute to overall risk reduction.

4.2.3 The Emergency Management Program has a process to monitor overall progress of the mitigation activities and documents completed initiatives and 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) ~~provides technical assistance in implementing applicable mitigation codes and ordinances~~ identifies ongoing mitigation opportunities and tracks repetitive loss;
- (2) ~~identifies ongoing opportunities and track repetitive loss~~ provides technical assistance in implementing mitigation codes and ordinances; and
- (3) participates in applicable jurisdictional, inter-jurisdictional and multi-jurisdictional mitigation efforts.

4.2.5 The Emergency Management Program has a maintenance process for the plan identified in Standard 4.2.1, which includes a method and schedule for evaluation, ~~maintenance and revision of the plan identified in Standard 4.2.1.~~

4.3: Prevention

Overview

An Accredited Emergency Management Program encompasses prevention responsibilities, strategies, and procedures.

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

- (1) the hazards ~~information obtained from identified in~~ Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks ~~and~~
- (5) surveillance programs; and
- (6) ~~other sources of~~ information obtained from internal and external stakeholders.

4.3.2 The Emergency Management Program has procedures to ~~prevent incidents from hazards identified in Standard 4.1.1. Procedures include a process~~ implement the prevention processes identified in Standard 4.3.1 and to exchange information among internal and external Emergency Management Program stakeholders.

4.3.3 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.3.2, which includes a method and schedule for evaluation, ~~maintenance and revision of the procedures identified in Standard 4.3.2.~~

4.4: Operational Planning and Procedures

Overview

An Accredited Emergency Management Program has operational plans and procedures that are developed, coordinated and implemented among all stakeholders. The plans and procedures describe emergency response, continuity of operations, continuity of government, and recovery from emergencies/disasters.

4.4.1 The Emergency Management Program, through formal planning processes involving

stakeholders and addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

- (1) Emergency Operations;
- (2) Recovery;
- (3) Continuity of Operations; and
- (4) Continuity of Government.

4.4.2 The Emergency Operations Plan (EOP), Recovery Plan, Continuity of Operations (COOP) Plans for the departments, agencies, and organizations with essential program functions, and Continuity of Government (COG) Plans 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 agencies, organizations, departments, and positions;
- (5) logistics support and resource requirements necessary to implement the Plans;
- (6) concept of operations; and
- (7) a maintenance process, which includes a method and schedule for evaluation, ~~maintenance~~ and revision.

4.4.3 The Emergency Operations Plan (EOP) 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 utilities 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.

4.4.4 The Recovery Plan establishes short and long-term recovery priorities. The Plan

~~provides guidance for restoration of identified~~ identifies and assigns the following:

- ~~(1) critical functions;~~₁
- ~~(2) services/programs;~~₁
- ~~(3) vital resources;~~₁
- ~~(4) facilities;~~₁ and
- ~~(5) infrastructure to the affected area.~~

4.4.5 ~~The Emergency Management Program has Continuity of Operations (COOP) Plan(s), that identify~~ identifies the essential program functions, ~~and describe how those functions will be continued and recovered.~~ Each organization performing essential program functions has a COOP Plan that ~~identifies~~ includes the following:

- ~~(1) processes and functions that must be maintained~~ 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 and facilities.~~

4.4.6 ~~The Emergency Management Program has a Continuity of Government (COG) Plan that identifies how the governing body and the responsibilities identified in its documents containing the fundamental principles by which the jurisdiction is governed will be preserved, maintained, or reconstituted will be preserved, maintained, or reconstituted. The Plan includes:~~ identification of

- ~~(1) succession of leadership;~~₁
- ~~(2) delegation of emergency authority;~~₁ and
- ~~(3) command and control.~~

4.4.7 ~~The Emergency Management Program has procedures to implement all Plans identified in Standard 4.4.1. The implementation Procedures~~ procedures are applicable to all hazards identified in Standard 4.1.1. ~~Procedures reflect operational priorities including:~~

- ~~(1) life, safety, and health;~~
- ~~(2) property protection;~~
- ~~(3) environmental protection;~~
- ~~(4) restoration of essential utilities;~~
- ~~(5) restoration of essential program functions; and~~
- ~~(6) coordination among appropriate stakeholders.~~

4.4.8 ~~The Emergency Management Program has procedures to guide situational analysis,~~ and damage assessment, situation reporting, and incident action planning.

4.4.9 ~~The Emergency Management Program has a~~ maintenance process for the procedures identified in Standards 4.4.7 and 4.4.8, which includes a method and schedule for evaluation, ~~maintenance and revision of the procedures identified in Standards 4.4.7 and 4.4.8.~~

4.5: Incident Management

Overview

An Accredited Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery.

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

- (1) modular organization;
- (2) unified command;
- (3) multi-agency coordination;
- (4) span of control;
- (5) common terminology;
- (6) action planning process;
- (7) comprehensive resource management;
- (8) integrated communications; and
- (9) pre-designated facilities.

~~**4.5.2** The Emergency Management Program has designated a single point of contact to serve as the coordinator for incident management system implementation.~~

4.5.2 ~~4.5.3~~ The Emergency Management Program has procedures that address coordination activities among all personnel with an emergency response roles including superior higher, lateral, and subordinate elements, as well as neighboring jurisdictions.

4.5.3 ~~4.5.4~~ The Emergency Management Program's incident management system includes identifies specific organizational roles and responsibilities for each incident management function.

4.5.4 ~~4.5.5~~ The Emergency Management Program identifies personnel required eligible to fulfill fill specific incident management system roles.

4.5.5 ~~4.5.6~~ The Emergency Management Program personnel receive training on its incident management system.

4.5.6 ~~4.5.7~~ The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.5.2, which includes a method and schedule for evaluation, maintenance and revision of the procedures identified in Standard 4.5.3.

4.6: Resource Management, Mutual Aid and Logistics

Overview

An Accredited Emergency Management Program includes systematic identification of resource requirements, shortfalls, and inventories consistent with the Hazard Identification and Risk Assessment (HIRA) and agreements needed in preparation for an emergency/disaster and as needed during response and recovery.

4.6.1 The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

- (1) ~~to identify~~ identification;
- (2) ~~locate,~~ location;
- (3) ~~acquire,~~ acquisition;
- (4) ~~store,~~ storage;
- (5) ~~maintain,~~ maintenance;
- (6) ~~testing;~~
- (7) ~~distribute,~~ distribution; and
- (8) tracking ~~account for resources used in emergency/disaster operations.~~

4.6.2 The resource management system procedures further address the following:

- (1) mobilizing resources prior to and during an emergency;
- (2) dispatching resources prior to and during an emergency; and
- (3) demobilizing or recalling resources during or after an emergency.

4.6.3 Resource management objectives are established by conducting a periodic gap analysis that addresses the hazards identified in Standard 4.1.1. The gap analysis identifies resource needs and shortfalls that are prioritized and addressed through a variety of initiatives, which can include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

4.6.4 The resource management system addresses acceptance, and management of donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited.

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

4.6.6 The Emergency Management Program has a maintenance process for the elements of Standard 4.6, which includes a method and schedule for evaluation, ~~maintenance,~~ and revision of the elements of Standard 4.6.

4.7: Communications and Warning

Overview

An Accredited Emergency Management Program has communications, alert and notification, and warning plans that provide for using, maintaining, and augmenting the equipment necessary for efficient preparation for, response to, and recovery from emergencies/disasters.

4.7.1 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 (~~higher, lateral and subordinate~~) 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 to communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
- (4) address potential operating environments. ~~System interoperability has been addressed and the plan has been designed for the hazards identified in Standard 4.1.1 and requirements of the Program's potential operating environments. Communications systems support all components of the emergency operations and recovery plans, and include redundancy to provide alternative means of communication in case of failure in primary system(s).~~

4.7.2 ~~The Emergency Management Program has a plan to initiate, receive, and relay notifications to alert key decision makers and emergency personnel. The plan has been designed for the hazards identified in Standard 4.1.1 and requirements of the Program's potential operating environments. Notification systems support all components of the emergency operations and recovery plans, and includes redundancy to provide alternative~~

~~means of notification in case of failure in primary system(s).~~ The Emergency Management Program has a communications, notification, and alert and warning system(s) that:

- (1) supports all Plans identified in Standard 4.4.1;
- (2) includes alternative system(s) in case of failure of primary system(s);
- (3) addresses potential operating environments; and
- (4) is tested on an established schedule with results documented and corrective actions addressed.

4.7.3 The Emergency Management Program has a plan to disseminate emergency alerts and warnings to the public potentially impacted by an actual or impending emergency and to communicate with the population within its jurisdiction. The plan has been designed for the hazards identified in Standard 4.1.1 and requirements of the Program's potential operating environments. Alert and warning systems include redundancy to provide alternative means of warning in case of failure in primary system(s). The plan addresses dissemination of alerts and warnings to vulnerable populations as defined by the Emergency Management Program. 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.

4.7.4 ~~Communications, notification, and alert and warning systems are tested on an established schedule, results documented and corrective actions addressed.~~ The Emergency Management Program has a communication system(s) that addresses system interoperability.

4.7.5 ~~The Emergency Management Program has procedures for the operation of the communications, notification, and alert and warning systems. The procedures address the hazards identified in Standard 4.1.1 and requirements of the Program's potential operating environments and clearly delineate any decision-making processes or pre-determined criteria.~~ The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.7.1 and the procedures identified in Standard 4.7.3, which includes a method and schedule for evaluation and revision.

4.7.6 ~~The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of the Plan(s) identified in Standards 4.7.1, 4.7.2, and 4.7.3 and the procedures identified in Standard 4.7.5.~~

4.8: Facilities

Overview

An Accredited Emergency Management Program has facilities for conducting Emergency Management activities.

4.8.1 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.

4.8.2 The Emergency Management Program has ~~tested~~ procedures for activation, operation, and deactivation of primary and alternate facilities. The procedures are tested on an established schedule, results documented, and corrective actions addressed.

4.8.3 The Emergency Management Program has a maintenance process for the

procedures identified in Standard 4.8.2, which includes a method and schedule for evaluation, maintenance and revision for procedures identified in Standard 4.8.2.

4.9: Training

Overview

An Accredited Emergency Management Program has a training program that includes the assessment, development, and implementation of training for Program officials, emergency management response personnel, and the public.

4.9.1 The Emergency Management Program has a training program that addresses the hazards identified in Standard 4.1.1 composed of and includes the following:

- (1) goals and objectives;
- (2) training needs assessment;
- (3) curriculum;
- (4) course evaluations; and
- (5) records of training records; and
- (6) a records retention schedule. The training needs assessment addresses all personnel with responsibilities in the Emergency Management Program, including key public officials. The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of its training needs assessment and training program.

4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process. 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.

4.9.3 Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Specialized training related to the hazards identified in Standard 4.1.1 is included in the training program. 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.

4.9.4 Records are maintained for the training program, including names of those who received training and the types of training planned and conducted. The length of time training records will be maintained is specified in the training program. Personnel receive and maintain training consistent with their current and potential responsibilities.

4.9.5 Records are maintained for the training program and include:

- (1) the types of training planned and conducted; and
- (2) the names of those who received training.

4.9.6 The Emergency Management Program has a maintenance process for its training program identified in Standard 4.9.1, which includes a method and schedule for evaluation and revision.

4.10: Exercises, Evaluations and Corrective Actions

Overview

An Accredited Emergency Management Program has an exercise, evaluation, and corrective action process that regularly tests the knowledge, skills and abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities.

4.10.1 The Emergency Management Program has an exercise, evaluation, and corrective action program based on the hazards identified in Standard 4.1.1. ~~program based on the hazards identified in Standard 4.1.1. The exercise program regularly exercises:~~

- ~~(1) personnel;~~
- ~~(2) plans;~~
- ~~(3) procedures;~~
- ~~(4) equipment; and~~
- ~~(5) facilities.~~

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

- (1) periodic reviews;_i
- (2) testing;_i
- (3) post-incident reports;_i
- (4) lessons learned;_i
- (5) performance evaluations;_i
- (6) exercises;_i and
- (7) real-world events.

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

4.10.3 The Emergency Management Program has a A process for corrective actions is ~~established and implemented to~~ that prioritizes and tracks the resolution of deficiencies.

4.11: Emergency Public Information and Education

Overview

An Accredited Emergency Management Program has a Public Information and Education function that outlines public education and information activities for the different hazards to which the Program responds ~~to~~.

4.11.1 The Emergency Management Program has a plan for its crisis communications, public information, and education functions_s. 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 dissemination of information to protect public health and safety, including response to public inquiries and rumors.

4.11.2 The Emergency Management Program has ~~procedures that include~~ the following:

- ~~(1) identification of a central contact for the media;~~
- (2) trained spokespersons designated to deliver the Emergency Management Program's message, appropriate to hazard and audience; and
- (3) pre-scripted information bulletins about hazards, preparedness measures, and protective actions;_i
- ~~(4) coordinating and authorizing information for release;~~
- ~~(5) a method to communicate with at-risk populations;~~
- ~~(6) interfacing with public officials/VIPs; and~~

(7) ~~responding to public inquiries and providing rumor control.~~

~~4.11.3 Procedures to support a joint information system and center are in place and tested.~~
The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1, for the public, including at-risk populations.

~~4.11.4 The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1, for the public, including at-risk populations.~~ The Emergency Management Program has joint information system procedures to:

- (1) coordinate and authorize information for release;
- (2) communicate with at-risk populations;
- (3) interface with public officials/VIPs; and
- (4) respond to public inquiries and provide rumor control.

~~4.11.5 The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of the plan and procedures identified in Standards 4.11.1, 4.11.2, and 4.11.3.~~ The Emergency Management Program has procedures to:

- (1) activate;
- (2) operate; and
- (3) deactivate a joint information center.

4.11.6 The procedures identified in Standards 4.11.4 and 4.11.5 are tested on an established schedule, results documented, and corrective actions addressed.

4.11.7 The Emergency Management Program has a maintenance process for the plan and procedures identified in Standards 4.11.1, 4.11.4, and 4.11.5, which includes a method and schedule for evaluation and revision.



Emergency Management Standard

Emergency Management Accreditation Program
ANSI/EMAP EMS 5-2019



Publication Note

The *Emergency Management Standard* by the Emergency Management Accreditation Program (EMAP) is designed as a tool for continuous improvement as part of a voluntary accreditation process for emergency management programs. EMAP makes no representation or guarantee as to the efficacy of any program as a result of use of or compliance with the standards contained herein. EMAP makes no guarantee or warranty as to the completeness of information in this document, and EMAP expressly disclaims liability for any personal injury or damages of any nature resulting from the publication, use of, or reliance on this document. Standard language has been developed through a series of collaborative workshops and Technical Committee and Commission meetings.

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PREFACE¹

The Emergency Management Accreditation Program (EMAP), as an independent non-profit organization, fosters excellence and accountability in Emergency Management and Homeland Security Programs by establishing credible standards applied in a peer reviewed Assessment and Accreditation Process. With ongoing concerns about terrorism, pandemic influenza, and catastrophic natural disasters, world leaders and citizens continue to acknowledge the need to efficiently and effectively strengthen emergency preparedness measures and response capabilities. The *Emergency Management Standard* by EMAP and the voluntary accreditation process are intended to promote consistent quality in Emergency Management Programs, thus providing tangible benefits to the community and public infrastructure these Programs serve. Many Programs utilize the standards and process for strategic planning, improvement efforts, and resource allocations.

When work on EMAP began in 1997, no one could have foreseen the full importance of establishing sound Emergency Management and Homeland Security Standards for use around the globe. The Accreditation Feasibility Study completed in 1998 marks the collaboration of major contributing organizations supporting the need for an accreditation program to professionalize emergency management. The EMAP Commission was seated in 2002 and has been accrediting Programs since 2003. In 2007, the first edition of the *Emergency Management Standard* by EMAP was published. A great milestone in the history of the organization came in 2008 with its recognition as a Standard Developing Organization by the American National Standard Institute (ANSI). This paved the way to formalize a relevant emergency management standard utilizing a voluntary consensus process. In 2010, the *Emergency Management Standard* became an American National Standard. As EMAP matures, the Standard Developing Organization has accredited a mix of various size Programs and continues to test the Standards and the accreditation process in all entities where Emergency Management Programs serve their populace.

The *Emergency Management Standard* is a rigorous yet scalable industry standard for Emergency Management Programs. The *Standard* is flexible in design so that programs of varying sizes, with different populations, risks, and resources, can use it as a blueprint for improvement and can attain compliance with the *Standard*. The *Standard* was collaboratively developed through a series of working groups of emergency management stakeholders from government, business, and other sectors, and continues to evolve to represent the best in emergency management.

The *Emergency Management Standard* is revised on a three-year cycle that consists of committee collaboration within the EMAP Standard Subcommittee; a public comment period; and support from the EMAP Technical Committee that provides recommendations to the EMAP Commission. The formal process is based on the combination of EMAP and ANSI Policy and Procedures.

This edition of the *Emergency Management Standard* incorporates revisions recommended to the EMAP Commission by the Technical Committee, based on public comments and proposals pursuant to ANSI Standards, as well as user input. The *Standard* will continue to evolve as new threats emerge as well as improved practices and solutions for prevention, preparedness, mitigation, response, and recovery develop. The EMAP Commission encourages the desirable collaboration of all stakeholders to maintain a current standard of excellence for all Emergency Management Programs.

¹ The Preface is not part of the *Emergency Management Standard*.
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Emergency Management Standard

Chapter 1: Administration

1.1: Purpose

The *Emergency Management Standard* establishes the baseline performance criteria for an Emergency Management Program and intends that the *Standard* be fair and equitable for all who choose to adopt it.

1.2: Application

This document applies to those Emergency Management Programs seeking EMAP Accreditation and to those wishing to use a recognized standard for self-assessment of their Emergency Management Program.

Chapter 2: Definitions

- 2.1 **Applicant.** An Emergency Management Program that seeks to fulfill the requirements for Accreditation and has submitted an Accreditation Application.
- 2.2 **Continuity of Government.** Capability to ensure survivability of the government, governing body, and/or organizational leadership.
- 2.3 **Continuity of Operations.** Capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.
- 2.4 **Disaster.** A severe or prolonged emergency that threatens life, property, the environment, and/or critical systems.
- 2.5 **Emergency.** An incident or set of incidents, natural or human-caused, that requires responsive actions to protect life, property, the environment, and/or critical systems.
- 2.6 **Emergency Management Program.** A system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities.
- 2.7 **Essential Program Function(s).** Activities that enable an agency, department, organization, or individual to carry out emergency response actions, provide vital services, protect the safety and well-being of the citizens of the Program's jurisdiction, and maintain the economic base of the Program.
- 2.8 **Gap Analysis.** A comprehensive assessment of capability, measured against established resource management objectives, to determine areas of improvement for response and recovery based on the hazards identified by the Program.
- 2.9 **Hazard.** Something that has the potential to be the primary cause of an incident.
- 2.10 **Human-caused.** Incidents caused by human activity, which include but are not limited to those of a chemical, biological, radiological, nuclear, explosive, or technological (including cyber) nature, whether accidental or intentional.

- 2.11 Incident.** An occurrence, natural or human-caused, that requires action by the Emergency Management Program.
- 2.12 Incident Management System.** An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, Incident Command System (ICS), or a multi-agency coordination system.
- 2.13 Intelligence.** The results of the process by which specific types of information are requested, collected, and analyzed.
- 2.14 Jurisdiction.** The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector, or other entities that the Emergency Management Program serves.
- 2.15 Mitigation.** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.
- 2.16 Mutual Aid Agreement.** Written agreement between agencies and/or jurisdictions that provides for assistance upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.
- 2.17 Preparedness.** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, mitigate against, respond to, and recover from disasters. Preparedness is a continuous process.
- 2.18 Prevention.** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives, property, the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.
- 2.19 Procedure(s).** Detailed written description of activities that support implementation of a plan(s).
- 2.20 Recovery.** The development, coordination, and execution of plans or strategies for the restoration of impacted communities and government operations and services through individual, private sector, non-governmental, and public assistance.
- 2.21 Resource Management Objective(s).** Measurable actions that act as operational guidance for/by the Emergency Management Program. Objectives are developed using the impact and consequence analysis for the hazards identified by the Program to determine the short and long-term response and recovery priorities that must be accomplished.
- 2.22 Response.** Efforts to minimize the short-term direct effects of an incident threatening life, property, the environment, and/or critical systems.

- 2.23 Stakeholder(s).** At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.
- 2.24 Standard.** The *Emergency Management Standard* is the criterion used to determine qualification for Accreditation. Within the *Standard*, individual standards (such as 3.1.1) describe qualities or facts that must be present for Accreditation.
- 2.25 Technical Assistance.** The provision of advice, support, guidance, and/or training.²

² Chapters 1 and 2 are not part of the *Emergency Management Standard*.
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Chapter 3: Emergency Management Program

Overview

An Accredited Emergency Management Program is characterized by visible leadership support, and endorsement and engagement by stakeholders.

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) 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, which includes 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 utilizing one or more committees that provides for coordinated input by 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 for 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 for the delivery of 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, which includes 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

Overview

An Accredited Emergency Management Program encompasses the following elements: prevention, preparedness, mitigation, response, and recovery.

4.1: Hazard Identification, Risk Assessment and Consequence Analysis

Overview

An Accredited Emergency Management Program has a Hazard Identification, Risk Assessment (HIRA), 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. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and 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) identified in Standard 4.1.1 and the Consequence Analysis identified in Standard 4.1.2, which includes a method and schedule for evaluation and revision.

4.2: Hazard Mitigation

Overview

An Accredited Emergency Management Program has a mitigation program that regularly and systematically utilizes resources to mitigate the effects of emergencies/disasters associated with the risks and consequences identified in the Hazard Identification and Risk Assessment (HIRA).

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

- (1) is based on the natural and human-caused hazards identified in Standard 4.1.1 and the risk 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 upon the greatest opportunity for loss reduction and documents how specific mitigation actions contribute

to overall risk reduction.

4.2.3 The Emergency Management Program has a process to monitor overall progress of the mitigation activities and documents completed initiatives and 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 identified in Standard 4.2.1, which includes a method and schedule for evaluation and revision.

4.3: Prevention

Overview

An Accredited Emergency Management Program encompasses prevention responsibilities, strategies, and procedures.

4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to 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.

4.3.2 The Emergency Management Program has procedures to implement the prevention processes identified in Standard 4.3.1 and to exchange information among internal and external Emergency Management Program stakeholders.

4.3.3 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.3.2, which includes a method and schedule for evaluation and revision.

4.4: Operational Planning and Procedures

Overview

An Accredited Emergency Management Program has operational plans and procedures that are developed, coordinated, and implemented among all stakeholders. The plans and procedures describe emergency response, continuity of operations, continuity of government, and recovery from emergencies/disasters.

4.4.1 The Emergency Management Program, through formal planning processes involving stakeholders and by addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

- (1) Emergency Operations;
- (2) Recovery;
- (3) Continuity of Operations; and
- (4) Continuity of Government.

4.4.2 The Emergency Operations Plan (EOP), Recovery Plan, Continuity of Operations (COOP) Plans for the departments, agencies and organizations with essential program functions, and 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 agencies, organizations, departments, and positions;
- (5) logistics support and resource requirements necessary to implement the Plan;
- (6) concept of operations; and
- (7) a maintenance process, which includes a method and schedule for evaluation and revision.

4.4.3 The Emergency Operations Plan (EOP) 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 utilities 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.

4.4.4 The Recovery Plan establishes short and long-term recovery priorities. The Plan identifies and assigns the following:

- (1) critical functions;
- (2) services/programs;
- (3) vital resources;

- (4) facilities; and
- (5) infrastructure.

4.4.5 The Continuity of Operations (COOP) Plan(s) identifies the essential program functions. Each organization performing these essential program functions has a COOP Plan that includes 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.

4.4.6 The Continuity of Government (COG) Plan identifies how the governing body will be preserved, maintained, or reconstituted. The Plan includes:

- (1) succession of leadership;
- (2) delegation of emergency authority; and
- (3) command and control.

4.4.7 The Emergency Management Program has procedures to implement all Plans identified in Standard 4.4.1. The implementation procedures are applicable to all hazards identified in Standard 4.1.1.

4.4.8 The Emergency Management Program has procedures to guide situational analysis, damage assessment, situation reporting, and incident action planning.

4.4.9 The Emergency Management Program has a maintenance process for the procedures identified in Standards 4.4.7 and 4.4.8, which includes a method and schedule for evaluation and revision.

4.5: Incident Management

Overview

An Accredited Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery.

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

- (1) modular organization;
- (2) unified command;
- (3) multi-agency coordination;
- (4) span of control;
- (5) common terminology;
- (6) action planning process;
- (7) comprehensive resource management;
- (8) integrated communications; and
- (9) pre-designated facilities.

4.5.2 The Emergency Management Program has procedures that address coordination activities among all personnel with emergency response roles including higher, lateral, and

subordinate elements, as well as neighboring jurisdictions.

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

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

4.5.5 The Emergency Management Program personnel receive training on its incident management system.

4.5.6 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.5.2, which includes a method and schedule for evaluation and revision.

4.6: Resource Management, Mutual Aid and Logistics

Overview

An Accredited Emergency Management Program includes systematic identification of resource requirements, shortfalls, and inventories consistent with the Hazard Identification and Risk Assessment (HIRA), and agreements needed in preparation for an emergency/disaster and as needed during response and recovery.

4.6.1 The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

- (1) identification;
- (2) location;
- (3) acquisition;
- (4) storage;
- (5) maintenance;
- (6) testing;
- (7) distribution; and
- (8) tracking.

4.6.2 The resource management system procedures further address the following:

- (1) mobilizing resources prior to and during an emergency;
- (2) dispatching resources prior to and during an emergency; and
- (3) demobilizing or recalling resources during or after an emergency.

4.6.3 Resource management objectives are established by conducting a periodic gap analysis that addresses the hazards identified in Standard 4.1.1. The gap analysis identifies resource needs and shortfalls that are prioritized and addressed through a variety of initiatives, which can include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

4.6.4 The resource management system addresses acceptance and management of donated goods, materials, services, personnel, financial resources, and facilities, whether solicited or unsolicited.

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

4.6.6 The Emergency Management Program has a maintenance process for the elements of Standard 4.6, which includes a method and schedule for evaluation and revision.

4.7: Communications and Warning

Overview

An Accredited Emergency Management Program has communications, alert and notification, and warning plans that provide for using, maintaining, and augmenting the equipment necessary for efficient preparation for, response to, and recovery from emergencies/disasters.

4.7.1 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 to communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
- (4) address potential operating environments.

4.7.2 The Emergency Management Program has a communications, notification, and alert and warning system(s) that:

- (1) supports all Plans identified in Standard 4.4.1;
- (2) includes alternative system(s) in case of failure of primary system(s);
- (3) addresses potential operating environments; and
- (4) is tested on an established schedule with results documented and corrective actions addressed.

4.7.3 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.

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

4.7.5 The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.7.1 and the procedures identified in Standard 4.7.3, which includes a method and schedule for evaluation and revision.

4.8: Facilities

Overview

An Accredited Emergency Management Program has facilities for conducting Emergency Management activities.

4.8.1 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.

4.8.2 The Emergency Management Program has procedures for activation, operation, and deactivation of primary and alternate facilities. The procedures are tested on an established schedule, results documented, and corrective actions addressed.

4.8.3 The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.8.2, which includes a method and schedule for evaluation and revision.

4.9: Training

Overview

An Accredited Emergency Management Program has a training program that includes the assessment, development, and implementation of training for Program officials, emergency management response personnel, and the public.

4.9.1 The Emergency Management Program has a training program 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.

4.9.2 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.

4.9.3 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.

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

4.9.5 Records are maintained for the training program and include:

- (1) the types of training planned and conducted; and
- (2) the names of those who received training.

4.9.6 The Emergency Management Program has a maintenance process for its training program identified in Standard 4.9.1, which includes a method and schedule for evaluation and revision.

4.10: Exercises, Evaluations, and Corrective Actions

Overview

An Accredited Emergency Management Program has an exercise, evaluation, and corrective action process that regularly tests the knowledge, skills and abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities.

4.10.1 The Emergency Management Program has an exercise, evaluation, and corrective

action program based on the hazards identified in Standard 4.1.1.

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

- (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.

4.10.3 The Emergency Management Program has a process for corrective actions that prioritizes and tracks the resolution of deficiencies.

4.11: Emergency Public Information and Education

Overview

An Accredited Emergency Management Program has a Public Information and Education function that outlines public education and information activities for the different hazards to which the Program responds.

4.11.1 The Emergency Management Program has a plan for its 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 dissemination of information to protect public health and safety, including response to public inquiries and rumors.

4.11.2 The Emergency Management Program has the following:

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

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

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

- (1) coordinate and authorize information for release;
- (2) communicate with at-risk populations;
- (3) interface with public officials/VIPs; and
- (4) respond to public inquiries and provide rumor control.

4.11.5 The Emergency Management Program has procedures to:

- (1) activate;
- (2) operate; and
- (3) deactivate a joint information center.

4.11.6 The procedures identified in Standards 4.11.4 and 4.11.5 are tested on an established schedule, results documented, and corrective actions addressed.

4.11.7 The Emergency Management Program has a maintenance process for the plan and procedures identified in Standards 4.11.1, 4.11.4, and 4.11.5, which includes a method and schedule for evaluation and revision.

Appendix A³

Standards Review Cycle and Appeal Process

EMAP will maintain the following review cycle for the *Emergency Management Standard*:

Year 1	Procedures
January	EMAP begins the new three-year review cycle.
July	EMAP submits the PINS Form notifying ANSI of the initiation of the revised Standards.
August-November	EMAP collects suggestions for revisions to the Standards from the Commission, Technical Committee, Standards Subcommittee, and Standard Workgroup members.
November-January (Year 2)	Standards Subcommittees develop proposed revised Standards for consideration by the Technical Committee.

Year 2	Procedures
January-March	Technical Committee votes on the proposed revised Standards.
April	EMAP submits the BSR-8 Form notifying ANSI of the proposed revised Standards.
May-August	ANSI publishes the EMAP proposed revised Standards for public comments. EMAP compiles all public comments on the proposed revised Standards for consideration by the Standards Subcommittees.
September-April (Year 3)	Standards Subcommittees votes on the proposed revised Standards public comments and compiles recommendations for Technical Committee consideration.

Year 3	Procedures
May-June	Technical Committee votes on the Standards Subcommittees recommendations on the proposed revised Standards.
July-December	EMAP responds to all proposed revised Standards public comments.

Year 4	Procedures
May-June	EMAP submits the BSR-9 Form to ANSI announcing the new <i>Emergency Management Standard</i> and <i>Urban Search & Rescue Standard</i> .
July-August	EMAP publishes the new <i>Emergency Management Standard</i> and <i>Urban Search & Rescue Standard</i> .

³ The Appendices are not part of the *Emergency Management Standard*.

Appendix B⁴

EMAP Commission

The Commission is the governing and decision-making body of EMAP. The Commission works to assure and improve the delivery of emergency management services to the public through Assessment and Accreditation of Emergency Management Programs. Its purpose is to set minimum acceptable standards and encourage the achievement of Accreditation. Other Commission responsibilities include:

- establishing and maintaining standards for Emergency Management Programs;
- administering an Accreditation Process that encourages applicants to bring their programs into compliance;
- confirming on-site assessment of Applicant compliance;
- acknowledging compliance of Programs by issuing a Certificate of Accreditation;
- developing and maintaining working relationships with local, tribal, regional, state, territorial, federal, national and international, and private sector Emergency Management Programs for mutual growth and benefit;
- ensuring that the business affairs and the programs of the Commission and its affiliates are conducted in a fair and nondiscriminatory manner;
- educating legislative and executive branches of government, and the public on the importance of fully capable Emergency Management Programs at all levels of public and private sectors based on high standards;
- promoting the concept of voluntary self-regulation inherent in the Accreditation Process;
- accepting fees, grants, bequests, and other contributions that support the purposes of EMAP;
- cooperating with other public and private agencies in a manner that will lead to the improvement of the Emergency Management Standard and the delivery of emergency management services; and
- identifying and maintaining the means for voluntary self-assessment in preparing for accreditation, providing qualified and trained assessors to conduct on-site evaluations of programs, and using a fair and impartial procedure to determine Accreditation.

There are thirteen (13) members on the Commission: the National Emergency Management Association (NEMA) appoints five (5) members, and the International Association of Emergency Managers (IAEM) appoints five (5) members. The EMAP Commission then appoints three (3) additional members as International, Urban Search and Rescue discipline, and Federal Agency representatives. Each member's term is three (3) years.

EMAP Technical Committee

The Technical Committee is comprised of Standards Subcommittees. The Technical Committee serves as the "consensus body" for the purpose of documenting consensus on all American National Standards proposed by EMAP. Members are required to attend all meetings in person, whether they are held virtually or face-to-face, or provide a previously determined and approved alternate to attend in their place in order to maintain quorum. This is in support of the ANSI process throughout the entire cycle with obtaining and maintaining consistency in voting and in having quorum voting.

- The Emergency Management Standards Subcommittee is responsible for the continual review, revision and maintenance of the *Emergency Management Standard* by EMAP during the ANSI cycle, and for providing appropriate recommendations regarding the Standard to the Technical Committee. The Emergency Management Standards Subcommittee and its members serve as a subcommittee of the Technical Committee.

Members are required to attend all meetings whether they are in person or virtual. This is in support of the ANSI process so that EMAP maintains consistency in voting.

- The Urban Search and Rescue Standards Subcommittee is responsible for the continual review, revision and maintenance of the *Urban Search and Rescue Standard* by EMAP during the ANSI cycle, and for providing appropriate recommendations regarding the Standard to the Technical Committee. The Urban Search and Rescue Standards Subcommittee and its members serve as a subcommittee of the Technical Committee. Members are required to attend all meetings whether they are in person or virtual. This is in support of the ANSI process so that EMAP maintains consistency in voting.

Ad Hoc Standards Work Groups are developed when EMAP receives a request for a new standard development. The Ad Hoc Standards Work groups membership is comprised of discipline specific based on the standard interest area.

⁴ The Appendices are not part of the *Emergency Management Standard*



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Emergency Management Accreditation Program (EMAP)



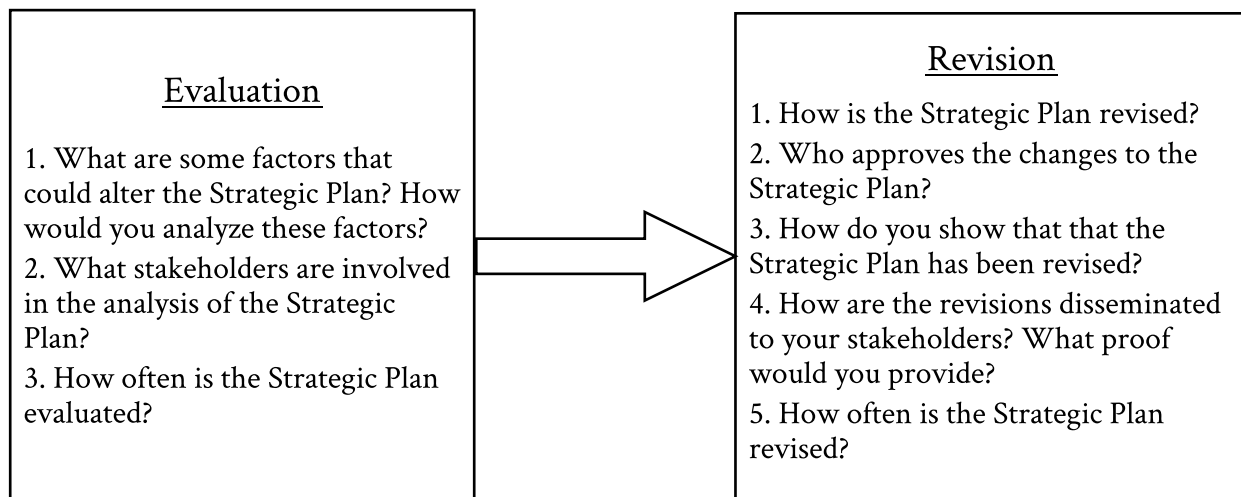
Chapter 3: Program Management *2019 Emergency Management Standard*

3.1: Program Administration and Evaluation

Standard 3.1.1

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

1. 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, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Jurisdiction – The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector or other entities that the Emergency Management Program serves.[52]

Input – advice or opinions that help someone make a decision.[53]

Stakeholder(s)- At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.[54]

[52] *Emergency Management Standard*, p. 3.

[53] *Business Dictionary Website*, www.businessdictionary.com/definition/milestone.html, date accessed July 19, 2018

[54] *Emergency Management Standard*, p. 3.

3.1: Program Administration and Evaluation

Milestone – Sub-objectives or stages into which a program or project is divided for monitoring and measurement of work performance.[55]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[56]

Schedule– a list of planned activities or things to be done at or during a particular time.[57]

Evaluation– An appraisal of something to determine its worth or fitness.[58]

Revision– A change or a set of changes that corrects or improves something.[59]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

[55] Business Dictionary Website, www.businessdictionary.com/definition/milestone.html, date accessed July 19, 2018

[56] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[57] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

[58] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[59] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

3.1: Administration, Plans, and Evaluation

Step 2: Develop Descriptive Questions

Question: Please identify the number of years that the Strategic Plan addresses.

Question: Please describe the stakeholders/committee(s) that provided input into the Strategic Plan.

Question: Please describe how the stakeholders/committee(s) provided input into the Strategic Plan.

Question: Please describe the input that was collected from the identified stakeholders/committee(s) regarding the Strategic Plan.

Question: Please describe the vision statement for emergency management.

Question: Please describe the mission of the Emergency Management Program.

Question: Please describe at least one (1) of the goals for the Emergency Management Program identified in the Strategic Plan.

Question: Please describe at least one (1) of the associated objectives for the Emergency Management Program identified in the Strategic Plan.

Question: Please describe at least one (1) of the associated milestones for the Emergency Management Program identified in the Strategic Plan.

Question: Please describe how the Strategic Plan is implemented.

Question: Please describe the maintenance process of the Strategic Plan.

Question: Please describe how the Strategic Plan is evaluated.

Question: Please describe when the Strategic Plan is evaluated.

Question: Please describe how the Strategic Plan is revised.

Question: Please describe when the Strategic Plan is revised.

Step 3: Identify Compliance Documentation

--

3.2: Coordination

Standard 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.

Part 1 - Identify Interdependencies

The documents that grant your emergency management agency, department, or office the authority to administer the Emergency Management Program will be used again in Standard 3.5.1.

Part 2 - Define & Apply Definitions

Jurisdiction – The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector or other entities that the Emergency Management Program serves.[\[60\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

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[\[60\]](#) *Emergency Management Standard*, p. 2.

3.2: Coordination

Step 2: Develop Descriptive Questions

Question: Please state the name of the agency, department, or office that has been established and empowered with the authority to administer the Emergency Management Program.

Question: Please briefly describe the authority that has been granted to the established agency, department, or office to administer the Emergency Management Program.

Step 3: Identify Compliance Documentation

3.2: Coordination

Standard 3.2.2

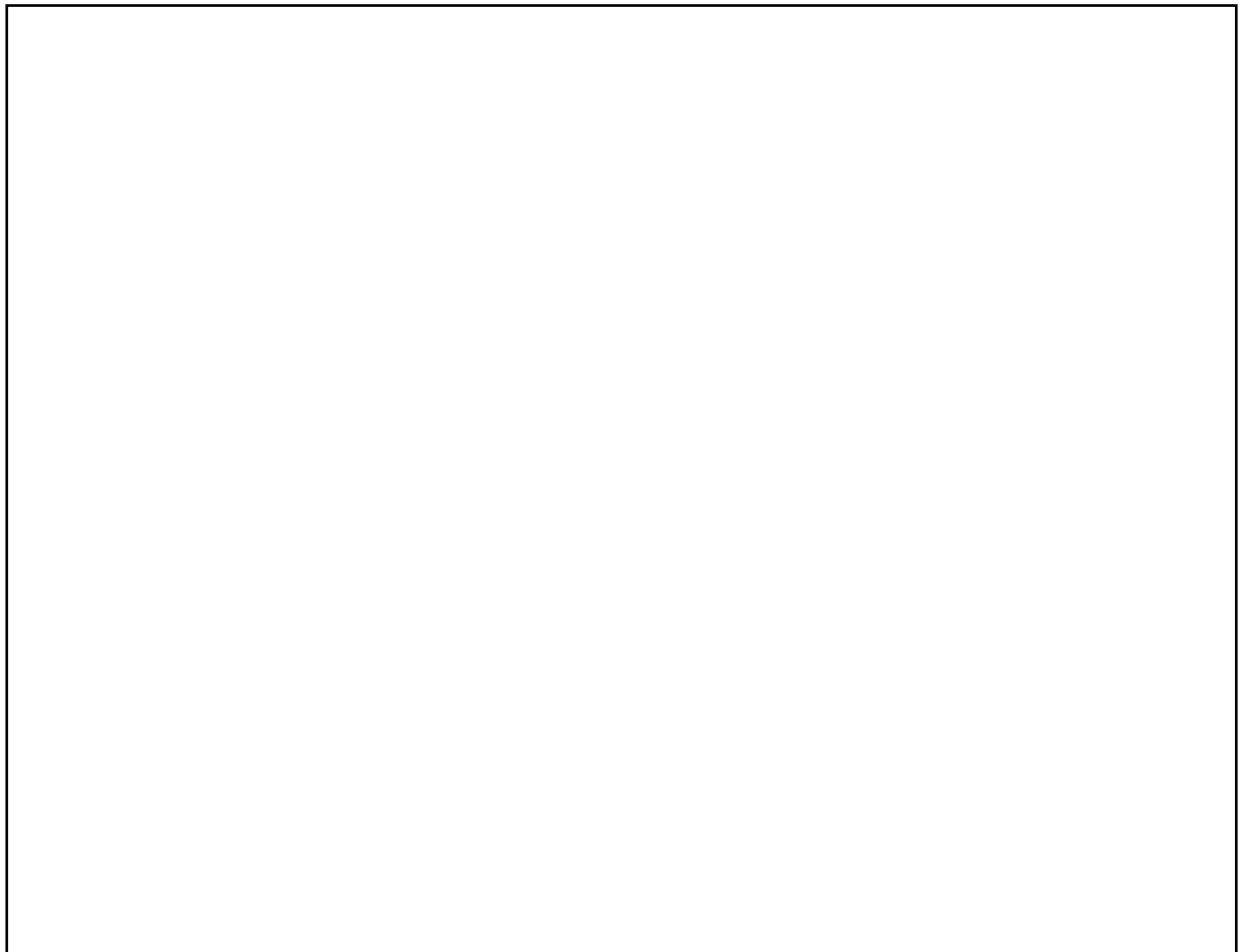
The jurisdiction has a designated individual empowered with the authority to execute the Emergency Management Program.

Part 2 - Define & Apply Definitions

Jurisdiction – The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector or other entities that the Emergency Management Program serves.[\[61\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements



[\[61\]](#) *Emergency Management Standard*, p. 2.

3.2: Coordination

Step 2: Develop Descriptive Questions

Question: Please provide the name and title of the designated individual empowered with the authority to execute the Emergency Management Program.

Question: Please describe how the individual's authority has been established and/or delegated.

Step 3: Identify Compliance Documentation

3.3: Advisory Committee

Standard 3.3.1

The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

Part 2 - Define & Apply Definitions

Input – advice or opinions that help someone make a decision.^[62]

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[63]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements



^[62] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/input>, date accessed July 19, 2018

^[63] Emergency Management Standard, p. 3.

3.3: Advisory Committee

Step 2: Develop Descriptive Questions

Question: Please state the name(s) of the advisory committee(s) utilized by the Program to coordinate the input of stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management Program.

Question: Please briefly describe the membership of the identified advisory committee(s).

Question: Please describe how the identified committee(s) provides coordinated input into the preparation of the Program.

Question: Please describe how the identified committee(s) provides coordinated input into the implementation of the Program.

Question: Please describe how the identified committee(s) provides coordinated input into the evaluation of the Program.

Question: Please describe how the identified committee(s) provides coordinated input into the revision of the Program.

Step 3: Identify Compliance Documentation

--

3.3: Advisory Committee

Standard 3.3.2

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

Part 2 - Define & Apply Definitions

Frequency – The number of repetitions of a periodic process in a unit of time.^[64]

Regular– recurring, attending, or functioning at fixed, uniform, or normal intervals.^[65]

Input – advice or opinions that help someone make a decision.^[66]

Question 1: How often does your advisory committee(s) meet to provide regular input?

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

^[64] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/frequency>, date accessed July 19, 2018

^[65] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/regular>, date accessed May 17, 2018

^[66] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/input>, date accessed July

3.3: Advisory Committee

Step 2: Develop Descriptive Questions

Question: Please state the frequency in which the identified committee(s) meets.

Question: Please describe how the identified committee(s) meets in accordance with the established frequency.

Question: Please provide examples of the input provided by the identified committee(s).

Step 3: Identify Compliance Documentation

3.5: Laws and Authorities

Standard 3.5.1

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

Part 1 - Identify Interdependencies

The documents from Standard 3.2.1 will be used here to show how the emergency management agency, department, or organization has executed its authorities and responsibilities as the administrator of the Emergency Management Program.

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

--

3.5: Laws and Authorities

Statutes, Regulations, Directives, Policies	Authorities and/or Responsibilities	Proof of Execution

3.5: Laws and Authorities

Step 2: Develop Descriptive Questions

Question: Please list the statutes, regulations, directives, or policies that contain the Program's authorities and responsibilities.

Question: Please list the Program's authorities and responsibilities contained within the identified statutes, regulations, directives, or policies.

Question: Please provide examples of how the identified authorities and responsibilities are executed by the Program.

Step 3: Identify Compliance Documentation

3.5: Laws and Authorities

Standard 3.5.2

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

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

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Step 2: Develop Descriptive Questions

Question: Please describe how the Program identifies proposed legislative changes.

Question: Please describe how the Program addresses proposed legislative changes.

Question: Please describe how the Program identifies proposed regulatory changes.

Question: Please describe how the Program addresses proposed regulatory changes.

Step 3: Identify Compliance Documentation

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Emergency Management Accreditation Program (EMAP)



Standard Area 4.5: Incident Management

Standard Area 4.9: Training

**Standard Area 4.10: Exercises, Evaluations, &
Corrective Actions**

2019 Emergency Management Standard

4.5: Incident Management

Standard 4.5.1

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

1. modular organization;
2. unified command;
3. multi-agency coordination;
4. span of control;
5. common terminology;
6. action planning process;
7. comprehensive resource management;
8. integrated communications; and
9. pre-designated facilities.

Part 1 - Identify Interdependencies
--

Standard 4.4.8 requires the Program to develop incident action planning procedures.

Standard Area 4.6 requires the Program to develop procedures for its resource management system.

Standard 4.7.1 requires the Program to identify how it communicates with its stakeholders and emergency personnel.

Standards 4.8.1 and 4.11.5 requires the Program to identify facilities for response and recovery operations and a Joint Information Center.

Part 2 - Define & Apply Definitions
--

Incident Management System – An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, the Incident Command System, or a multi-agency coordination system.[\[145\]](#)

[\[145\]](#) *Emergency Management Standard*, p. 2.

4.5: Incident Management

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



Step 2: Develop Descriptive Questions

Question: Please identify the incident management system that has been formally adopted by the Program.

Question: Please describe how the Program formally adopted the identified incident management system.

Question: Please describe how the adopted incident management system includes a modular organization.

Question: Please describe how the adopted incident management system includes unified command.

Question: Please describe how the adopted incident management system includes multi-agency coordination.

Question: Please describe how the adopted incident management system includes span of control.

Question: Please describe how the adopted incident management system includes common terminology.

Question: Please describe how the adopted incident management system includes an action planning process.

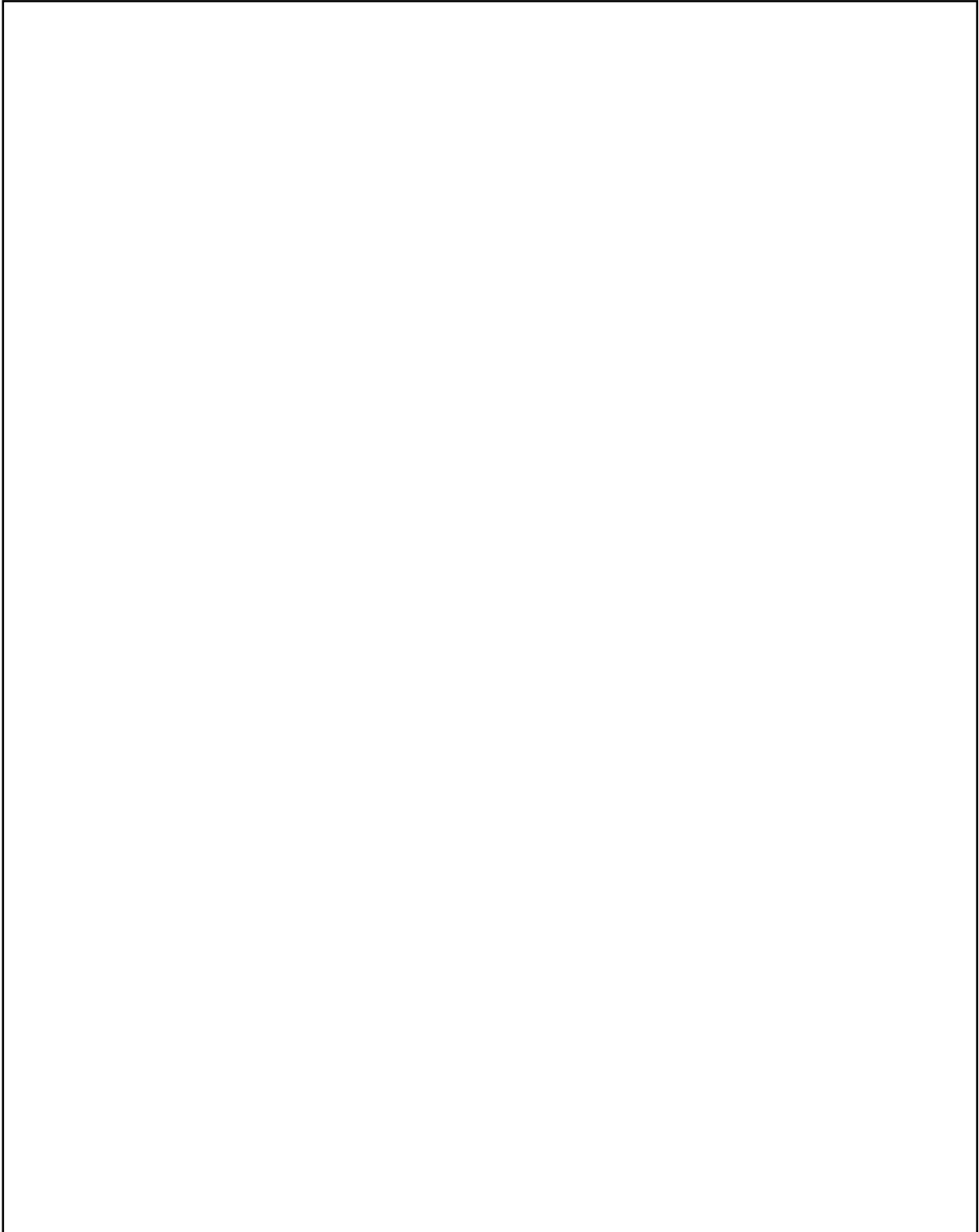
Question: Please describe how the adopted incident management system includes comprehensive resource management.

Question: Please describe how the adopted incident management system includes integrated communications.

Question: Please describe how the adopted incident management system includes pre-designated facilities.

4.5: Incident Management

Step 3: Identify Compliance Documentation

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4.5: Incident Management

Standard 4.5.2

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

Part 1 - Identify Interdependencies

Standard 4.7.1 requires the Program to define its higher, subordinate, and lateral stakeholders.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[\[146\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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[\[146\]](#) *Emergency Management Standard*, p. 2.

4.5: Incident Management

Coordination Exercise

	Stakeholders	Coordination Functions
Superior		
Lateral		
Subordinate		
Neighboring Jurisdictions		

4.5: Incident Management

Step 2: Develop Descriptive Questions

Question: Please list the personnel with higher response roles.

Question: Please describe how the Program coordinates activities among all personnel with higher emergency response roles.

Question: Please list the personnel with lateral response roles.

Question: Please describe how the Program coordinates activities among all personnel with lateral emergency response roles.

Question: Please list the personnel with subordinate response roles.

Question: Please describe how the Program coordinates activities among all personnel with subordinate emergency response roles.

Question: Please list neighboring jurisdictions.

Question: Please describe how the Program coordinates activities among all personnel with neighboring jurisdictions.

Step 3: Identify Compliance Documentation

4.5: Incident Management

Standard 4.5.3

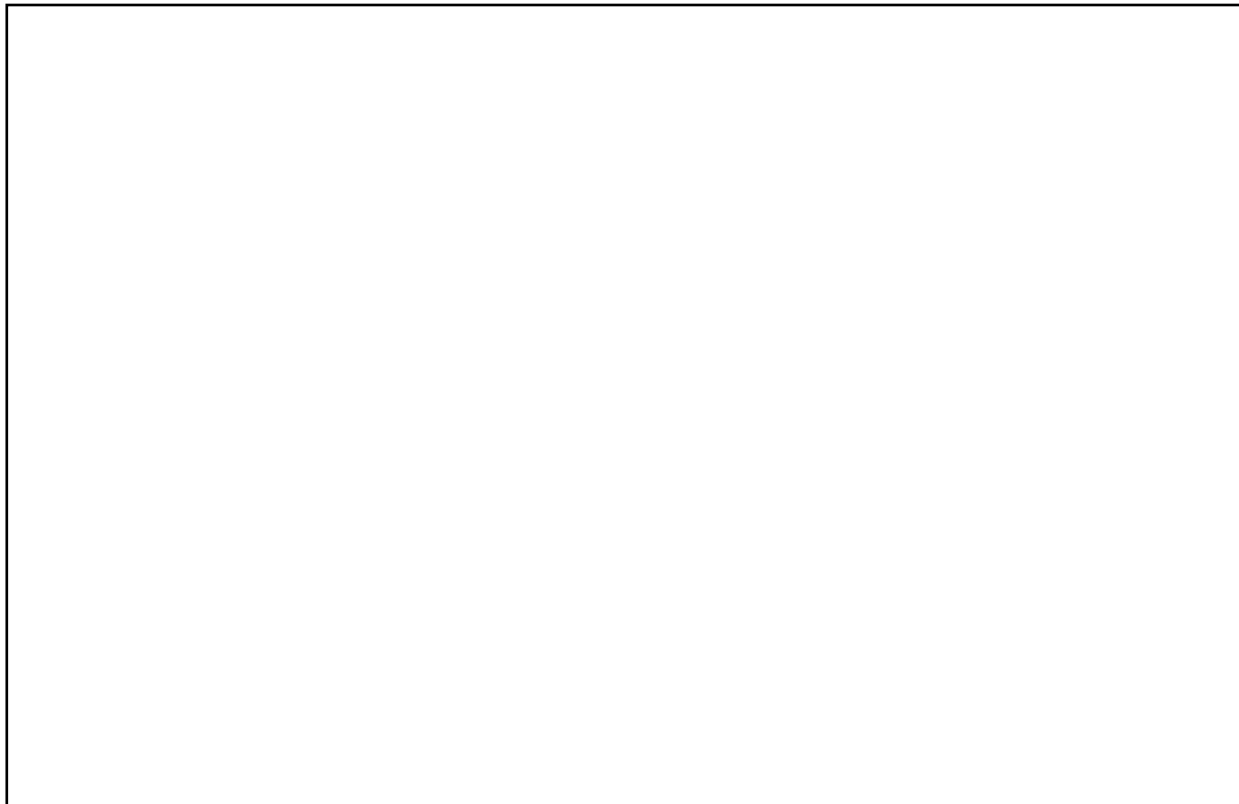
The Emergency Management Program's incident management system identifies specific organizational roles and responsibilities for each incident management function.

Part 2 - Define & Apply Definitions

Incident Management System – An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, the Incident Command System, or a multi-agency coordination system.[\[147\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[\[147\]](#) *Emergency Management Standard*, p. 2.

4.5: Incident Management

Step 2: Develop Descriptive Questions

Question: Please describe the incident management functions that are used in the Program's adopted incident management system.

Question: Please list the organizational roles that have been assigned to the identified incident management functions.

Question: Please describe the organizational responsibilities that have been assigned to the identified organizational roles.

Step 3: Identify Compliance Documentation

4.5: Incident Management

Standard 4.5.4

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

Part 1 - Identify Interdependencies

Standard 4.5.3 requires the Program to identify the incident management system roles that are referenced in this Standard.

Part 2 - Define & Apply Definitions

Incident Management System – An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, the Incident Command System, or a multi-agency coordination system. [\[148\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[148\]](#) *Emergency Management Standard*, p. 2.

4.5: Incident Management

Step 2: Develop Descriptive Questions

Question: Please list the incident management system roles identified in Standard 4.5.3.

Question: Please identify the personnel eligible to fill each identified incident management system role.

Step 3: Identify Compliance Documentation

4.5: Incident Management

Standard 4.5.5

The Emergency Management Program personnel receive training on its incident management system.

Part 1 - Identify Interdependencies

Standard 4.5.4 requires the Program to identify the personnel that fulfill the incident management system roles identified in Standard 4.5.3.

Part 2 - Define & Apply Definitions

Incident Management System – An incident management system is formalized and institutionalized and addresses the principles of command and the basic functions of planning, operations, logistics, finance and administration. An incident management system is modular, scalable, interactive, and flexible; it includes common terminology, manageable span of control, unified command, consolidated action plans, multi-agency coordination, and integrated communications. Examples include the National Incident Management System, the Incident Command System, or a multi-agency coordination system.[\[149\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[\[149\]](#) *Emergency Management Standard*, p. 2.

4.5: Incident Management

Step 2: Develop Descriptive Questions

Question: Please describe the training requirements for incident management system roles and/or personnel.

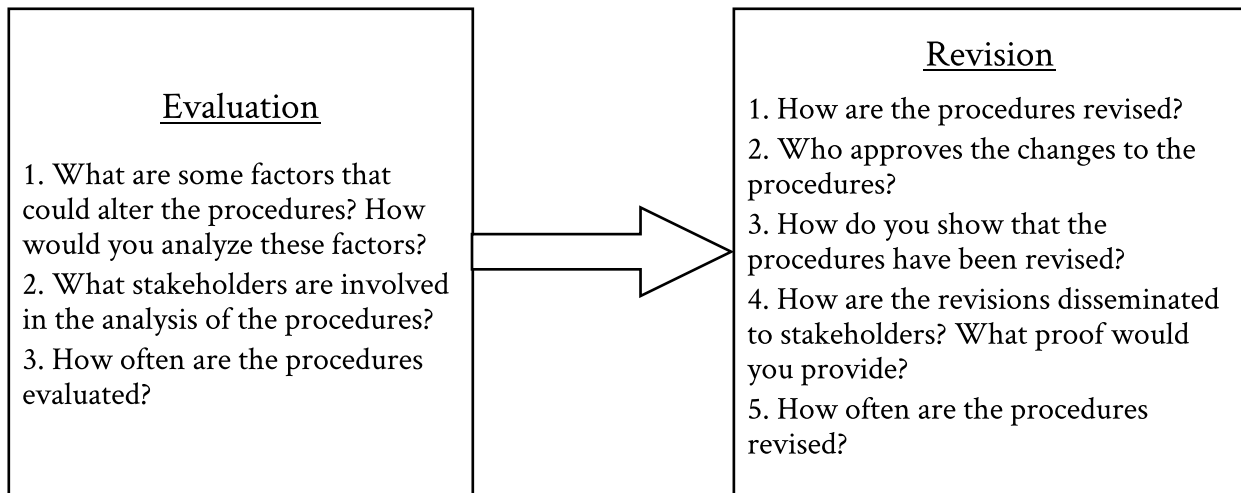
Question: Please provide examples of how the personnel identified in Standard 4.5.4 have completed the identified training requirements.

Step 3: Identify Compliance Documentation

4.5: Incident Management

Standard 4.5.6

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.5.2, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[150]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[151]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[152]

Revision– A change or a set of changes that corrects or improves something.[153]

Schedule– a list of planned activities or things to be done at or during a particular time.[154]

[150] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[151] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[152] Emergency Management Standard, p. 2.

[153] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[154] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.5: Incident Management

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the coordination procedures established in Standard 4.5.2.

Question: Please describe how the coordination procedures, established in Standard 4.5.2, are evaluated.

Question: Please describe when the coordination procedures, established in Standard 4.5.2, are evaluated.

Question: Please describe how the coordination procedures, established in Standard 4.5.2, are revised.

Question: Please describe when the coordination procedures, established in Standard 4.5.2, are revised.

Step 3: Identify Compliance Documentation

4.9: Training


Standard 4.9.1

The Emergency Management Program has a training program 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.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



4.9: Training

Step 2: Develop Descriptive Questions

Question: Please describe how the training program addresses the hazards identified in Standard 4.1.1.

Question: Please describe the goals of the training program.

Question: Please describe the objectives of the training program.

Question: Please describe the training needs assessment conducted by the Program.

Question: Please describe the curriculum utilized by the Program.

Question: Please describe how course evaluations are utilized by the Program.

Question: Please provide examples of completed course evaluations collected by the Program.

Question: Please describe how the Program manages training records.

Question: Please describe the records retention schedule for the training program.

Step 3: Identify Compliance Documentation

4.9: Training

Standard 4.9.2

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.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



4.9: Training

Step 2: Develop Descriptive Questions

Question: Please describe how the training needs assessment addresses all personnel with responsibilities in the Program.

Question: Please describe the Program's key public officials.

Question: Please describe how the training needs assessment addresses the identified key public officials.

Question: Please list internal training requirements.

Question: Please list external training requirements.

Question: Please describe how the training needs assessment addresses the identified internal and external training requirements.

Step 3: Identify Compliance Documentation

4.9: Training

Standard 4.9.3

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.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



4.9: Training

Step 2: Develop Descriptive Questions

Question: Please describe how training is regularly scheduled.

Question: Please describe how the training is based on the training needs assessment.

Question: Please describe how the training is based on the identified internal and external training requirements.

Question: Please describe how the training is based on the identified training goals.

Question: Please describe how the training is based on the identified training objectives.

Step 3: Identify Compliance Documentation

4.9: Training

Standard 4.9.4

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

Part 1 - Identify Interdependencies

Standard 4.5.5 establishes the training requirements for personnel with potential incident management system responsibilities.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe how personnel receive and maintain training consistent with their current responsibilities (i.e., managing a Continuity of Operations (COOP) program, managing the mitigation program, developing, conducting, and evaluating exercises, etc.).

Question: Please describe how personnel receive and maintain training consistent with their potential responsibilities.

Step 3: Identify Compliance Documentation

4.9: Training

Standard 4.9.5

Records are maintained for the training program and include:

1. the types of training planned and conducted; and
2. the names of those who received training.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

4.9: Training

Step 2: Develop Descriptive Questions

Question: Please describe how records are maintained for the training program.

Question: Please describe the types of training planned.

Question: Please describe the types of training conducted.

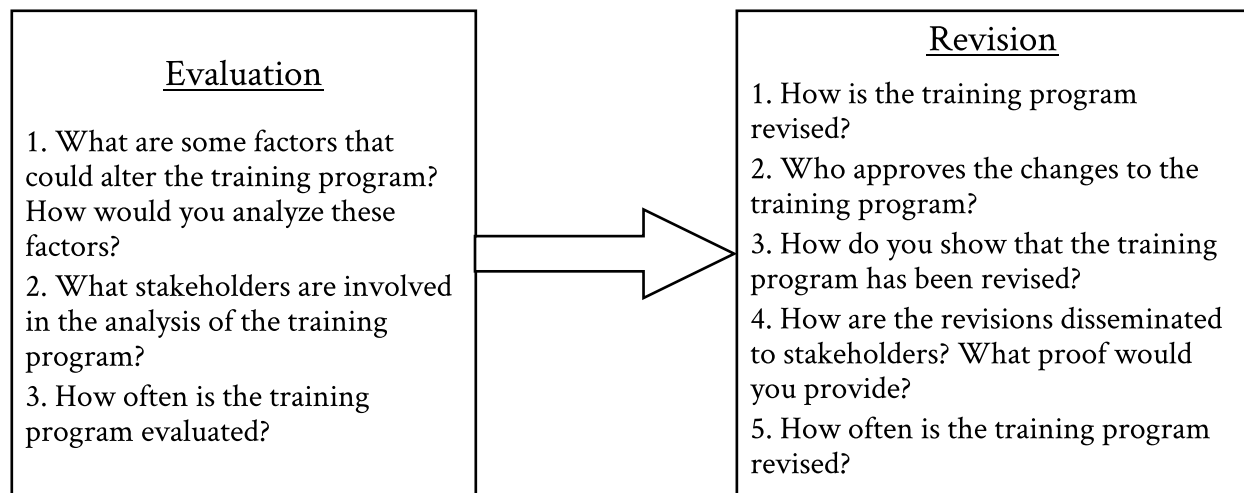
Question: Please provide examples of training records that contain the names of those who have received training.

Step 3: Identify Compliance Documentation

4.9: Training

Standard 4.9.6

The Emergency Management Program has a maintenance process for its training program identified in Standard 4.9.1, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[155]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[156]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[157]

Revision– A change or a set of changes that corrects or improves something.[158]

Schedule– a list of planned activities or things to be done at or during a particular time.[159]

[155] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[156] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[157] Emergency Management Standard, p. 2.

[158] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[159] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.9: Training

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the training program established in Standard 4.9.1.

Question: Please describe how the training program, established in Standard 4.9.1, is evaluated.

Question: Please describe when the training program, established in Standard 4.9.1, is evaluated.

Question: Please describe how the training program, established in Standard 4.9.1, is revised.

Question: Please describe when the training program, established in Standard 4.9.1, is revised.

Step 3: Identify Compliance Documentation

4.10: Exercises, Evaluations, and Corrective Actions

Standard 4.10.1

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

Part 1 - Identify Interdependencies

Standard 4.10.3 requires a corrective action process that prioritizes and tracks the resolution of deficiencies.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the Program's exercise program.

Question: Please describe the Program's evaluation program.

Question: Please describe the Program's corrective action program.

Question: Please describe how the exercise, evaluation, and corrective action program is based on the hazards identified in Standard 4.1.1.

4.10: Exercises, Evaluations, & Corrective Actions

Step 3: Identify Compliance Documentation

4.10: Exercises, Evaluations, and Corrective Actions

Standard 4.10.2

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

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.

Part 1 - Identify Interdependencies
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Standard 4.5.5 identifies incident management system personnel.

The following plans are required in the *Emergency Management Standard*:

1. Strategic Plan;
2. Mitigation Plan(s);
3. Emergency Operations Plan (EOP);
4. Recovery Plan;
5. Continuity of Operations (COOP) Plans;
6. Continuity of Government (COG) Plan;
7. Communication, Notification, and Warning Plan(s); and
8. Crisis Communications, Public Information, and Education Plan(s).

The following procedures are required in the *Emergency Management Standard*:

1. Administration & Finance procedures;
2. Prevention procedures;
3. Implementation procedures for the EOP, the Recovery Plan, the COOP plans, and the COG Plan;
4. Situation analysis, damage assessment, situation reporting, and incident action planning procedures;
5. Coordination procedures;
6. Resource management procedures;
7. Operational procedures for the communication, notification, and warning system(s);
8. Primary Emergency Operations Center (EOC) procedures;

4.10: Exercises, Evaluations, & Corrective Actions

9. Alternate EOC procedures;
10. Joint Information System procedures; and
11. Joint Information Center procedures.

The following facilities are required in the *Emergency Management Standard*:

1. Primary EOC;
2. Alternate EOC; and
3. Joint Information Center.

The method and schedule for evaluation, maintenance, and revision is referenced in 12 standards.

The following are elements that are required to be tested in the *Emergency Management Standard*:

1. Communication systems;
2. Notification systems;
3. Warning systems;
4. Primary EOC;
5. Alternate EOC;
6. Joint Information System; and
7. Joint Information Center.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

4.10: Exercises, Evaluations, and Corrective Actions

Step 2: Develop Descriptive Questions

Question: Please describe how the Program evaluates personnel through one (1) of the following initiatives: (1) periodic reviews; (2) testing; (3) post-incident reports; (4) lessons learned; (5) performance evaluations; (6) exercises; or (7) real-world events.

Question: Please describe how the Program evaluates plans through one (1) of the following initiatives: (1) periodic reviews; (2) testing; (3) post-incident reports; (4) lessons learned; (5) performance evaluations; (6) exercises; or (7) real-world events.

Question: Please describe how the Program evaluates procedures through one (1) of the following initiatives: (1) periodic reviews; (2) testing; (3) post-incident reports; (4) lessons learned; (5) performance evaluations; (6) exercises; or (7) real-world events.

Question: Please describe how the Program evaluates equipment through one (1) of the following initiatives: (1) periodic reviews; (2) testing; (3) post-incident reports; (4) lessons learned; (5) performance evaluations; (6) exercises; or (7) real-world events.

Question: Please describe how the Program evaluates facilities through one (1) of the following initiatives: (1) periodic reviews; (2) testing; (3) post-incident reports; (4) lessons learned; (5) performance evaluations; (6) exercises; or (7) real-world events.

Question: Please describe how the products of the aforementioned evaluations are documented and disseminated within the Program, including to stakeholders and selected partners.

Step 3: Identify Compliance Documentation

4.10: Exercises, Evaluations, and Corrective Actions

Standard 4.10.3

The Emergency Management Program has a process for corrective actions that prioritizes and tracks the resolution of deficiencies.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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Step 2: Develop Descriptive Questions

Question: Please describe the corrective action process.

Question: Please describe how corrective actions are prioritized.

Question: Please provide examples of prioritized corrective actions.

Question: Please describe how the Program tracks the resolution of deficiencies.

Question: Please provide examples of resolved deficiencies.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



Standard Area 4.4: Operational Planning & Procedures
2019 Emergency Management Standard

4.4: Operational Planning and Procedures

Standard 4.4.1

The Emergency Management Program, through formal planning processes involving stakeholders and by addressing all hazards identified in Standard 4.1.1, has developed the following Plans:

1. Emergency Operations;
2. Recovery;
3. Continuity of Operations; and
4. Continuity of Government.

Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.^[119]

Formal planning process– Although specific steps differ slightly, there are general steps that should be taken in order to ensure a good result. The steps in the planning process are: (1) develop objectives; (2) develop tasks to meet those objectives; (3) determine resources needed to implement tasks; (4) create a timeline; (5) determine tracking and assessment method; (6) finalize plan; and (7) distribute to all involved in the process.^[120]

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[121]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

^[119] Emergency Management Standard, p. 2.

^[120] What Is The Planning Process – Steps & Concept Website, <https://study.com/academy/lesson/what-is-the-planning-process-steps-lesson-quiz.html>, date accessed May 16, 2018.

^[121] Emergency Management Standard, p. 3.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please describe the formal planning process of the Emergency Operations Plan.

Question: Please identify the stakeholders/committee(s) involved in the formal planning process of the Emergency Operations Plan.

Question: Please describe how the stakeholders/committee(s) were involved in the Emergency Operations Plan's formal planning process.

Question: Please describe how the Emergency Operations Plan addresses the hazards identified in Standard 4.1.1.

Question: Please describe the formal planning process of the Recovery Plan.

Question: Please identify the stakeholders/committee(s) involved in the formal planning process of the Recovery Plan.

Question: Please describe how the stakeholders/committee(s) were involved in the Recovery Plan's formal planning process.

Question: Please describe how the Recovery Plan addresses the hazards identified in Standard 4.1.1.

Question: Please describe the formal planning process of the Emergency Management Program Continuity of Operations (COOP) Plan or the Emergency Management Agency/Department COOP Plan.

Question: Please identify the stakeholders/committee(s) involved in the formal planning process of the Emergency Management Program Continuity of Operations (COOP) Plan or the Emergency Management Agency/Department COOP Plan.

Question: Please describe how the stakeholders/committee(s) were involved in the Emergency Management Program Continuity of Operations (COOP) Plan or the Emergency Management Agency/Department COOP Plan's formal planning process.

Question: Please describe how the Emergency Management Program Continuity of Operations (COOP) Plan or the Emergency Management Agency/Department COOP Plan addresses the hazards identified in Standard 4.1.1.

Question: Please describe the formal planning process of the Continuity of Government (COG) Plan.

Question: Please identify the stakeholders/committee(s) involved in the formal planning process of the COG Plan.

Question: Please describe how the stakeholders/committee(s) were involved in the COG Plan's formal planning process.

Question: Please describe how the COG Plan addresses the hazards identified in Standard 4.1.1.

4.4: Operational Planning & Procedures

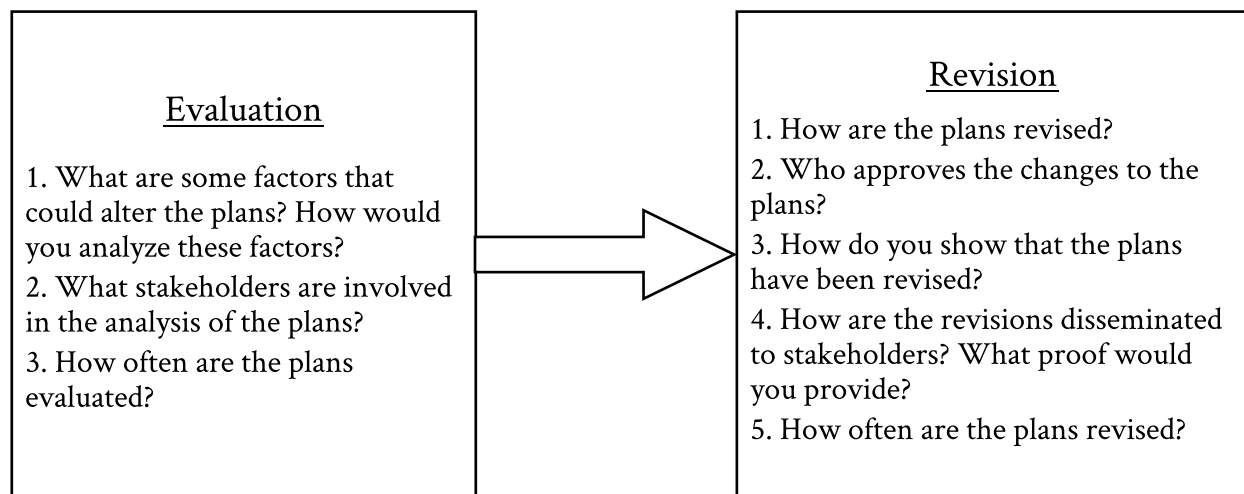
Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Standard 4.4.2

The Emergency Operations Plan, Recovery Plan, Continuity of Operations (COOP) Plans for the departments, agencies, and organizations with essential program functions, and 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 agencies, organizations, departments, and positions;
5. logistics support and resource requirements necessary to implement the Plan;
6. concept of operations; and
7. a maintenance process, which includes a method and schedule for evaluation and revision.



Part 1 - Identify Interdependencies

The implementation procedures identified in Standard 4.4.7 can be helpful in understanding the logistics support and resource requirements necessary to implement the Plans.

4.4: Operational Planning and Procedures

Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.^[122]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.^[123]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[124]

Revision– A change or a set of changes that corrects or improves something.^[125]

Schedule– a list of planned activities or things to be done at or during a particular time.^[126]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



^[122] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

^[123] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

^[124] Emergency Management Standard, p. 2.

^[125] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

^[126] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Emergency Operations Plan

Question: Please describe the purpose/goals of the Emergency Operations Plan.

Question: Please describe the scope/objectives of the Emergency Operations Plan.

Question: Please describe the authority(s) of the Emergency Operations Plan.

Question: Please describe the Emergency Operations Plan's situation.

Question: Please describe the Emergency Operations Plan's assumptions.

Question: Please describe the functional roles and responsibilities for internal and external agencies, organizations, departments, and positions addressed in the Emergency Operations Plan.

Question: Please describe the logistics support and resource requirements necessary to implement the Emergency Operations Plan.

Question: Please describe the topics addressed in the Emergency Operations Plan's concept of operations.

Question: Please describe the maintenance process for the Emergency Operations Plan.

Question: Please describe how the Emergency Operations Plan is evaluated.

Question: Please describe when the Emergency Operations Plan is evaluated.

Question: Please describe how the Emergency Operations Plan is revised.

Question: Please describe when the Emergency Operations Plan is revised.

Recovery Plan

Question: Please describe the purpose/goals of the Recovery Plan.

Question: Please describe the scope/objectives of the Recovery Plan.

Question: Please describe the authority(s) of the Recovery Plan.

Question: Please describe the Recovery Plan's situation.

Question: Please describe the Recovery Plan's assumptions.

Question: Please describe the functional roles and responsibilities for internal and external agencies, organizations, departments, and positions addressed in the Recovery Plan.

Question: Please describe the logistics support and resource requirements necessary to implement the Recovery Plan.

Question: Please describe the topics addressed in the Recovery Plan's concept of operations.

Question: Please describe the maintenance process for the Recovery Plan.

Question: Please describe how the Recovery Plan is evaluated.

Question: Please describe when the Recovery Plan is evaluated.

Question: Please describe how the Recovery Plan is revised.

Question: Please describe when the Recovery Plan is revised.

4.4: Operational Planning and Procedures

Continuity of Operations (COOP) Plans

Question: Please list the Applicant Program's essential program functions.

Question: Please identify the departments that are responsible for performing the identified essential program functions. ***All departments identified here need to have COOP Plans that address all of the elements of Standard 4.4.2.***

Question: Please describe the purpose/goals of each department COOP Plan.

Question: Please describe the scope/objectives of each department COOP Plan.

Question: Please describe the authority(s) of each department COOP Plan.

Question: Please describe each department COOP Plan's situation.

Question: Please describe each department COOP Plan's assumptions.

Question: Please describe the functional roles and responsibilities for internal and external agencies, organizations, departments, and positions addressed in each department COOP Plan.

Question: Please describe the logistics support and resource requirements necessary to implement each department COOP Plan.

Question: Please describe the topics addressed in each department COOP Plan's concept of operations.

Question: Please describe the maintenance process for each department COOP Plan.

Question: Please describe how each department COOP Plan is evaluated.

Question: Please describe when each department COOP Plan is evaluated.

Question: Please describe how each department COOP Plan is revised.

Question: Please describe when each department COOP Plan is revised.

Continuity of Government (COG) Plan

Question: Please describe the purpose of the COG Plan.

Question: Please describe the scope of the COG Plan.

Question: Please describe the authority(s) of the COG Plan.

Question: Please describe the COG Plan's situation.

Question: Please describe the COG Plan's assumptions.

Question: Please describe the functional roles and responsibilities for internal and external agencies, organizations, departments, and positions addressed in the COG Plan.

Question: Please describe the logistics support and resource requirements necessary to implement the COG Plan.

Question: Please describe the topics addressed in the COG Plan's concept of operations.

Question: Please describe the maintenance process for the COG Plan.

Question: Please describe how the COG Plan is evaluated.

Question: Please describe when the COG Plan is evaluated.

4.4: Operational Planning and Procedures

Question: Please describe how the COG Plan is revised.

Question: Please describe when the COG Plan is revised.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Standard 4.4.3

The Emergency Operations Plan (EOP) 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 utilities 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.
-

4.4: Operational Planning and Procedures

Part 1 - Identify Interdependencies

Standard Area 3.4 requires the establishment of fiscal and administrative procedures to be used during an emergency. (4.4.3.1)

Standard 4.7.1 requires the Program to identify how it alerts and notifies key decisionmakers and emergency personnel. (4.4.3.3)

Standard 4.7.1 requires the Program to identify how it communicates with its stakeholders and emergency personnel. (4.4.3.4)

Standard 4.4.8 requires the Program to develop damage assessment procedures. (4.3.3.6)

Standard 4.5.2 requires the Program to develop procedures regarding how it coordinates with its stakeholders and neighboring jurisdictions. (4.4.3.9)

Standard 4.6.4 requires the Program to address how it accepts and manages donated goods, materials, financial resources, and facilities. (4.4.3.10)

Standard Area 4.11 requires the Program to develop a plan(s) and procedures for emergency public information and education. (4.4.3.11)

Standard 4.4.8 requires the Program to develop situation analysis, situation reporting, and incident action planning procedures to collect, analyze, and disseminate information. (4.4.3.18)

Standards 4.6.3 and 4.6.5 requires the Program to identify contractual service agreements, mutual aid agreements, memoranda of understanding, business partnerships, and/or other regional arrangements to obtain additional resources. (4.4.3.21)

Standard Area 4.6 requires the Program to develop procedures for its resource management system(s). (4.4.3.25)

Standard 4.6.4 requires the Program to address how it accepts and manages donated services and volunteers. (4.4.3.28)

Standard 4.7.1 requires the Program to identify how it warns their public. (4.4.3.29)

Part 2 - Define & Apply Definitions

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems. [\[127\]](#)

[\[127\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Disaster – A severe or prolonged emergency that threatens life, property, environment and/or critical systems.[\[128\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[128\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please list the department(s), agency(s), and/or office(s) responsible for the administration and finance function.

Question: Please briefly describe how the administration and finance function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the agriculture and natural resources function.

Question: Please briefly describe how the agriculture and natural resources function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the alert and notification function.

Question: Please briefly describe how the alert and notification function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the communications function.

Question: Please briefly describe how the communications function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the critical infrastructure and key resource restoration function.

Question: Please briefly describe how the critical infrastructure and key resource restoration function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the damage assessment function.

Question: Please briefly describe how the damage assessment function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the debris management function.

Question: Please briefly describe how the debris management function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the detection and monitoring function.

Question: Please briefly describe how the detection and monitoring function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the direction, control, and coordination function.

Question: Please briefly describe how the direction, control, and coordination function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the donation management function.

Question: Please briefly describe how the donation management function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the emergency public information function.

Question: Please briefly describe how the emergency public information function is performed.

4.4: Operational Planning and Procedures

Question: Please list the department(s), agency(s), and/or office(s) responsible for the energy and utilities function.

Question: Please briefly describe how the energy and utilities function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the evacuation and shelter-in-place function.

Question: Please briefly describe how the evacuation and shelter-in-place function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the fatality management and mortuary services function.

Question: Please briefly describe how the fatality management and mortuary services function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the firefighting/fire protection function.

Question: Please briefly describe how the firefighting/fire protection function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the food, water, and commodities distribution function.

Question: Please briefly describe how the food, water, and commodities distribution function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the hazardous materials function.

Question: Please briefly describe how the hazardous materials function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the information collection, analysis, and dissemination function.

Question: Please briefly describe how the information collection, analysis, and dissemination function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the law enforcement function.

Question: Please briefly describe how the law enforcement function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the mass care and sheltering function.

Question: Please briefly describe how the mass care and sheltering function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the mutual aid function.

Question: Please briefly describe how the mutual aid function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the private sector coordination function.

Question: Please briefly describe how the private sector coordination function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the public health and medical services function.

4.4: Operational Planning and Procedures

Question: Please briefly describe how the public health and medical services function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the public works and engineering function.

Question: Please briefly describe how the public works and engineering function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the resource management and logistics function.

Question: Please briefly describe how the resource management and logistics function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the search and rescue function.

Question: Please briefly describe how the search and rescue function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the transportation systems and resources function.

Question: Please briefly describe how the transportation systems and resources function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the volunteer management function.

Question: Please briefly describe how the volunteer management function is performed.

Question: Please list the department(s), agency(s), and/or office(s) responsible for the warning function.

Question: Please briefly describe how the warning function is performed.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Recovery

The development, coordination, and execution of plans or strategies for the restoration of impacted communities and government operations and services through individual, private sector, non-governmental, and public assistance.[\[129\]](#)

What are some examples of recovery efforts?

[\[129\]](#) *Emergency Management Standard*, p. 3.

4.4: Operational Planning and Procedures

Standard 4.4.4

The Recovery Plan establishes short and long-term recovery priorities. The Plan identifies and assigns the following:

1. critical functions;
2. services/programs;
3. vital resources;
4. facilities; and
5. infrastructure.

Part 2 - Define & Apply Definitions

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems.[\[130\]](#)

Disaster – A severe or prolonged emergency that threatens life, property, environment and/or critical systems.[\[131\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[\[130\]](#) *Emergency Management Standard*, p. 1.

[\[131\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please describe the short-term recovery priorities established by the Program.

Question: Please describe the long-term recovery priorities established by the Program.

Question: Please describe the critical functions that the Program is responsible for recovering after an emergency/disaster.

Question: Please list the department(s), agency(s), and/or office(s) responsible for recovering the identified critical functions.

Question: Please describe the services/programs that the Program is responsible for recovering after an emergency/disaster.

Question: Please list the department(s), agency(s), and/or office(s) responsible for recovering the identified services/programs.

Question: Please describe the vital resources that the Program is responsible for recovering after an emergency/disaster.

Question: Please list the department(s), agency(s), and/or office(s) responsible for recovering the identified vital resources.

Question: Please describe the facilities that the Program is responsible for recovering after an emergency/disaster.

Question: Please list the department(s), agency(s), and/or office(s) responsible for recovering the identified facilities.

Question: Please describe the infrastructure that the Program is responsible for recovering after an emergency/disaster.

Question: Please list the department(s), agency(s), and/or office(s) responsible for recovering the identified infrastructure.

Step 3: Identify Compliance Documentation

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4.4: Operational Planning and Procedures

Continuity of Operations

Capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.[\[132\]](#)

Essential Program Functions

Activities that enable an agency, department, organization or individual to carry out emergency response actions, provide vital services, protect the safety and well-being of the citizens of the Program's jurisdiction, and maintain the economic base of the Program.[\[133\]](#)

Identify your Program's essential program functions in the left column and the department(s) that is responsible for the identified essential program functions.

Government	Higher Ed	Private Sector
Law Enforcement (if applicable)	Law Enforcement/Security (if applicable)	Law Enforcement/Security (if applicable)
Firefighting and Medical Services (if applicable)	Firefighting and Medical Services (if applicable)	Emergency Management
Emergency Management	Emergency Management	Payroll
Public Health	Medical Services	Human Resources
Payroll	Payroll	Operations
Human Resources	Human Resources	Facilities Management
Public Works	Facilities Management	IT
IT	Academics	Resource/Logistics Management
Environmental Quality	Research	Lines of Business
Safety	Housing	
Purchasing	Dining	
	Transportation	
	IT	
	Environmental Health & Safety	

[\[132\]](#) *Emergency Management Standard*, p. 1.

[\[133\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Identify your Program's essential program functions in the left column. After you have written down your essential program functions, identify the responsible department/agency/organization in the right column.

Essential Program Functions	Departments/Agencies

4.4: Operational Planning and Procedures

Standard 4.4.5

The Continuity of Operations (COOP) Plan(s) identifies the essential program functions. Each organization performing these essential program functions has a COOP Plan that includes 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.

Part 2 - Define & Apply Definitions

Continuity of Operations – Capability to continue essential program functions and to preserve essential processes and functions, positions, lines of succession, applications and records, communications, and facilities across a broad range of potential emergencies/disasters.[\[134\]](#)

Essential Program Function(s) – Activities that enable an agency, department, organization, or individual to carry out emergency response actions, provide vital services, protect the safety and well-being of the citizens of the Program’s jurisdiction, and maintain the economic base of the Program.[\[135\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[134\]](#) *Emergency Management Standard*, p. 1.

[\[135\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please list the Program's essential program functions.

Question: Please identify the departments that are responsible for performing the identified essential program functions. ***All departments identified here need to have COOP Plans that address all of the elements of Standard 4.4.5.***

Question: Please describe how each departmental COOP Plan addresses the continuation and recovery of processes and functions.

Question: Please list the essential positions addressed in each departmental COOP Plan.

Question: Please list the lines of succession addressed in each departmental COOP Plan.

Question: Please list the critical applications for each department.

Question: Please list the vital records for each department.

Question: Please describe how the identified critical applications and vital records of each department are safeguarded.

Question: Please list the communications resources for each department.

Question: Please list the vital resources that each department needs to continue its essential program functions.

Question: Please describe how the recovery of processes, functions, critical applications, and vital resources are prioritized for each department.

Question: Please describe the alternate operating capability for each department.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Continuity of Government

Capability to ensure survivability of the government, governing body, and/or organizational leadership.[\[136\]](#)

What is your government, governing body, or organizational leadership? Describe its roles, responsibilities, and oversight.

[\[136\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Standard 4.4.6

The Continuity of Government (COG) Plan identifies how the governing body will be preserved, maintained, or reconstituted. The Plan includes:

1. succession of leadership;
2. delegation of emergency authority; and
3. command and control.

Part 2 - Define & Apply Definitions

Continuity of Government – Capability to ensure survivability of the government, governing body, and/or organizational leadership. [\[137\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[137\]](#) *Emergency Management Standard*, p. 1.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please describe the Program's governing body.

Question: Please describe how the identified governing body will be preserved, maintained, or reconstituted.

Question: Please describe the succession of leadership for the governing body.

Question: Please describe how emergency authority is delegated.

Question: Please describe how command and control is continued.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Standard 4.4.7

The Emergency Management Program has procedures to implement all Plans identified in Standard 4.4.1. The implementation procedures are applicable to all hazards identified in Standard 4.1.1.

Part 1 - Identify Interdependencies

Standard 4.4.1 identifies four (4) plans: (1) the Emergency Operations Plan; (2) the Recovery Plan; (3) the Emergency Management Program's/Department's Continuity of Operations Plan; and (4) the Continuity of Government Plan.

Standard 4.4.1 requires that all four (4) aforementioned plans address the Program's hazards.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[138]

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[139]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

^[138] *Emergency Management Standard*, p. 2.

^[139] *Emergency Management Standard*, p. 3.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Emergency Operations Plan

Question: Please describe how the Emergency Operations Plan is implemented.

Question: Please describe how the Emergency Operations Plan's implementation procedures address the hazards identified in Standard 4.1.1.

Recovery Plan

Question: Please describe how the Recovery Plan is implemented.

Question: Please describe how the Recovery Plan's implementation procedures address the hazards identified in Standard 4.1.1.

Emergency Management Program Continuity of Operations (COOP) Plan/Emergency Management Agency COOP Plan

Question: Please describe how the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan is implemented.

Question: Please describe how the Emergency Management Program COOP Plan's/Emergency Management Agency COOP Plan's implementation procedures address the hazards identified in Standard 4.1.1.

Continuity of Government (COG) Plan

Question: Please describe how the COG Plan is implemented.

Question: Please describe how the COG Plan's implementation procedures address the hazards identified in Standard 4.1.1.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Standard 4.4.8

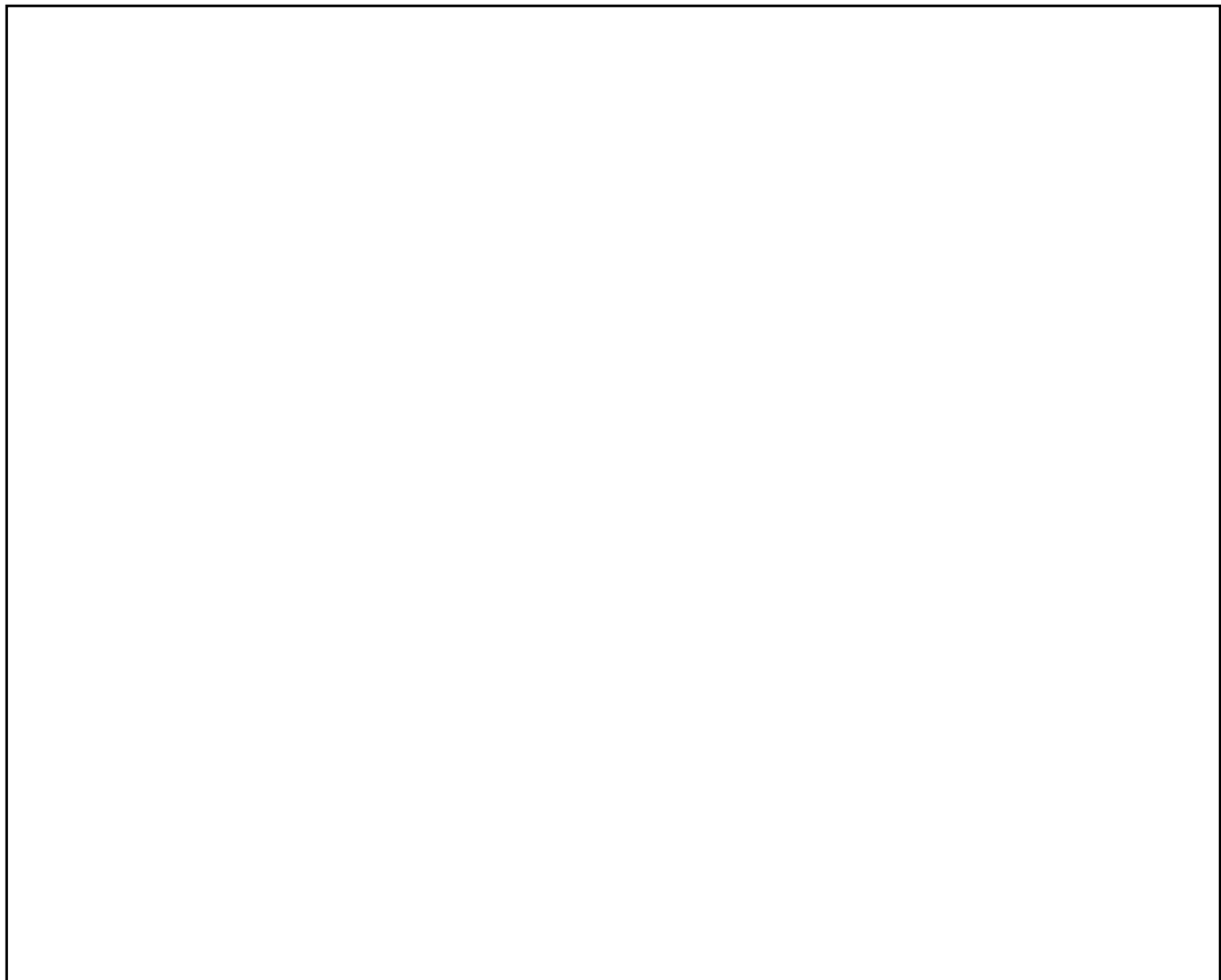
The Emergency Management Program has procedures to guide situation analysis, damage assessment, situation reporting, and incident action planning.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[\[140\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[\[140\]](#) *Emergency Management Standard*, p. 2.

4.4: Operational Planning and Procedures

Step 2: Develop Descriptive Questions

Question: Please describe the contents of the situation analysis procedures.

Question: Please describe the contents of the damage assessment procedures.

Question: Please describe the contents of the situation reporting procedures.

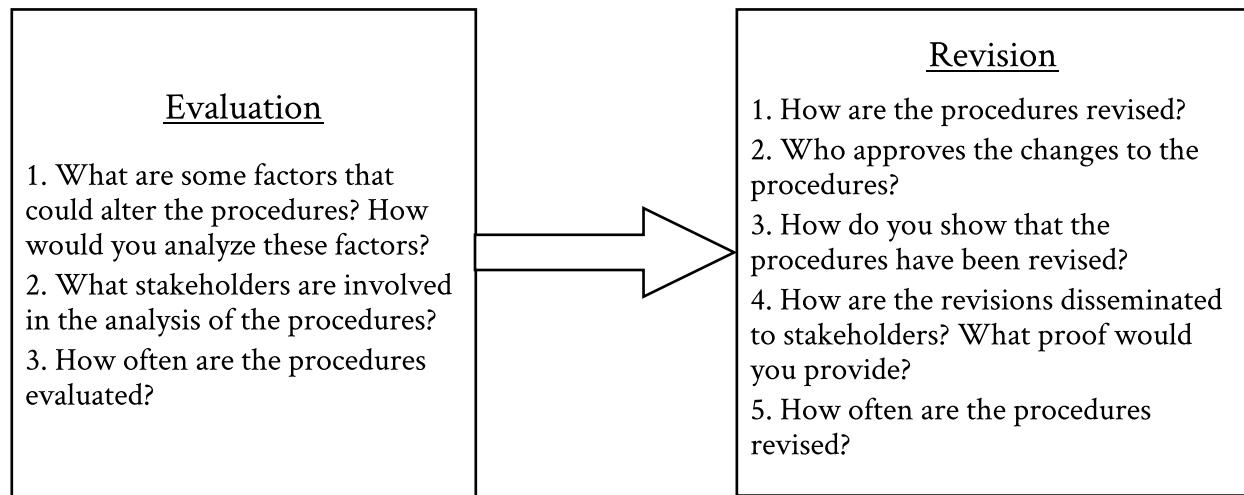
Question: Please describe the contents of the incident action planning procedures.

Step 3: Identify Compliance Documentation

4.4: Operational Planning and Procedures

Standard 4.4.9

The Emergency Management Program has a maintenance process for the procedures identified in Standards 4.4.7 and 4.4.8, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[140]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[141]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[142]

Revision– A change or a set of changes that corrects or improves something.[143]

Schedule– a list of planned activities or things to be done at or during a particular time.[144]

[140] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[141] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[142] Emergency Management Standard, p. 2.


[143] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[144] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.4: Operational Planning and Procedures

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



Step 2: Develop Descriptive Questions

Emergency Operations Plan Implementation Procedures

Question: Please describe the maintenance process for the Emergency Operations Plan's implementation procedures established in Standard 4.4.7.

Question: Please describe how the Emergency Operations Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe when the Emergency Operations Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe how the Emergency Operations Plan's implementation procedures, established in Standard 4.4.7, are revised.

Question: Please describe when the Emergency Operations Plan's implementation procedures, established in Standard 4.4.7, are revised.

Recovery Plan Implementation Procedures

Question: Please describe the maintenance process for the Recovery Plan's implementation procedures established in Standard 4.4.7.

Question: Please describe how the Recovery Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe when the Recovery Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe how the Recovery Plan's implementation procedures, established in Standard 4.4.7, are revised.

Question: Please describe when the Recovery Plan's implementation procedures, established in Standard 4.4.7, are revised.

Emergency Management Program Continuity of Operations (COOP) Plan/Emergency Management Agency COOP Plan Implementation Procedures

Question: Please describe the maintenance process for the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan's implementation procedures established

4.4: Operational Planning and Procedures

in Standard 4.4.7.

Question: Please describe how the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe when the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe how the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan's implementation procedures, established in Standard 4.4.7, are revised.

Question: Please describe when the Emergency Management Program COOP Plan/Emergency Management Agency COOP Plan's implementation procedures, established in Standard 4.4.7, are revised.

Continuity of Government (COG) Plan Implementation Procedures

Question: Please describe the maintenance process for the COG Plan's implementation procedures established in Standard 4.4.7.

Question: Please describe how the COG Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe when the COG Plan's implementation procedures, established in Standard 4.4.7, are evaluated.

Question: Please describe how the COG Plan's implementation procedures, established in Standard 4.4.7, are revised.

Question: Please describe when the COG Plan's implementation procedures, established in Standard 4.4.7, are revised.

Situation Analysis, Damage Assessment, Situation Reporting, and Incident Action Planning Procedures

Question: Please describe the maintenance process for the situation analysis, damage assessment, situation reporting, and incident action planning procedures established in Standard 4.4.8.

Question: Please describe how the situation analysis, damage assessment, situation reporting, and incident action planning procedures, established in Standard 4.4.8, are evaluated.

Question: Please describe when the situation analysis, damage assessment, situation reporting, and incident action planning procedures, established in Standard 4.4.8, are evaluated.

Question: Please describe how the situation analysis, damage assessment, situation reporting, and incident action planning procedures, established in Standard 4.4.8, are revised.

Question: Please describe when the situation analysis, damage assessment, situation reporting, and incident action planning procedures, established in Standard 4.4.8, are revised.

Step 3: Identify Compliance Documentation

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Emergency Management Accreditation Program (EMAP)



Standard Area 4.3: Prevention
2019 Emergency Management Standard

4.3: Prevention

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives, property, the environment, and critical systems/infrastructure. It involves identifying and applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity, and apprehending potential perpetrators.[\[105\]](#)

Hazards	Prevention Actions
Severe Weather	
Cyber Attack	
Epidemic (Human or Animal)	
Terrorism	

4.3: Prevention

Standard 4.3.1

The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to 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.

Part 2 - Define & Apply Definitions
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Risk – A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action.^[106]

Hazard – Something that has the potential to be the primary cause of an incident.^[107]

Intelligence – The results of the process by which specific types of information are requested, collected, and analyzed.^[108]

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[109]

^[106] Business Dictionary Website, <http://www.businessdictionary.com/definition/risk.html>, date accessed January 31, 2018.

^[107] Emergency Management Standard, p. 2.

^[108] Emergency Management Standard, p. 2.

^[109] Emergency Management Standard, p. 3.

4.3: Prevention

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe how the Program tries to prevent its identified hazards and/or consequences.

Question: Please describe how the Program coordinates prevention activities.

Question: Please describe how the Program monitors the identified threats and hazards.

Question: Please describe how the Program adjusts the level of prevention activity commensurate with the risk.

Question: Please describe how intelligence activities are utilized to monitor the identified threats and hazards.

Question: Please describe how threat assessments are utilized to monitor the identified threats and hazards.

Question: Please describe how threat assessments are utilized to coordinate prevention activities and to monitor the identified threats and hazards.

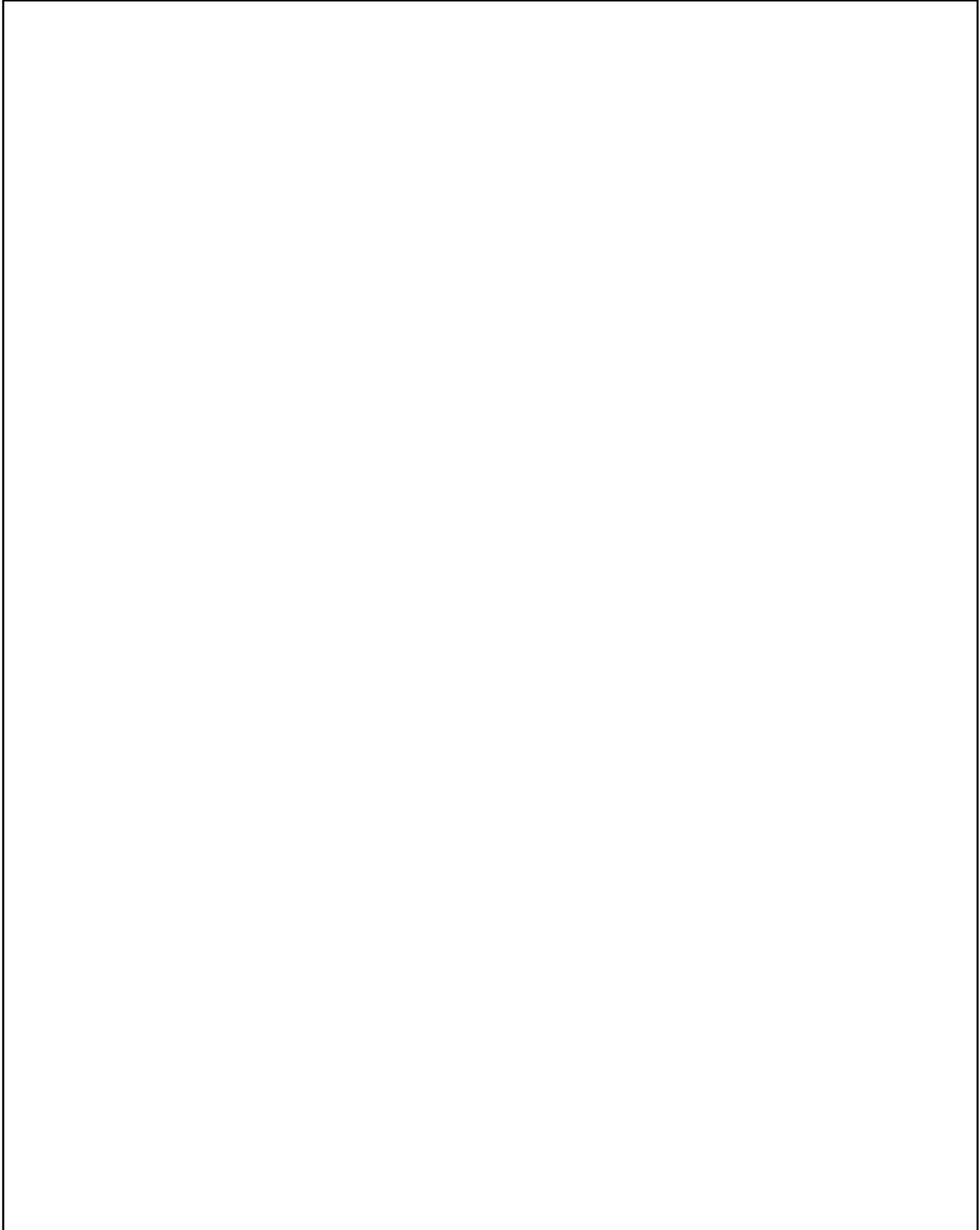
Question: Please describe how alert networks are utilized to coordinate prevention activities and adjust the level of prevention activity commensurate with the risk.

Question: Please describe how surveillance programs are utilized to coordinate prevention activities and to adjust the level of prevention activity commensurate with the risk.

Question: Please describe how information obtained from internal and external stakeholders is utilized to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk.

4.3: Prevention

Step 3: Identify Compliance Documentation

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4.3: Prevention

Standard 4.3.2

The Emergency Management Program has procedures to implement the prevention processes identified in Standard 4.3.1 and to exchange information among internal and external Emergency Management Program stakeholders.

Part 1 - Identify Interdependencies

The procedures address how the prevention process(es) established in Standard 4.3.1 are implemented.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[110]

Incident – An occurrence, natural or human-caused, that requires action by the Emergency Management Program.^[111]

Hazard – Something that has the potential to be the primary cause of an incident. [\[112\]](#)

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[113]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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[110] *Emergency Management Standard*, p. 2.

[111] *Emergency Management Standard*, p. 2.

[112] *Emergency Management Standard*, p. 2.

[113] *Emergency Management Standard*, p. 3.

4.3: Prevention

Step 2: Develop Descriptive Questions

Question: Please describe how the process(es) to coordinate prevention activities is implemented.

Question: Please describe how the process(es) to monitor the identified threats and hazards is implemented.

Question: Please describe how the process(es) to adjust the level of prevention activity commensurate with the risk is implemented.

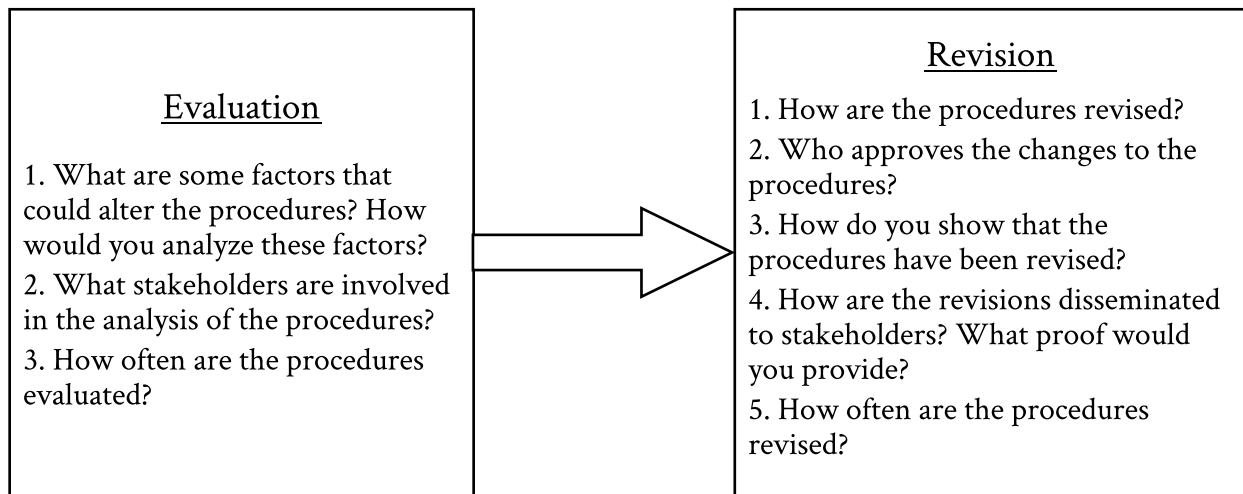
Question: Please describe how information is exchanged among internal and external Program stakeholders.

Step 3: Identify Compliance Documentation

4.3: Prevention

Standard 4.3.3

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.3.2, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[114]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[115]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[116]

Revision– A change or a set of changes that corrects or improves something.[117]

Schedule– a list of planned activities or things to be done at or during a particular time.[118]

[114] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[115] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[116] Emergency Management Standard, p. 2.

[117] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[118] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.3: Prevention

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process of the prevention procedures established in Standard 4.3.2.

Question: Please describe how the prevention procedures, established in Standard 4.3.2, are evaluated.

Question: Please describe when the prevention procedures, established in Standard 4.3.2, are evaluated.

Question: Please describe how the prevention procedures, established in Standard 4.3.2, are revised.

Question: Please describe when the prevention procedures, established in Standard 4.3.2, are revised.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



Standard Area 4.1: Hazard Identification, Risk
Assessment (HIRA) and Consequence Analysis
2019 Emergency Management Standard

4.1: Hazard Identification, Risk Assessment (HIRA), and Consequence Analysis

Standards Tied to Hazards	Impact Description
Standard 4.1.1	The Program conducts a risk and vulnerability assessment of people, property, the environment, and its own operations for its identified natural and human-caused hazards.
Standard 4.1.2	The Program conducts a consequence analysis for its identified natural and human-caused hazards.
Standard 4.2.1	The mitigation plan addresses short and long-term strategies, actions, goals, and objectives based on the Program's identified natural and human-caused hazards.
Standard 4.3.1	The Program documents prevention processes to coordinate prevention activities, monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. The prevention processes are based on the hazards identified in Standard 4.1.1.
Standard 4.4.1	The Emergency Operations Plan, the Recovery Plan, the Emergency Management Program's Continuity of Operations Plan, and the Continuity of Government Plan addresses its identified natural and human-caused hazards.
Standard 4.4.7	The implementation procedures for the Emergency Operations Plan, the Recovery Plan, the Emergency Management Program's Continuity of Operations Plan, and the Continuity of Government Plan addresses its identified natural and human-caused hazards.
Standard 4.6.1	The Program has a resource management system that addresses its identified natural and human-caused hazards.
Standard 4.6.3	The Program conducts a resource gap analysis for its identified natural and human-caused hazards.
Standard 4.7.1	The Program has a plan(s) to communicate internally and externally with its stakeholders and emergency personnel, notify key decisionmakers and emergency personnel, and warn the public. The plan(s) is designed for its identified natural and human-caused hazards.
Standard 4.7.3	The Program has procedures to operate the identified communications, notification, and warning systems. The procedures address the identified natural and human-caused hazards.
Standard 4.8.1	The primary and alternate facilities (i.e., Emergency Operations Centers) are capable of coordinating and supporting sustained response and recovery operations aligned with its identified natural and human-caused hazards.
Standard 4.9.1	The Program has a training program that addresses the Program's natural and human-caused hazards.
Standard 4.10.1	The Program has an exercise, evaluation, and corrective action program based on its identified natural and human-caused hazards.
Standard 4.11.1	The Program has a plan(s) for its crisis communications, public information and education functions. The plan(s) is designed to inform and educate the public about the Program's natural and human-caused hazards.
Standard 4.11.3	The Program conducts outreach activities for the public that address its natural and human-caused hazards.

4.1: HIRA and Consequence Analysis

Standard 4.1.1

The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction using multiple sources. The Emergency Management Program assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards.

Part 1 - Identify Interdependencies

If the Program does not consistently identify its hazards, the Program will be non-compliant with 15 standards.

“People” is further defined in Standard 4.1.2 as public and responders.

“Property” is further defined in Standard 4.1.2 as property, facilities, and infrastructure.

“Its own operations” is further defined in Standard 4.1.2 as continuity of operations including continued delivery of services.

Part 2 - Define & Apply Definitions

Human-caused – Incidents caused by human activity, which include but are not limited to those of a chemical, biological, radiological, nuclear, explosive, or technological (including cyber) nature, whether accidental or intentional.^[76]

Hazard – Something that has the potential to be the primary cause of an incident.^[77]

Jurisdiction – The federal, state, territorial, regional, tribal, county, parish, municipal, educational, private sector or other entities that the Emergency Management Program serves.^[78]

Risk – A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action.^[79]

Vulnerability– Degree to which people, property, resources, systems, and cultural, economic, environmental, and social activity that is susceptible to harm, degradation, or destruction on being exposed to a hostile agent or factor.^[80]

^[76] *Emergency Management Standard*, p. 2.

^[77] *Emergency Management Standard*, p. 2.

^[78] *Emergency Management Standard*, p. 2.

^[79] *Business Dictionary Website*, <http://www.businessdictionary.com/definition/risk.html>, date accessed January 31, 2018.

^[80] *Business Dictionary Website*, <http://www.businessdictionary.com/definition/vulnerability.html>, date accessed January 31, 2018.

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

Step 2: Develop Descriptive Questions

Question: Please list the natural hazards identified by the Program that may potentially impact the jurisdiction.

Question: Please list the human-caused hazards identified by the Program that may potentially impact the jurisdiction.

Question: Please describe how the Program identified its natural and human-caused hazards.

Question: Please list the sources that were utilized by the Program to identify its natural and human-caused hazards.

Question: Please describe the methodology utilized by the Program to assess the risk of its identified hazards.

Question: Please provide examples of the risk assessment results for the identified hazards.

Question: Please describe the methodology utilized by the Program to assess the vulnerability of people for its identified hazards.

Question: Please describe the methodology utilized by the Program to assess the vulnerability of property for its identified hazards.

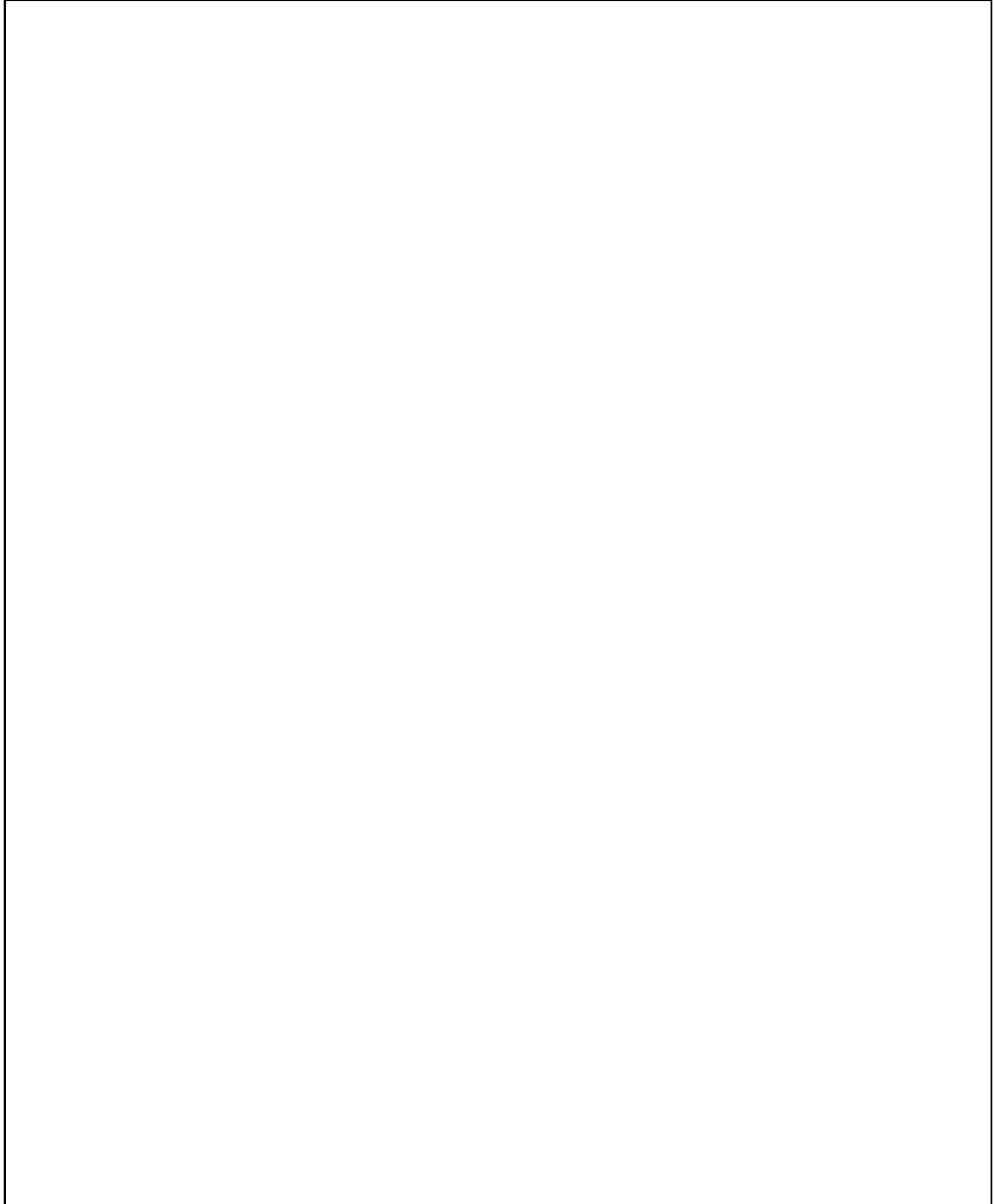
Question: Please describe the methodology utilized by the Program to assess the vulnerability of its own operations for its identified hazards.

Question: Please describe the methodology utilized by the Program to assess the vulnerability of the environment for its identified hazards.

Question: Please provide examples of the vulnerability assessment results for the identified hazards.

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Step 3: Identify Compliance Documentation

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4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Standard 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.

Part 2 - Define & Apply Definitions

Consequence– The effect, result, or outcome of something occurring earlier. An act or instance of following something as an effect, result, or outcome.^[81]

Hazard – Something that has the potential to be the primary cause of an incident.^[82]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

^[81] Dictionary.com Website, <http://www.dictionary.com/browse/consequence>, date accessed January 31, 2018.

^[82] Emergency Management Standard, p. 2.

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Step 2: Develop Descriptive Questions

Question: Please describe the methodology utilized to conduct the consequence analysis.

Question: Please describe how the consequences on the public has been analyzed for the identified hazards.

Question: Please describe how the consequences on responders has been analyzed for the identified hazards.

Question: Please describe how the consequences on the continuity of operations including continued delivery of services has been analyzed for the identified hazards.

Question: Please describe how the consequences on property, facilities, and infrastructure has been analyzed for the identified hazards.

Question: Please describe how the consequences on the environment has been analyzed for the identified hazards.

Question: Please describe how the consequences on the economic condition of the jurisdiction has been analyzed for the identified hazards.

Question: Please describe how the consequences on the public's confidence in the jurisdiction's governance has been analyzed for the identified hazards.

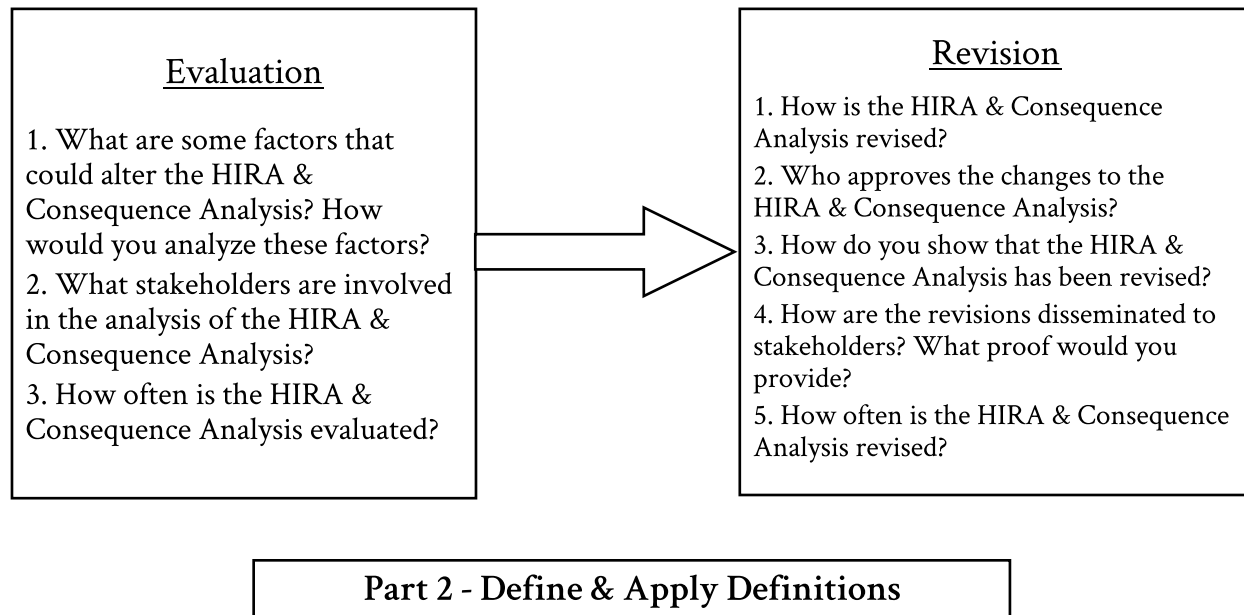
Question: Please provide examples of the consequence analysis results for the identified hazards.

Step 3: Identify Compliance Documentation

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Standard 4.1.3

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



Evaluation– An appraisal of something to determine its worth or fitness.[83]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[84]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[85]

Revision– A change or a set of changes that corrects or improves something.[86]

Schedule– a list of planned activities or things to be done at or during a particular time.[87]

[83] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[84] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[85] Emergency Management Standard, p. 2.

[86] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[87] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.1: Hazard Identification, Risk Assessment, and Consequence Analysis

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe how the HIRA, established in Standard 4.1.1, is evaluated.

Question: Please describe when the HIRA, established in Standard 4.1.1, is evaluated.

Question: Please describe how the HIRA, established in Standard 4.1.1, is revised.

Question: Please describe when the HIRA, established in Standard 4.1.1, is revised.

Question: Please describe how the Consequence Analysis, established in Standard 4.1.2, is evaluated.

Question: Please describe when the Consequence Analysis, established in Standard 4.1.2, is evaluated.

Question: Please describe how the Consequence Analysis, established in Standard 4.1.2, is revised.

Question: Please describe when the Consequence Analysis, established in Standard 4.1.2, is revised.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



4.2: Hazard Mitigation

2019 Emergency Management Standard

4.2: Hazard Mitigation

Standard 4.2.1

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

1. is based on the natural and human-caused hazards identified in Standard 4.1.1 and the risk 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.

Part 1 - Identify Interdependencies

The mitigation plan must be based on the hazards identified in Standard 4.1.1, the risks of those hazards identified in Standard 4.1.1, and the consequences of those hazards identified in Standard 4.1.2.

Part 2 - Define & Apply Definitions

Mitigation – The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.[88]

Hazard – Something that has the potential to be the primary cause of an incident.[89]

Risk – A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action.[90]

Consequence– The effect, result, or outcome of something occurring earlier. An act or instance of following something as an effect, result, or outcome.[91]

Formal planning process– Although specific steps differ slightly, there are general steps that should be taken in order to ensure a good result. The steps in the planning process are: (1) develop objectives; (2) develop tasks to meet those objectives; (3) determine resources needed to implement tasks; (4) create a timeline; (5) determine tracking and assessment method; (6) finalize plan; and (7) distribute to all involved in the process.[92]

[88] *Emergency Management Standard*, p. 2.

[89] *Emergency Management Standard*, p. 2.

[90] *Business Dictionary Website*, <http://www.businessdictionary.com/definition/risk.html>, date accessed January 31, 2018.

[91] *Dictionary.com Website*, <http://www.dictionary.com/browse/consequence>, date accessed January 31, 2018.

[92] *What Is The Planning Process – Steps & Concept Website*, <http://study.com/academy/lesson/what-is-the-planning-process-steps-lesson-quiz.html>, date accessed May 16, 2018.

4.2: Hazard Mitigation

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.^[93]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe how the Program's mitigation plan(s) guides the implementation of mitigation projects and sets priorities based upon loss reduction.

Question: Please describe how the Program's mitigation plan(s) is based on the natural and human-caused hazards identified in Standard 4.1.1.

Question: Please describe how the Program's mitigation plan(s) is based on the risk and consequences of the natural and human-caused hazards identified in Standard 4.1.1.

Question: Please describe the formal planning process of the Program's mitigation plan(s).

Question: Please describe the stakeholders/committee(s) that were involved in the development of the Program's mitigation plan(s).

Question: Please describe the mitigation strategy.

Question: Please provide an example of a short-term goal.

Question: Please provide an example of a long-term goal.

Question: Please provide an example of a short-term objective.

Question: Please provide an example of a long-term objective.

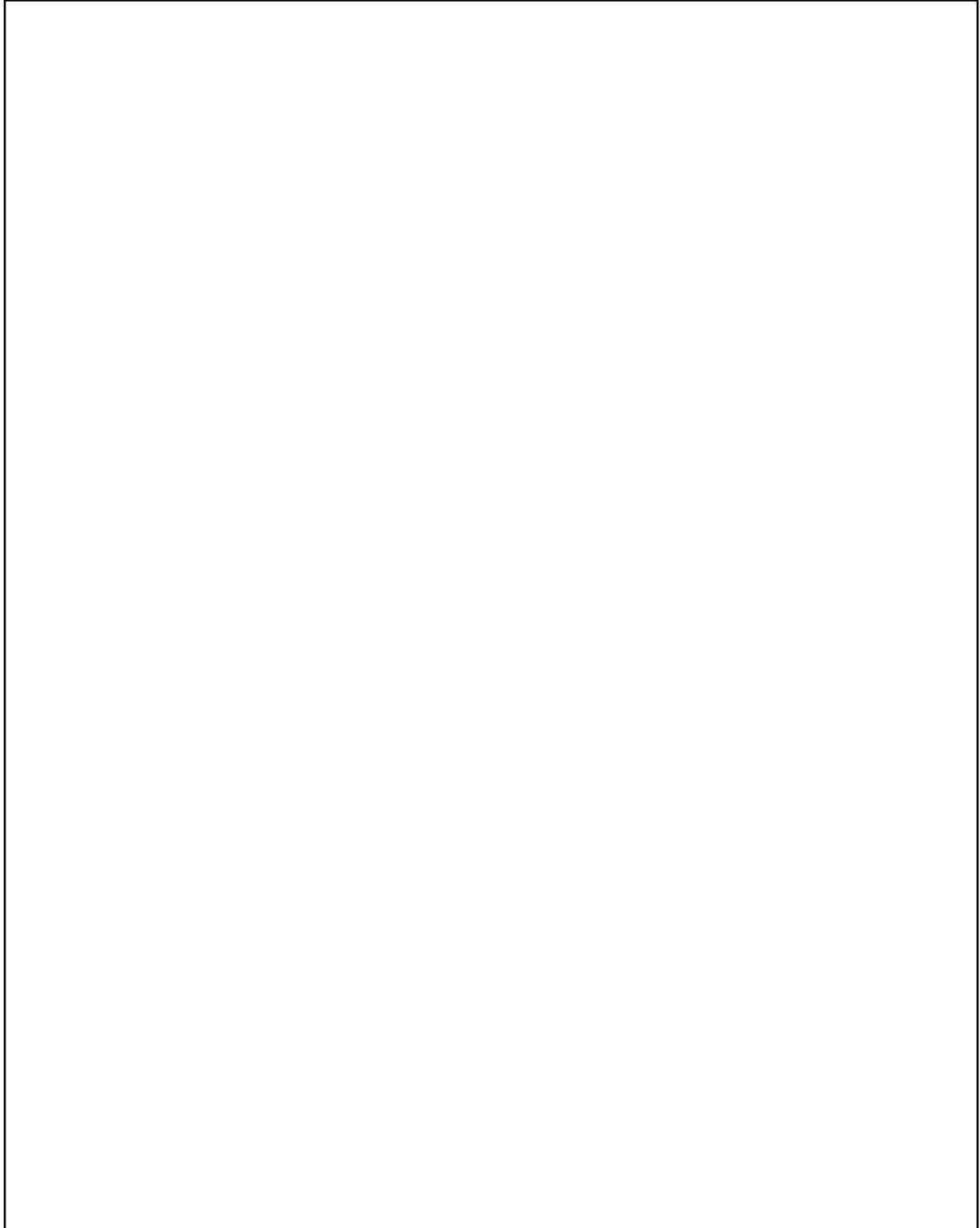
Question: Please provide an example of a short-term action.

Question: Please provide an example of a long-term action.

^[93] *Emergency Management Standard*, p. 3.

4.2: Hazard Mitigation

Step 3: Identify Compliance Documentation

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4.2: Hazard Mitigation

Standard 4.2.2

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

Part 2 - Define & Apply Definitions

Mitigation – The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.[94]

Risk – A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through preemptive action.[95]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

[94] *Emergency Management Standard*, p. 2.

[95] *Business Dictionary Website*, <http://www.businessdictionary.com/definition/risk.html>, date accessed January 31, 2018.

4.2: Hazard Mitigation

Step 2: Develop Descriptive Questions

Question: Please describe how the Program ranks projects based upon the greatest opportunity for loss reduction.

Question: Please provide examples of ranked projects.

Question: Please describe how the Program documents how specific mitigation actions contribute to overall risk reduction.

Question: Please provide examples of how mitigation actions contribute to overall risk reduction.

Step 3: Identify Compliance Documentation

4.2: Hazard Mitigation

Standard 4.2.3

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

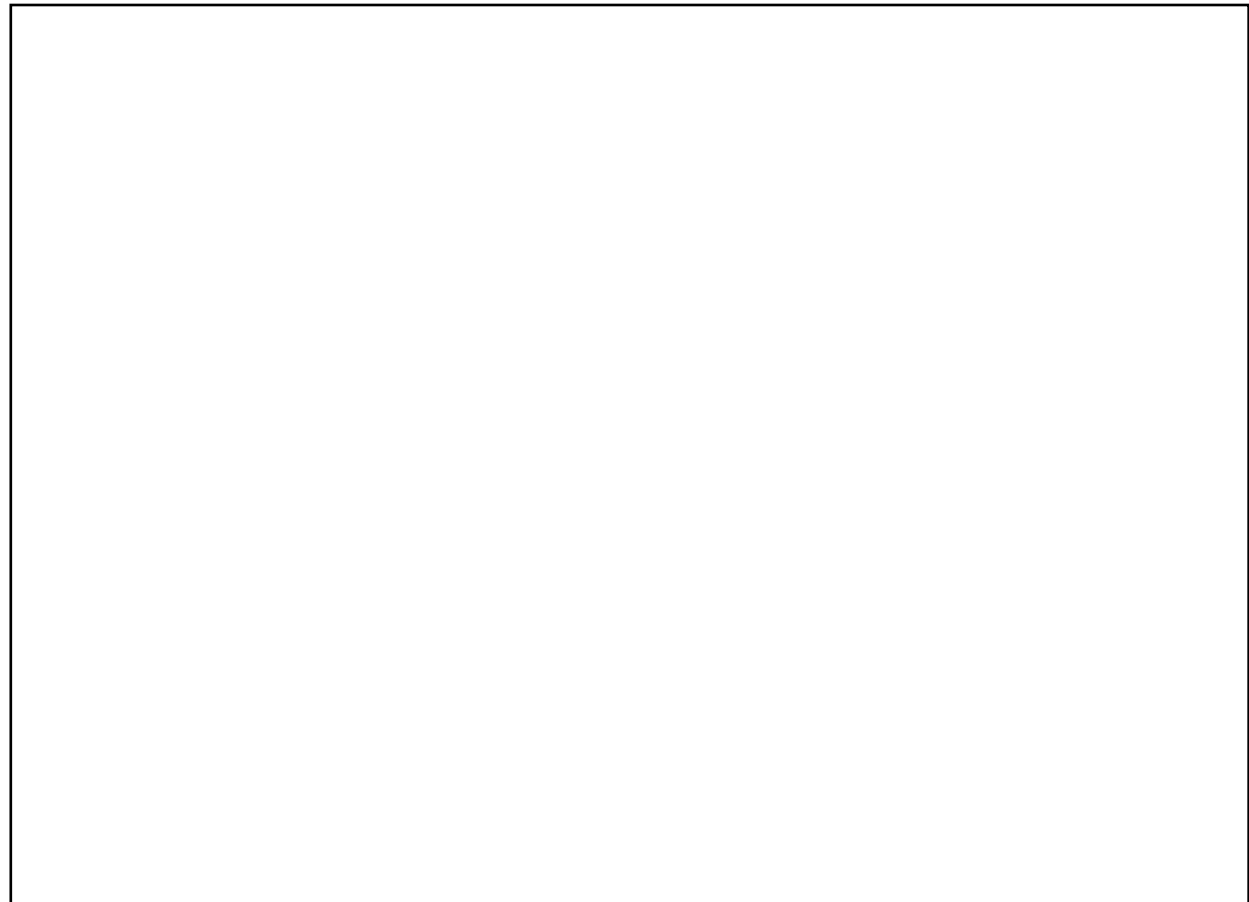
Part 2 - Define & Apply Definitions

Mitigation – The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.^[96]

Hazard – Something that has the potential to be the primary cause of an incident.^[97]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements



^[96] *Emergency Management Standard*, p. 2.

^[97] *Emergency Management Standard*, p. 2.

4.2: Hazard Mitigation

Step 2: Develop Descriptive Questions

Question: Please describe how the Program monitors the overall progress of the mitigation activities.

Question: Please describe how the Program documents completed initiatives.

Question: Please describe how the resulting reduction or limitation of hazard impact on the jurisdiction is documented for completed initiatives.

Question: Please provide examples of how the Program has documented completed initiatives and their resulting reduction or limitation of hazard impact on the jurisdiction.

Step 3: Identify Compliance Documentation

4.2: Hazard Mitigation

Standard 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.

Part 2 - Define & Apply Definitions

Mitigation – The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of a disaster. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss due to hazards.^[98]

Technical assistance– The provision of advice, assistance, and/or training.^[99]

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

^[98] *Emergency Management Standard*, p. 2.

^[99] *Emergency Management Standard*, p. 3.

4.2: Hazard Mitigation

Step 2: Develop Descriptive Questions

Question: Please describe how the Program identifies ongoing mitigation opportunities.

Question: Please describe how the Program tracks repetitive loss.

Question: Please list the mitigation codes and ordinances that are applicable to the Program.

Question: Please describe how the Program provides technical assistance on the implementation of the identified mitigation codes and ordinances.

Question: Please describe the jurisdictional mitigation efforts that the Program participates in.

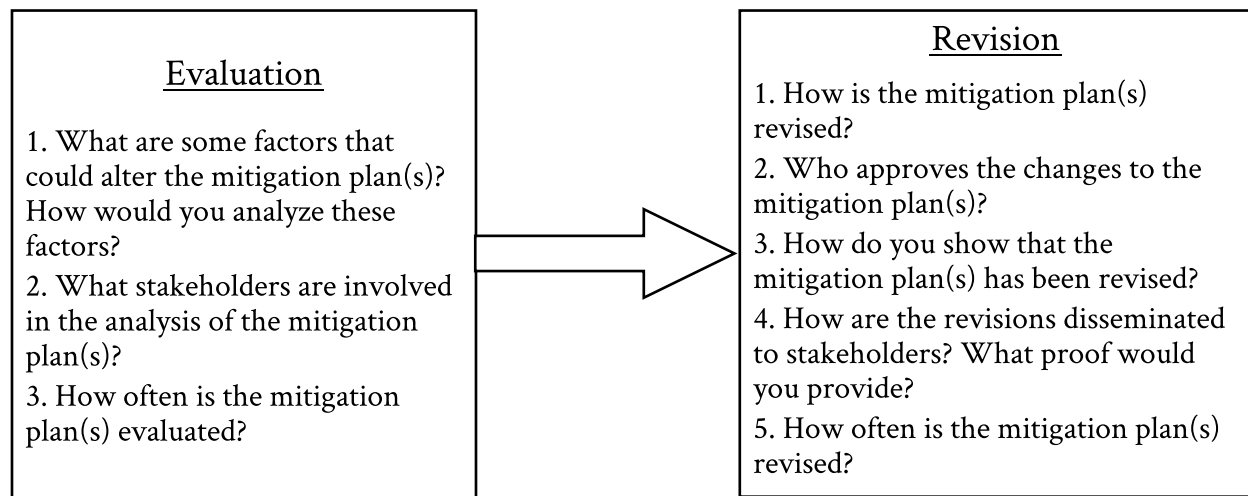
Question: Please describe the multi-jurisdictional mitigation efforts that the Program participates in.

Step 3: Identify Compliance Documentation

4.2: Hazard Mitigation

Standard 4.2.5

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



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[100]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[101]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[102]

Revision– A change or a set of changes that corrects or improves something.[103]

Schedule– a list of planned activities or things to be done at or during a particular time.[104]

[100] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[101] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[102] Emergency Management Standard, p. 2.

[103] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[104] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.2: Hazard Mitigation

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the mitigation plan(s) established in Standard 4.2.1.

Question: Please describe how the mitigation plan(s), established in Standard 4.2.1, is evaluated.

Question: Please describe when the mitigation plan(s), established in Standard 4.2.1, is evaluated.

Question: Please describe how the mitigation plan(s), established in Standard 4.2.1, is revised.

Question: Please describe when the mitigation plan(s), established in Standard 4.2.1, is revised.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



Standard Area 3.4: Administration & Finance
2019 Emergency Management Standard

3.4: Administration and Finance

Standard 3.4.1

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

Part 2 - Define & Apply Definitions

Disaster – A severe or prolonged emergency that threatens life, property, environment and/or critical systems.[\[67\]](#)

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems.[\[68\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

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[\[67\]](#) *Emergency Management Standard*, p. 1.

[\[68\]](#) *Emergency Management Standard*, p. 1.

3.4: Administration and Finance

	Administrative Functions	Financial Functions
Before Disaster		
During Disaster		
After Disaster		

3.4: Administration and Finance

Step 2: Develop Descriptive Questions

Question: Please provide examples of the administrative functions, addressed in the administrative procedures, that are performed before an emergency/disaster.

Question: Please provide examples of the administrative functions, addressed in the administrative procedures, that are performed during an emergency/disaster.

Question: Please provide examples of the administrative functions, addressed in the administrative procedures, that are performed after an emergency/disaster.

Question: Please provide examples of the financial functions, addressed in the administrative procedures, that are performed before an emergency/disaster.

Question: Please provide examples of the financial functions, addressed in the administrative procedures, that are performed during an emergency/disaster.

Question: Please provide examples of the financial functions, addressed in the administrative procedures, that are performed after an emergency/disaster.

Step 3: Identify Compliance Documentation

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3.4: Administration and Finance

Standard 3.4.2

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

Part 2 - Define & Apply Definitions

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems.[\[69\]](#)

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[\[70\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements



[\[69\]](#) *Emergency Management Standard*, p. 1.

[\[70\]](#) *Emergency Management Standard*, p. 2.

3.4: Administration and Finance

Step 2: Develop Descriptive Questions

Question: Please describe how the Program requests funds in emergency situations for the delivery of assistance.

Question: Please describe how the Program receives funds in emergency situations for the delivery of assistance.

Question: Please describe how the Program manages funds in emergency situations for the delivery of assistance.

Question: Please describe how the Program applies funds in emergency situations for the delivery of assistance.

Question: Please describe how the Program requests funds in emergency situations for cost recovery.

Question: Please describe how the Program receives funds in emergency situations for cost recovery.

Question: Please describe how the Program manages funds in emergency situations for cost recovery.

Question: Please describe how the Program applies funds in emergency situations for cost recovery.

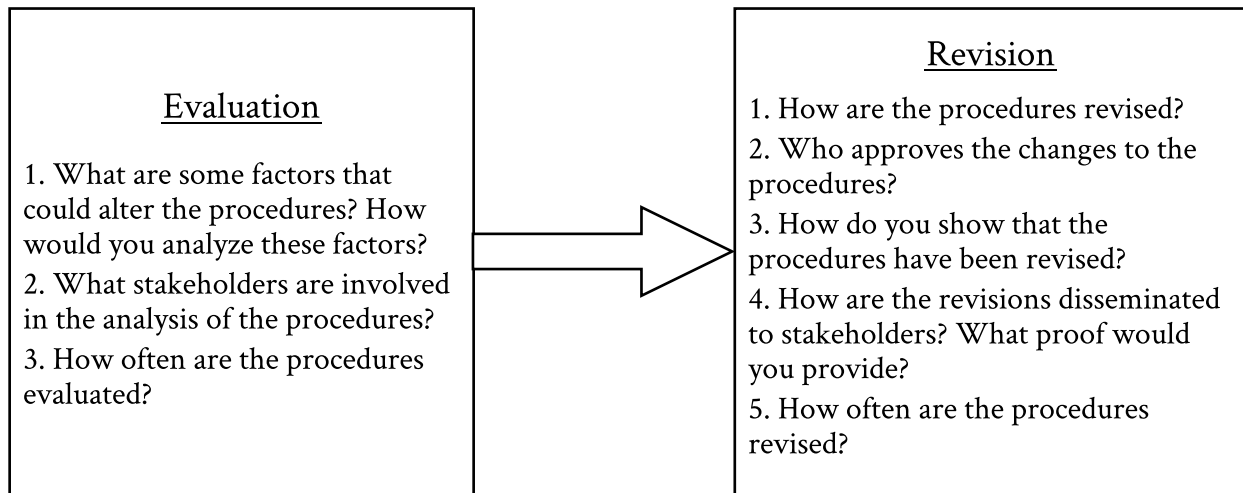
Step 3: Identify Compliance Documentation

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3.4: Administration and Finance

Standard 3.4.3

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



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[71]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[72]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[73]

Revision– A change or a set of changes that corrects or improves something.[74]

Schedule– a list of planned activities or things to be done at or during a particular time.[75]

[71] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[72] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[73] Emergency Management Standard, p. 2.

[74] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[75] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

3.4: Administration and Finance

Part 3 - Break Down the Standard

Step 1: Identify and Outline Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the administrative procedures established in Standards 3.4.1 and 3.4.2.

Question: Please describe how the administrative procedures, established in Standards 3.4.1 and 3.4.2, are evaluated.

Question: Please describe when the administrative procedures, established in Standards 3.4.1 and 3.4.2, are evaluated.

Question: Please describe how the administrative procedures, established in Standards 3.4.1 and 3.4.2, are revised.

Question: Please describe when the administrative procedures, established in Standards 3.4.1 and 3.4.2, are revised.

Question: Please describe the maintenance process for the financial procedures established in Standards 3.4.1 and 3.4.2.

Question: Please describe how the financial procedures, established in Standards 3.4.1 and 3.4.2, are evaluated.

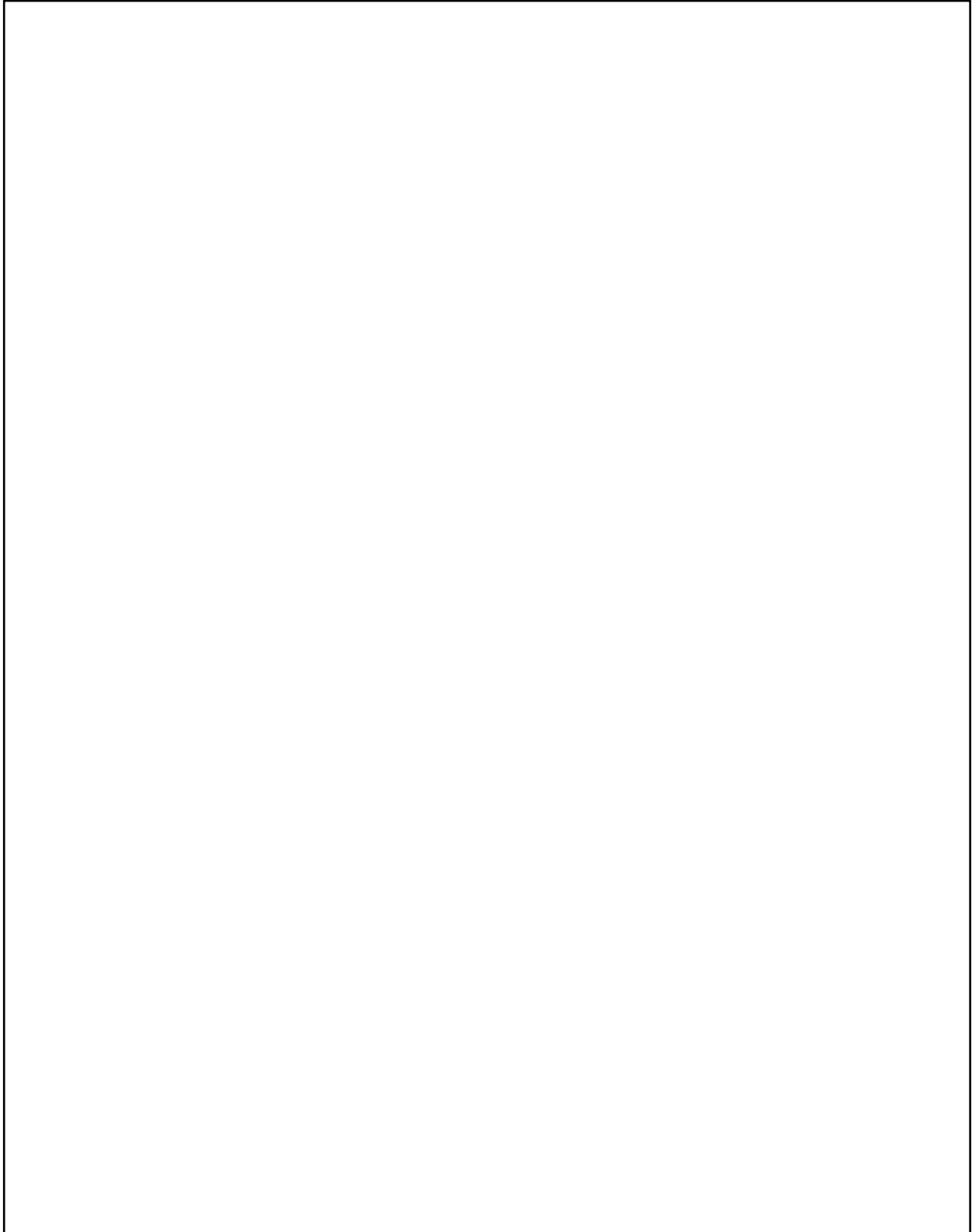
Question: Please describe when the financial procedures, established in Standards 3.4.1 and 3.4.2, are evaluated.

Question: Please describe how the financial procedures, established in Standards 3.4.1 and 3.4.2, are revised.

Question: Please describe when the financial procedures, established in Standards 3.4.1 and 3.4.2, are revised.

3.4: Administration and Finance

Step 3: Identify Compliance Documentation

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Emergency Management Accreditation Program (EMAP)



Standard Area 4.6: Resource Management, Mutual Aid & Logistics

2019 Emergency Management Standard

4.6: Resource Management, Mutual Aid, and Logistics

Gap Analysis

Gap analysis involves a comprehensive assessment of capability, against established resource management objectives, to determine areas of improvement for response and recovery based on the hazards identified by the Program.[\[160\]](#)

Identify the resources that you would need to respond and recover from a hurricane. Estimate how many of the identified resources you would need in the “# Needed” Column. In the “# Owned” Column, identify the number of the identified resources that are owned by your jurisdiction. Lastly, in the “Shortfall” Column, identify the number of resources that would need to be requested from external partners and contractors.

Resources	Earthquake		
	# Needed	# Owned	Shortfall

[\[160\]](#) Emergency Management Standard, p. 2.

4.6: Resource Management, Mutual Aid, and Logistics

[illegible]

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.3

Resource management objectives are established by conducting a periodic gap analysis that addresses the hazards identified in Standard 4.1.1. The gap analysis identifies resource needs and shortfalls that are prioritized and addressed through a variety of initiatives, which can include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships.

Part 2 - Define & Apply Definitions

Resource Management Objective(s) – Measurable actions that act as operational guidance for/by the Emergency Management Program. Objectives are developed utilizing the impact and consequence analysis for the hazards identified by the Program to determine the short and long-term response and recovery priorities that must be accomplished.^[161]

Mutual Aid Agreement– written agreement between agencies and/or jurisdictions that provides for assistance upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.^[162]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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^[161] *Emergency Management Standard*, p. 3.

^[162] *Emergency Management Standard*, p. 2.

4.6: Resource Management, Mutual Aid, and Logistics

Step 2: Develop Descriptive Questions

Question: Please describe the methodology of the gap analysis.

Question: Please describe how the gap analysis addresses the hazards identified in Standard 4.1.1.

Question: Please provide examples of the resource needs and shortfalls identified by the Program.

Question: Please describe how the resource needs and shortfalls are prioritized.

Question: Please provide examples of the initiatives that can be utilized to address the identified resource needs and shortfalls.

Question: Please describe the resource management objectives established by the Program.

Question: Please describe how often the Program conducts a gap analysis.

Step 3: Identify Compliance Documentation

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.5

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

Part 1 - Identify Interdependencies

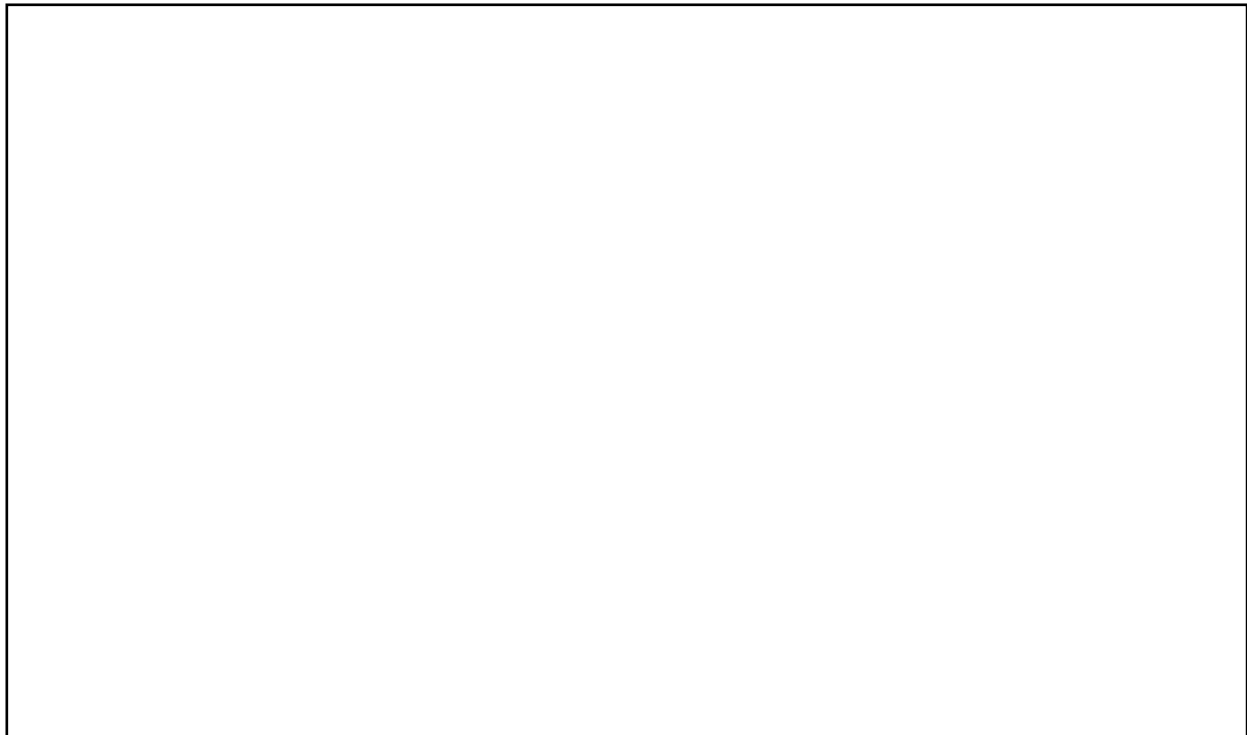
Standard 4.6.3 requires the Program to identify initiatives to address resource needs and shortfalls.

Part 2 - Define & Apply Definitions

Mutual Aid Agreement– written agreement between agencies and/or jurisdictions that provides for assistance upon request, by furnishing personnel, equipment, and/or expertise in a specified manner.^[163]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



^[163] *Emergency Management Standard*, p. 2.

4.6: Resource Management, Mutual Aid, and Logistics

Step 2: Develop Descriptive Questions

Question: Please list the mutual aid agreements, contractual service agreements, memoranda of understanding, or regional or other arrangements that the Program uses to acquire additional resources.

Question: Please describe the types of resources that the identified mutual aid agreements, contractual service agreements, memoranda of understanding, or regional or other arrangements can provide to the Program.

Question: Please describe how the identified mutual aid agreements, contractual service agreements, memoranda of understanding, or regional or other arrangements are maintained by the Program.

Step 3: Identify Compliance Documentation

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.1

The Emergency Management Program has a resource management system that addresses the hazards identified in Standard 4.1.1. The system includes the following procedures for resources to be used in emergency/disaster operations:

1. identification;
2. location;
3. acquisition;
4. storage;
5. maintenance;
6. testing;
7. distribution; and
8. tracking.

Part 2 - Define & Apply Definitions
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Hazard – Something that has the potential to be the primary cause of an incident.[\[164\]](#)

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[\[165\]](#)

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems.[\[166\]](#)

Disaster – A severe or prolonged emergency that threatens life, property, environment and/or critical systems.[\[167\]](#)

[\[164\]](#) *Emergency Management Standard*, p. 2.

[\[165\]](#) *Emergency Management Standard*, p. 2.

[\[166\]](#) *Emergency Management Standard*, p. 1.

[\[167\]](#) *Emergency Management Standard*, p. 1.

4.6: Resource Management, Mutual Aid, and Logistics

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the resource management system(s) that is utilized by the Program.

Question: Please describe how the identified resource management system(s) addresses the hazards identified in Standard 4.1.1.

Question: Please describe how resources, to be used in emergency/disaster operations, are identified.

Question: Please describe how resources, to be used in emergency/disaster operations, are located.

Question: Please describe how resources, to be used in emergency/disaster operations, are acquired.

Question: Please describe how resources, to be used in emergency/disaster operations, are stored.

Question: Please describe how resources, to be used in emergency/disaster operations, are maintained.

Question: Please describe how resources, to be used in emergency/disaster operations, are tested.

Question: Please describe how resources, to be used in emergency/disaster operations, are distributed.

Question: Please describe how resources, to be used in emergency/disaster operations, are tracked.

Step 3: Identify Compliance Documentation

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.2

The resource management system procedures further address the following:

1. mobilizing resources prior to and during an emergency;
2. dispatching resources prior to and during an emergency; and
3. demobilizing or recalling resources during or after an emergency.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[168]

Mobilize– To assemble and make ready for action.^[169]

Dispatch– To send quickly to a particular place for a particular purpose.^[170]

Emergency - An incident or set of incidents, natural, or human-caused, that requires responsive actions to protect life, property, environment, and/or critical systems.^[171]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

^[168] Emergency Management Standard, p. 2.

^[169] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/mobilize>, date accessed July 19, 2018.

^[170] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/dispatch>, date accessed July 19, 2018.

^[171] Emergency Management Standard, p. 1.

4.6: Resource Management, Mutual Aid, and Logistics

Step 2: Develop Descriptive Questions

Question: Please describe how resources are mobilized prior to an emergency.

Question: Please describe how resources are mobilized during an emergency.

Question: Please describe how resources are dispatched prior to an emergency.

Question: Please describe how resources are dispatched during an emergency.

Question: Please describe how resources are demobilized or recalled during or after an emergency.

Step 3: Identify Compliance Documentation

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.4

The resource management system addresses acceptance and management of donated goods, materials, services, personnel, financial resources and facilities, whether solicited or unsolicited.

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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Step 2: Develop Descriptive Questions

Question: Please describe how the Program accepts donated goods, whether solicited or unsolicited.

Question: Please describe how the Program manages donated goods, whether solicited or unsolicited.

Question: Please describe how the Program accepts materials, whether solicited or unsolicited.

Question: Please describe how the Program manages materials, whether solicited or unsolicited.

Question: Please describe how the Program accepts services, whether solicited or unsolicited.

Question: Please describe how the Program manages services, whether solicited or unsolicited.

Question: Please describe how the Program accepts personnel, whether solicited or unsolicited.

Question: Please describe how the Program manages personnel, whether solicited or unsolicited.

Question: Please describe how the Program accepts financial resources, whether solicited or unsolicited.

Question: Please describe how the Program manages financial resources, whether solicited or unsolicited.

Question: Please describe how the Program accepts facilities, whether solicited or unsolicited.

Question: Please describe how the Program manages facilities, whether solicited or unsolicited.

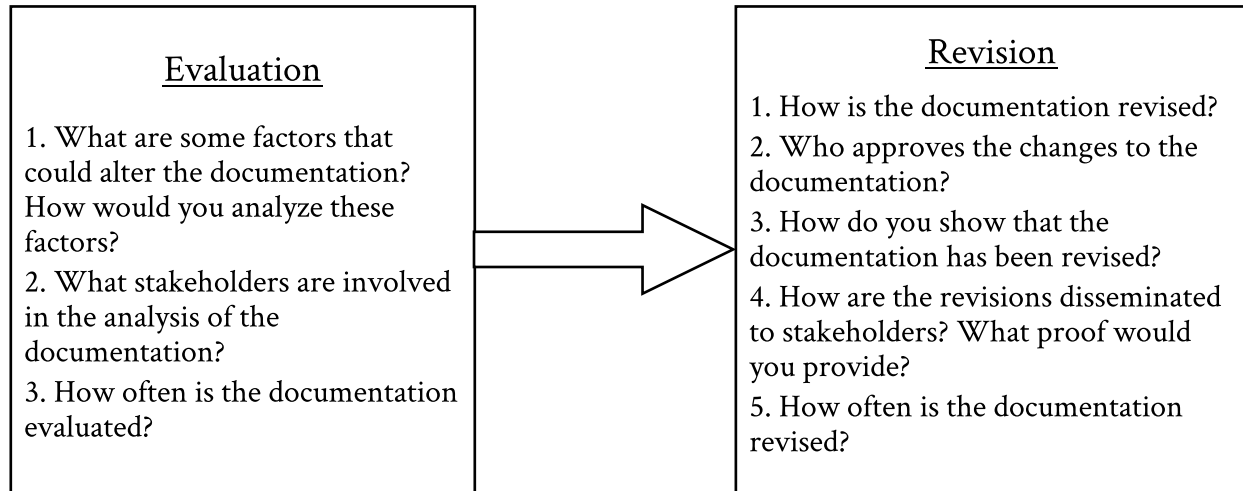
4.6: Resource Management, Mutual Aid, and Logistics

Step 3: Identify Compliance Documentation

4.6: Resource Management, Mutual Aid, and Logistics

Standard 4.6.6

The Emergency Management Program has a maintenance process for the elements of Standard 4.6, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[172]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[173]

Revision– A change or a set of changes that corrects or improves something.[174]

Schedule– a list of planned activities or things to be done at or during a particular time.[175]

[172] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[173] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[174] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[175] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.6: Resource Management, Mutual Aid, and Logistics

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the resource management procedures established in Standards 4.6.1 and 4.6.2.

Question: Please describe how the resource management procedures, established in Standards 4.6.1 and 4.6.2, are evaluated.

Question: Please describe when the resource management procedures, established in Standards 4.6.1 and 4.6.2, are evaluated.

Question: Please describe how the resource management procedures, established in Standards 4.6.1 and 4.6.2, are revised.

Question: Please describe when the resource management procedures, established in Standards 4.6.1 and 4.6.2, are revised.

Question: Please describe the maintenance process for the gap analysis established in Standard 4.6.3.

Question: Please describe how the gap analysis, established in Standard 4.6.3, is evaluated.

Question: Please describe when the gap analysis, established in Standard 4.6.3, is evaluated.

Question: Please describe how the gap analysis, established in Standard 4.6.3, is revised.

Question: Please describe when the gap analysis, established in Standard 4.6.3, is revised.

Question: Please describe the maintenance process for the donation and volunteer management documentation established in Standard 4.6.4.

Question: Please describe how the donation and volunteer management documentation, established in Standard 4.6.4, is evaluated.

Question: Please describe when the donation and volunteer management documentation, established in Standard 4.6.4, is evaluated.

Question: Please describe how the donation and volunteer management documentation, established in Standard 4.6.4, is revised.

4.6: Resource Management, Mutual Aid, and Logistics

Question: Please describe when the donation and volunteer management documentation, established in Standard 4.6.4, is revised.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



Standard Area 4.11: Emergency Public Information & Education

2019 Emergency Management Standard

4.11: Emergency Public Information and Education

Standard 4.11.1


The Emergency Management Program has a plan for its 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 dissemination of information to protect public health and safety, including response to public inquiries and rumors.

Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.[\[195\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[195] *Emergency Management Standard*, p. 2.

4.11: Emergency Public Information and Education

Step 2: Develop Descriptive Questions

Question: Please describe how the Program informs and educates the public through various media about the hazards identified in Standard 4.1.1.

Question: Please describe how the Program informs and educates the public through various media about threats to public safety.

Question: Please describe how the Program informs and educates the public through various media about risk reduction.

Question: Please describe how the Program disseminates information to protect public health and safety.

Question: Please describe how the Program responds to public inquiries.

Question: Please describe how the Program responds to rumors.

Step 3: Identify Compliance Documentation

4.11: Emergency Public Information and Education

Standard 4.11.2

The Emergency Management Program has the following:

1. a central contact for the media;
2. trained spokespersons designated to deliver the Emergency Management Program's message, appropriate to hazard and audience; and
3. pre-scripted information bulletins about hazards, preparedness measures, and protective actions.

Part 1 - Identify Interdependencies

Standard 4.5.5 requires the Program to establish training requirements for all personnel with incident management system roles.

Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.[\[196\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[196\]](#) *Emergency Management Standard*, p. 2.

4.11: Emergency Public Information and Education

Part 3 - Break Down the Standard

Step 2: Develop Descriptive Questions

Question: Please identify the central contact for the media.

Question: Please identify the spokespersons designated to deliver the Program's message, appropriate to hazard and audience.

Question: Please describe the training requirements for the designated spokespersons.

Question: Please describe how the designated spokespersons have completed the training requirements.

Question: Please provide examples of the pre-scripted information bulletins about hazards.

Question: Please provide examples of the pre-scripted information bulletins about preparedness measures.

Question: Please provide examples of the pre-scripted information bulletins about protective actions.

Step 3: Identify Compliance Documentation

4.11: Emergency Public Information and Education

Standard 4.11.3

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

Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.[\[197\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the Program's public.

Question: Please describe how the Program conducts outreach activities that address the hazards identified in Standard 4.1.1 for the public.

Question: Please define the Program's at-risk populations.

Question: Please describe how the Program conducts outreach activities that address the hazards identified in Standard 4.1.1 for at-risk populations.

Step 3: Identify Compliance Documentation

[\[197\]](#) *Emergency Management Standard*, p. 2.

4.11: Emergency Public Information and Education

Standard 4.11.4

The Emergency Management Program has joint information system procedures to:

1. coordinate and authorize information for release;
2. communicate with at-risk populations;
3. interface with public officials/VIPs; and
4. respond to public inquiries and provide rumor control.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[198]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

^[198] *Emergency Management Standard*, p. 2.

4.11: Emergency Public Information and Education

Step 2: Develop Descriptive Questions

Question: Please describe how the Program coordinates and authorizes information for release.

Question: Please define the Program's at-risk populations.

Question: Please describe how the Program communicates with at-risk populations.

Question: Please describe how the Program interfaces with public officials/VIPs.

Question: Please describe how the Program responds to public inquiries.

Question: Please describe how the Program provides rumor control.

Step 3: Identify Compliance Documentation

4.11: Emergency Public Information and Education

Standard 4.11.5

The Emergency Management Program has procedures to:

1. activate;
2. operate; and
3. deactivate a joint information center.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[199]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

^[199] *Emergency Management Standard*, p. 2.

4.11: Emergency Public Information and Education

Step 2: Develop Descriptive Questions

Question: Please describe how the joint information center is activated.

Question: Please describe how the joint information center is operated.

Question: Please describe how the joint information center is deactivated.

Step 3: Identify Compliance Documentation

4.11: Emergency Public Information and Education

Standard 4.11.6

The procedures identified in Standards 4.11.4 and 4.11.5 are tested on an established schedule, results documented, and corrective actions addressed.

Part 2 - Define & Apply Definitions

Schedule– a list of planned activities or things to be done at or during a particular time.^[200]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



^[200] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.11: Emergency Public Information and Education

Step 2: Develop Descriptive Questions

Question: Please describe how the joint information system procedures, established in Standard 4.11.4, are tested on an established schedule.

Question: Please provide examples of how the joint information system procedures have been tested in accordance with the established schedule.

Question: Please describe how corrective actions are addressed following the testing of the joint information system procedures.

Question: Please describe how the joint information center procedures, established in Standard 4.11.5, are tested on an established schedule.

Question: Please provide examples of how the joint information center procedures have been tested in accordance with the established schedule.

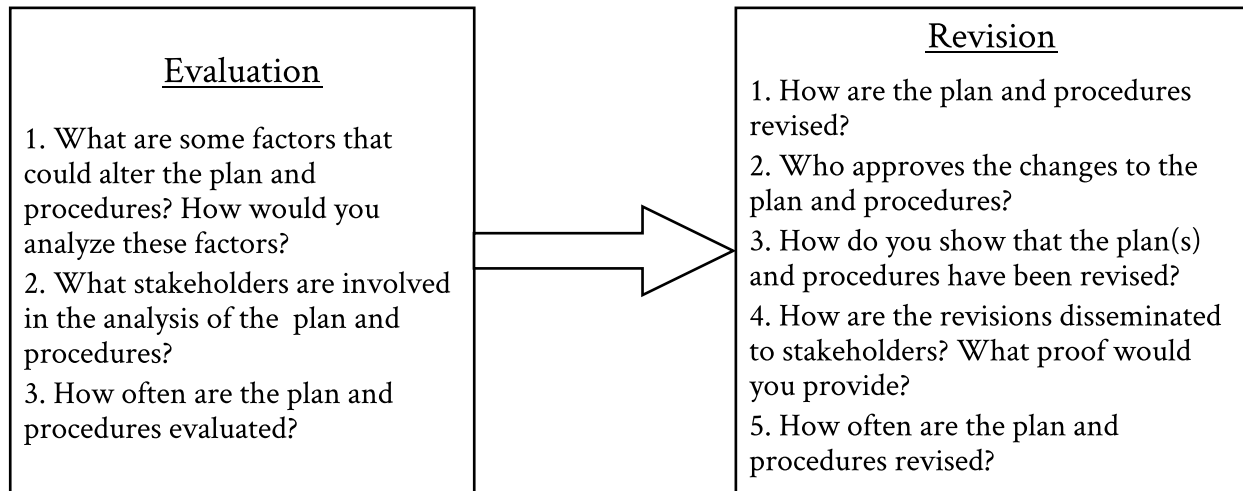
Question: Please describe how corrective actions are addressed following the testing of the joint information center procedures.

Step 3: Identify Compliance Documentation

4.11: Emergency Public Information and Education

Standard 4.11.7

The Emergency Management Program has a maintenance process for the plan and procedures identified in Standards 4.11.1, 4.11.4, and 4.11.5, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[201]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[202]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[203]

Revision– A change or a set of changes that corrects or improves something.[204]

Schedule– a list of planned activities or things to be done at or during a particular time.[205]

[201] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[202] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[203] Emergency Management Standard, p. 2.

[204] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[205] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.11: Emergency Public Information and Education

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the crisis communications, public information, and education plan(s) established in Standard 4.11.1.

Question: Please describe how the crisis communications, public information, and education plan(s), established in Standard 4.11.1, is evaluated.

Question: Please describe when the crisis communications, public information, and education plan(s), established in Standard 4.11.1, is evaluated.

Question: Please describe how the crisis communications, public information, and education plan(s), established in Standard 4.11.1, is revised.

Question: Please describe when the crisis communications, public information, and education plan(s), established in Standard 4.11.1, is revised.

Question: Please describe the maintenance process for the joint information system procedures established in Standard 4.11.4.

Question: Please describe how the joint information system procedures, established in Standard 4.11.4, are evaluated.

Question: Please describe when the joint information system procedures, established in Standard 4.11.4, are evaluated.

Question: Please describe how the joint information system procedures, established in Standard 4.11.4, are revised.

Question: Please describe when the joint information system procedures, established in Standard 4.11.4, are revised.

Question: Please describe the maintenance process for the joint information center procedures established in Standard 4.11.5.

Question: Please describe how the joint information center procedures, established in Standard 4.11.5, are evaluated.

4.11: Emergency Public Information and Education

Question: Please describe when the joint information center procedures, established in Standard 4.11.5, are evaluated.

Question: Please describe how the joint information center procedures, established in Standard 4.11.5, are revised.

Question: Please describe when the joint information center procedures, established in Standard 4.11.5, are revised.

Step 3: Identify Compliance Documentation

Emergency Management Accreditation Program (EMAP)



Standard Area 4.7: Communications & Warning
2019 Emergency Management Standard

4.7: Communications and Warning

Standard 4.7.1

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 to communicate with the population within its jurisdiction, including vulnerable populations as defined by the Emergency Management Program; and
4. address potential operating environments.

Part 1 - Identify Interdependencies
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Standard 4.4.3 requires the Program to identify and assign the alert and notification function to the department(s) responsible for performing that function during an emergency/disaster.

Standard 4.4.3 requires the Program to identify and assign the communications function to the department(s) responsible for performing that function during an emergency/disaster.

Standard 4.5.2 requires the Program to identify higher, lateral, and subordinate stakeholders.

Part 2 - Define & Apply Definitions
--

Hazard – Something that has the potential to be the primary cause of an incident.[\[184\]](#)

Stakeholder(s) - At a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.[\[185\]](#)

[\[184\]](#) *Emergency Management Standard*, p. 2.

[\[185\]](#) *Emergency Management Standard*, p. 3.

4.7: Communications and Warning

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



Step 2: Develop Descriptive Questions

Question: Please list internal and external higher stakeholders.

Question: Please list the communication system(s) that the Program uses to communicate with its internal and external higher stakeholders.

Question: Please describe how the Program utilizes the identified communication system(s) to communicate with internal and external higher stakeholders.

Question: Please list the internal and external lateral stakeholders.

Question: Please list the communication system(s) that the Program uses to communicate with its internal and external lateral stakeholders.

Question: Please describe how the Program utilizes the identified communication system(s) to communicate with internal and external lateral stakeholders.

Question: Please list internal and external subordinate stakeholders.

Question: Please list the communication system(s) that the Program uses to communicate with its internal and external subordinate stakeholders.

Question: Please describe how the Program utilizes the identified communication system(s) to communicate with internal and external subordinate stakeholders.

Question: Please list the Program's emergency personnel.

Question: Please list the communication system(s) that the Program uses to communicate with its emergency personnel.

Question: Please describe how the Program utilizes the identified communication system(s) to communicate with its emergency personnel.

Question: Please list the Program's key decision makers.

4.7: Communications and Warning

Question: Please list the notification system(s) that the Applicant Program uses to notify its key decision makers.

Question: Please describe how the Program utilizes the identified notification system(s) to notify its key decision makers.

Question: Please list the notification system(s) that the Applicant Program uses to notify its emergency personnel.

Question: Please describe how the Program utilizes the identified notification system(s) to notify its emergency personnel.

Step 3: Identify Compliance Documentation

4.7: Communications and Warning

Standard 4.7.2

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

1. supports all Plans identified in Standard 4.4.1;
2. includes alternate system(s) in case of failure of primary system(s);
3. addresses potential operating environments; and
4. is tested on an established schedule with results documented and corrective actions addressed.


Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.[\[186\]](#)

Schedule– a list of planned activities or things to be done at or during a particular time.[\[187\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[186] *Emergency Management Standard*, p. 2.

[187] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.7: Communications and Warning

Step 2: Develop Descriptive Questions

Question: Please describe how the communication and notification system(s) identified in Standard 4.7.1 supports the Emergency Operations Plan, the Recovery Plan, the Emergency Management Program Continuity of Operations (COOP) Plan/Emergency Management Agency COOP Plan, and the Continuity of Government Plan.

Question: Please list the Program's primary communications and notification system(s).

Question: Please list the alternate communications and notification system(s) that the Program would utilize in case the primary system(s) failed.

Question: Please describe how the potential operating environments are addressed for the identified communications and notification system(s).

Question: Please describe how the identified communications and notification system(s) are tested on an established schedule.

Question: Please provide examples of how the identified communications and notification system(s) have been tested in accordance with the established testing schedule.

Question: Please provide examples of how corrective actions have been addressed for the identified communications and notification system(s).

Step 3: Identify Compliance Documentation

4.7: Communications and Warning

Standard 4.7.3

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.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[\[188\]](#)

Hazard – Something that has the potential to be the primary cause of an incident.[\[189\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

[\[188\]](#) *Emergency Management Standard*, p. 2.

[\[189\]](#) *Emergency Management Standard*, p. 2.

4.7: Communications and Warning

Step 2: Develop Descriptive Questions

Question: Please describe how the identified communication system(s) are operated.

Question: Please describe how the operational procedures for the identified communication system(s) address the hazards identified in Standard 4.1.1.

Question: Please describe how the operational procedures for the identified communication system(s) address potential operating environments.

Question: Please describe how the identified notification system(s) are operated.

Question: Please describe how the operational procedures for the identified notification system(s) address the hazards identified in Standard 4.1.1.

Question: Please describe how the operational procedures for the identified notification system(s) address potential operating environments.

Question: Please describe the decision-making processes or pre-determined criteria associated with the operation of the notification system(s).

Step 3: Identify Compliance Documentation

4.7: Communications and Warning

Standard 4.7.4

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

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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Step 2: Develop Descriptive Questions

Question: Please identify the communication system(s) that supports system interoperability.

Question: Please describe how the identified communications system(s) addresses system interoperability.

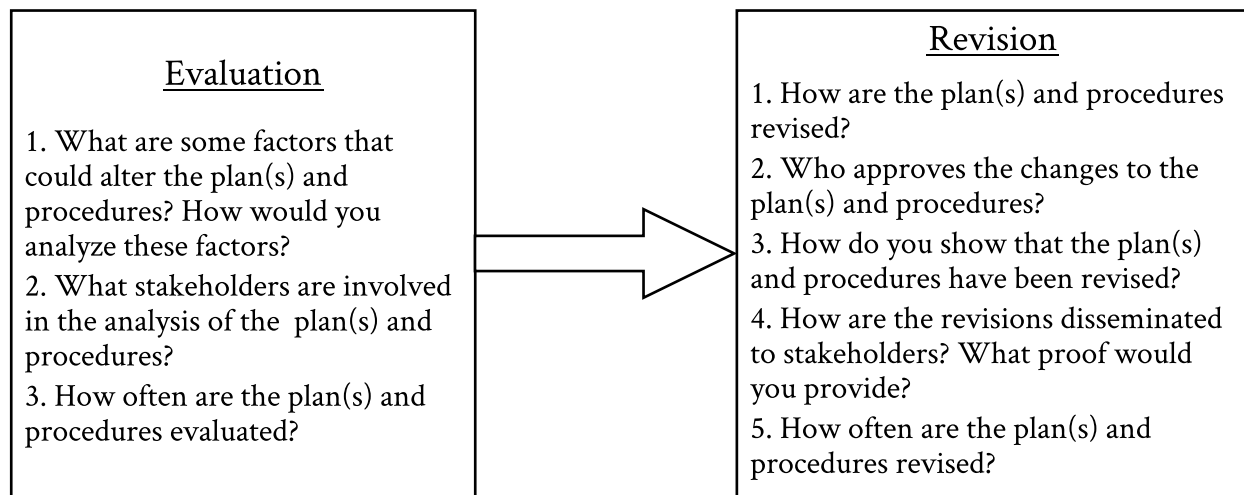
Step 3: Identify Compliance Documentation



4.7: Communications and Warning

Standard 4.7.5

The Emergency Management Program has a maintenance process for the plan(s) identified in Standard 4.7.1 and the procedures identified in Standard 4.7.3, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[190]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[191]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[192]

Revision– A change or a set of changes that corrects or improves something.[193]

Schedule– a list of planned activities or things to be done at or during a particular time.[194]

[190] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[191] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[192] Emergency Management Standard, p. 2.

[193] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[194] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.7: Communications and Warning

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

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Step 2: Develop Descriptive Questions

Question: Please describe how the plan(s), established in Standard 4.7.1, is evaluated.

Question: Please describe when the plan(s), established in Standard 4.7.1, is evaluated.

Question: Please describe how the plan(s), established in Standard 4.7.1, is revised.

Question: Please describe when the plan(s), established in Standard 4.7.1, is revised.

Question: Please describe how the operational procedures for the identified communications and notification system(s), established in Standard 4.7.3, are evaluated.

Question: Please describe when the operational procedures for the identified communications and notification system(s), established in Standard 4.7.3, are evaluated.

Question: Please describe how the operational procedures for the identified communications and notification system(s), established in Standard 4.7.3, are revised.

Question: Please describe when the operational procedures for the identified communications and notification system(s), established in Standard 4.7.3, are revised.

Step 3: Identify Compliance Documentation

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Emergency Management Accreditation Program (EMAP)



Standard Area 4.8: Facilities
2019 Emergency Management Standard

4.8: Facilities

Standard 4.8.1

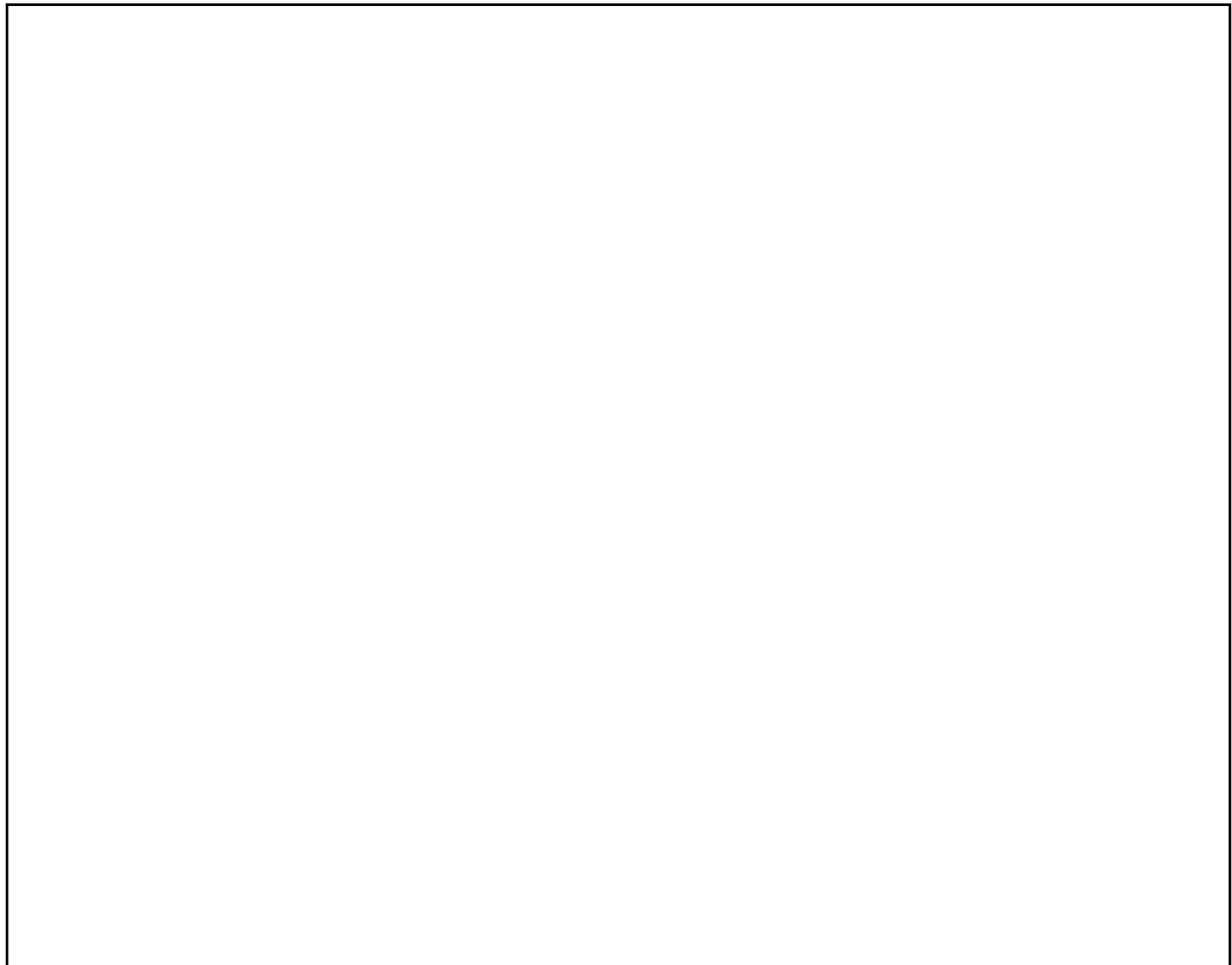
The Emergency Management Program has a primary and alternate facility capable of coordinating and supporting sustained response and recovery operations consistent with the hazards identified in Standard 4.1.1.

Part 2 - Define & Apply Definitions

Hazard – Something that has the potential to be the primary cause of an incident.[\[176\]](#)

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



[\[176\]](#) *Emergency Management Standard*, p. 2.

4.8: Facilities

Step 2: Develop Descriptive Questions

Question: Please describe how the primary Emergency Operations Center (EOC) is capable of coordinating and supporting sustained response and recovery operations consistent with the hazards identified in Standard 4.1.1.

Question: Please describe how the alternate Emergency Operations Center (EOC) is capable of coordinating and supporting sustained response and recovery operations consistent with the hazards identified in Standard 4.1.1.

Step 3: Identify Compliance Documentation

4.8: Facilities

Standard 4.8.2

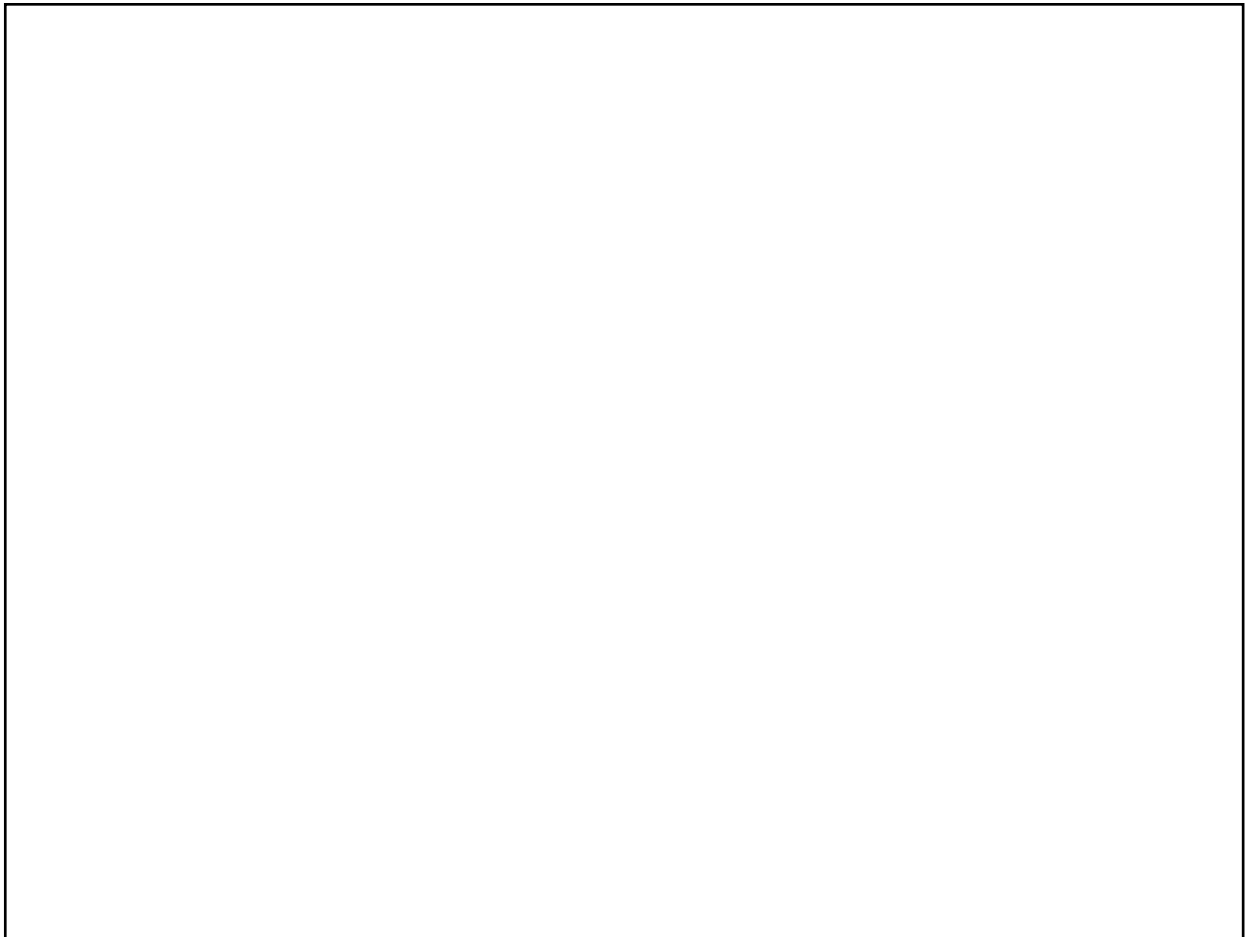
The Emergency Management Program has procedures for activation, operation, and deactivation of primary and alternate facilities. The procedures are tested on an established schedule, results documented, and corrective actions addressed.

Part 2 - Define & Apply Definitions

Procedure(s) – detailed written description of activities that support implementation of a plan(s).^[177]

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements



^[177] *Emergency Management Standard*, p. 2.

4.8: Facilities

Step 2: Develop Descriptive Questions

Question: Please describe how the primary EOC is activated.

Question: Please describe how the primary EOC is operated.

Question: Please describe how the primary EOC is deactivated.

Question: Please describe how the alternate EOC is activated.

Question: Please describe how the alternate EOC is operated.

Question: Please describe how the alternate EOC is deactivated.

Question: Please describe how the primary EOC procedures are tested on an established schedule.

Question: Please provide examples of how the primary EOC procedures have been tested in accordance with the established schedule.

Question: Please describe how corrective actions are addressed following tests of the primary EOC procedures.

Question: Please describe how the alternate EOC procedures are tested on an established schedule.

Question: Please provide examples of how the alternate EOC procedures have been tested in accordance with the established schedule.

Question: Please describe how corrective actions are addressed following tests of the alternate EOC procedures.

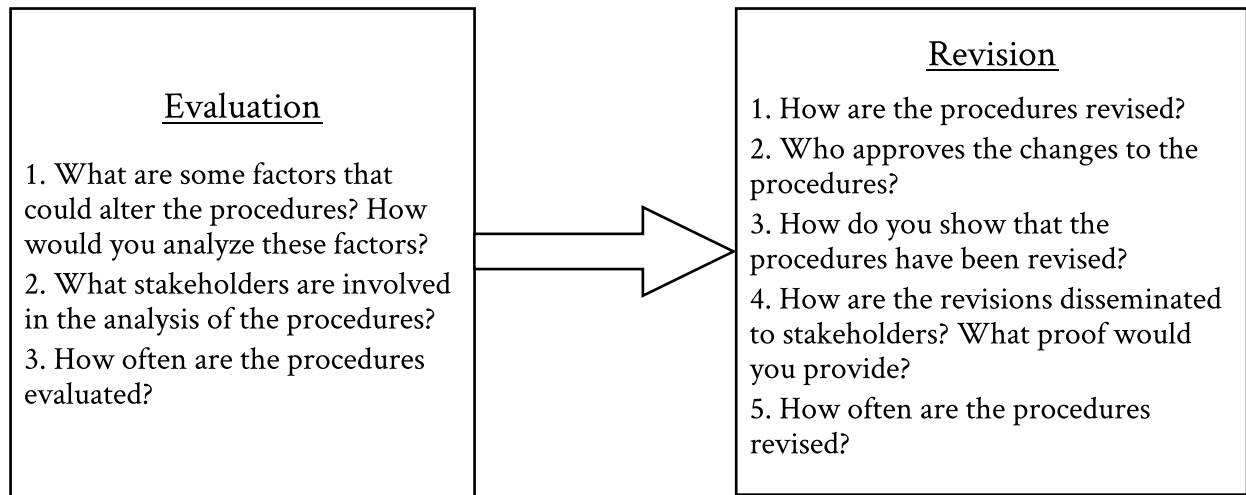
Step 3: Identify Compliance Documentation

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4.8: Facilities

Standard 4.8.3

The Emergency Management Program has a maintenance process for the procedures identified in Standard 4.8.2, which includes a method and schedule for evaluation and revision.



Part 2 - Define & Apply Definitions

Evaluation– An appraisal of something to determine its worth or fitness.[178]

Method– A procedure, technique, or way of doing something, especially in accordance with a definite plan.[179]

Procedure(s) – detailed written description of activities that support implementation of a plan(s).[180]

Revision– A change or a set of changes that corrects or improves something.[181]

Schedule– a list of planned activities or things to be done at or during a particular time.[182]

[178] Vocabulary.com Dictionary Website, <https://www.vocabulary.com/dictionary/evaluation>, date accessed July 19, 2018

[179] Global Negotiator Website, <https://www.globalnegotiator.com/international-trade/dictionary/maintenance/>, date accessed July 19, 2018.

[180] Dictionary.com Website, <http://www.dictionary.com/browse/method>, date accessed January 31, 2018.

[181] Emergency Management Standard, p. 2.

[182] Merriam-Webster Dictionary Website, <https://www.merriam-webster.com/dictionary/revision>, date accessed July 19, 2018.

[183] Cambridge Dictionary Website, <https://dictionary.cambridge.org/us/dictionary/english/schedule>, date accessed May 17, 2018

4.8: Facilities

Part 3 - Break Down the Standard

Step 1: Identify and Outline the Standard Elements

Step 2: Develop Descriptive Questions

Question: Please describe the maintenance process for the primary EOC procedures established in Standard 4.8.2.

Question: Please describe how the primary EOC procedures, established in Standard 4.8.2, are evaluated.

Question: Please describe when the primary EOC procedures, established in Standard 4.8.2, are evaluated.

Question: Please describe how the primary EOC procedures, established in Standard 4.8.2, are revised.

Question: Please describe when the primary EOC procedures, established in Standard 4.8.2, are revised.

Question: Please describe the maintenance process for the alternate EOC procedures established in Standard 4.8.2.

Question: Please describe how the alternate EOC procedures, established in Standard 4.8.2, are evaluated.

Question: Please describe when the alternate EOC procedures, established in Standard 4.8.2, are evaluated.

Question: Please describe how the alternate EOC procedures, established in Standard 4.8.2, are revised.

Question: Please describe when the alternate EOC procedures, established in Standard 4.8.2, are revised.

4.8: Facilities

Step 3: Identify Compliance Documentation