

Pilot Assessment of the National Capital Region

*Emergency Management
Accreditation Program*

Assessment Findings

Emergency Management Program Assessment

- Standards based on NFPA 1600 Standard on Disaster/Emergency Management and Business Continuity Programs
- 58 standards – scalable but rigorous
- Program-wide approach – not just emergency management agency or department
- Requirement for documentation – challenging but fosters continuity, coordination, and corrective action
- Programmatic standard for ensuring a solid emergency management system - the foundation or hub from which response and recovery capabilities operate effectively
- NCR pilot first assessment using EMAP standards with a region – local capabilities as well as region-level coordination & initiatives

Use of the Findings/Report

- Assist **local programs** in identifying areas of need and strategic priorities for strengthening emergency management capabilities
- Assist the **region** in: (1) identifying gaps with **existing** strategies, plans, procedures, and activities; and (2) identifying **new opportunities** for the NCR to strengthen local capabilities, leverage resources, and identify and address regional challenges

Overall Findings – Areas for Improvement

- Hazard identification, impact analysis, and mitigation (standards sections 5.3 & 5.4)
- Mitigation, recovery, and COOP and COG planning has not been consistently addressed throughout region (standards section 5.7)
- Incident management systems, plans, and procedures are not consistent across the region (standards sections 5.7, 5.8, & 5.10)
- Need (locally and regionally) comprehensive all-hazard look at resource needs, capability shortfalls and priorities (standards section 5.5)
- The Regional Emergency Coordination Plan (RECP) does not clearly delineate authorities or describe how it is implemented
- Authorities and responsibilities at the region level are not well defined (standards section 5.2)

Overall Findings – Strengths

- Stakeholder involvement in committee structures facilitated by MWCOCG; allows for input from all member jurisdictions at multiple policy and practitioner levels (standards section 4.3)
- Local emergency operations plans (standard 5.7.2.2) are established
- The NCR and local programs have determined the need for and have established a variety of mutual aid agreements (standard 5.6.1)
- The NCR and local programs possess communications and warning capabilities, including interoperable systems (standards section 5.9)
- Ongoing projects expected to further improve the NCR's capabilities once complete and/or approved (i.e., regional strategic plan, formal training gap analysis, resource inventory project, common EOC management software)

Section 5.3: Hazard Identification and Risk Assessment

Common Local Compliance Issues:

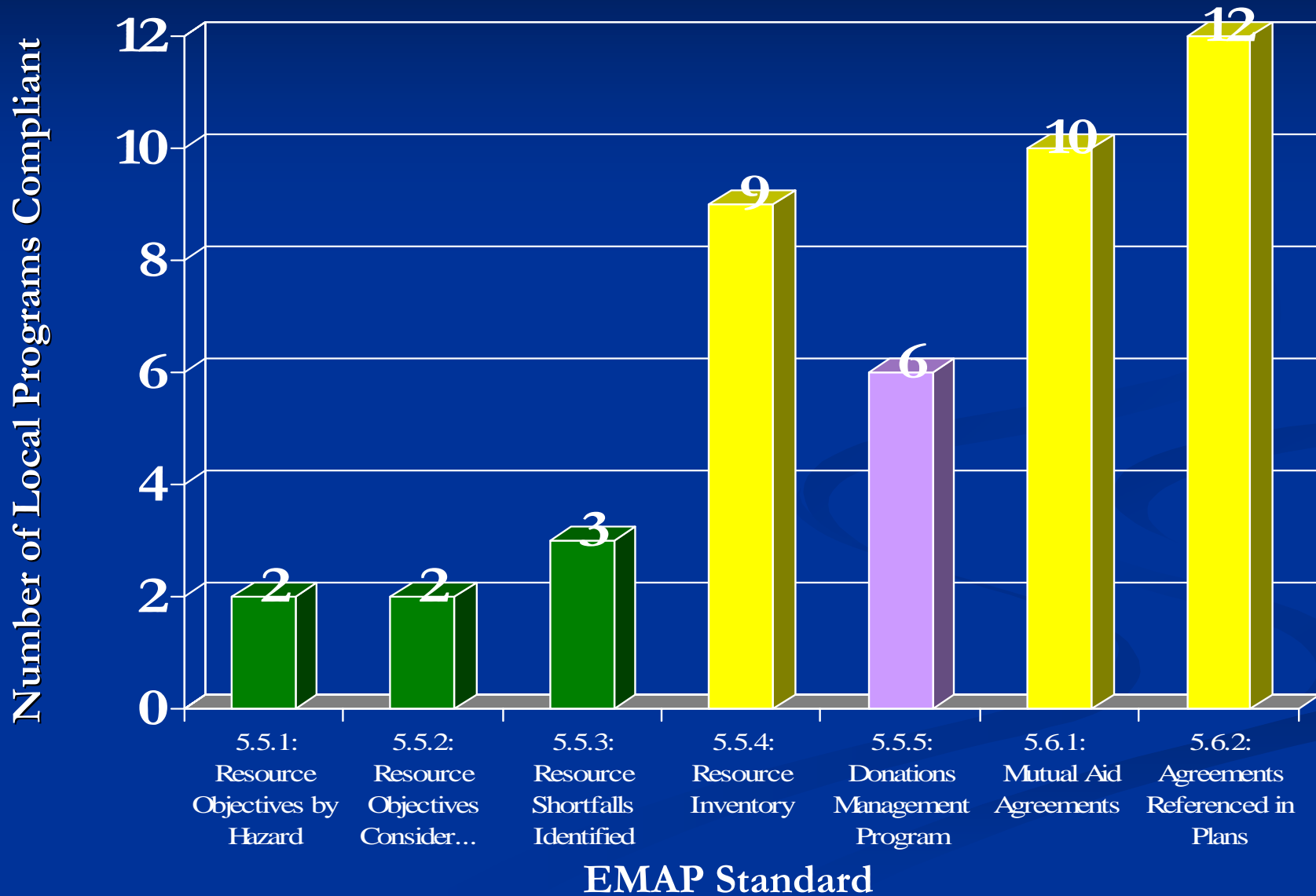
- Human-caused hazards
- Consistent identification and treatment of hazards across documents, plans (within a jurisdiction)
- Assessment of vulnerabilities to people, property, environment, and the local government itself
- Analysis of potential impacts of identified hazards on key factors such as health & safety of personnel, continuity of operations, critical infrastructure...

Region-Level Findings:

- Local HIRA information not analyzed at region level
- RECP identifies 20 hazards but does not evaluate likelihood and vulnerability; impact analysis not conducted

Section 5.5 & 5.6: Resource Management & Mutual Aid

Number of Local Programs Compliant



Section 5.5: Resource Management

Common Local Compliance Issues:

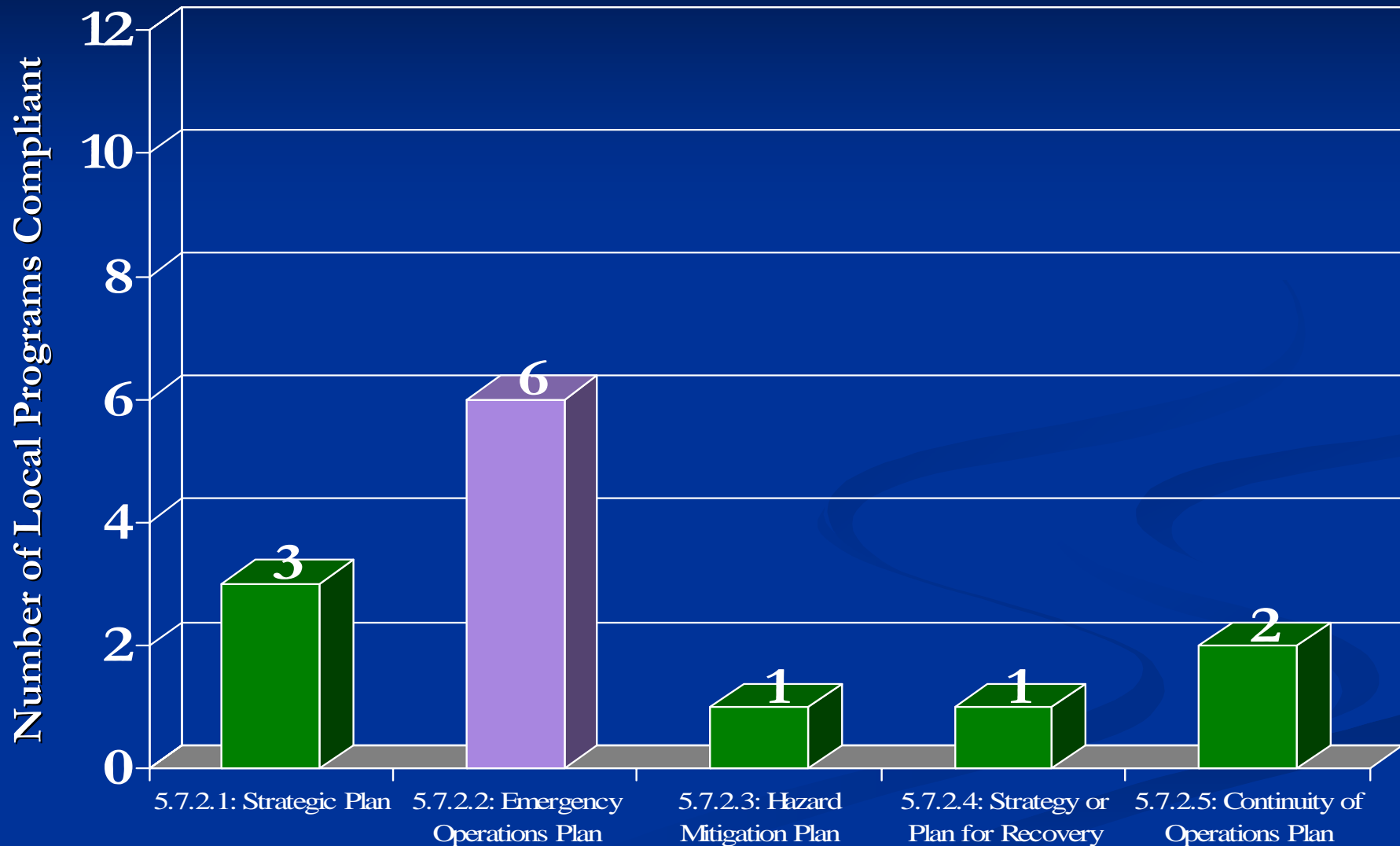
- Resource management objectives and resource needs and shortfalls across program stakeholders/agencies
- Resource availability/inventories across all program departments
- Donations management plans/strategies that address details such as inventorying, maintaining, distributing donated goods

Region-Level Findings:

- Few NCR resource management objectives established; medical surge area is the exception
- Some shortfalls addressed (radio cache) and processes in place to help overcome shortfalls (cooperative purchasing polices)
- Inventory of resources or system to identify resources across NCR not established
- Procedures not well defined for distribution/use of cached equipment

Section 5.7: Planning

Number of Local Programs Compliant



EMAP Standard

Section 5.7: Planning

Common Local Compliance Issues:

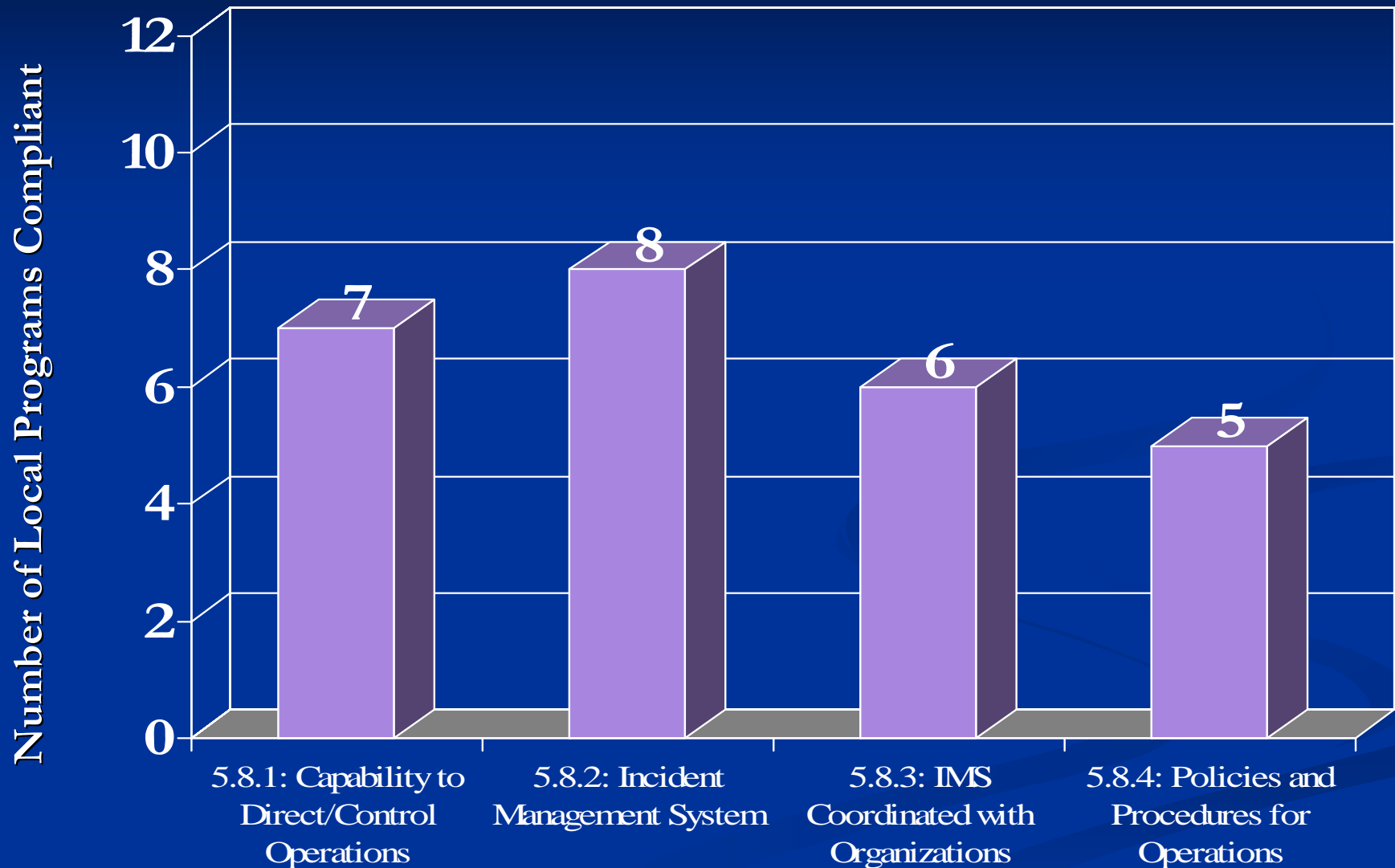
- Program-wide strategic plan that include vision, mission, goals, objectives
- Comprehensive emergency operations plan
- Recovery and continuity of operations plans
- Identification in plans of functional responsibilities and lines of authority for internal and external organizations

Region-Level Findings:

- 2005 NCR Homeland Security Strategic Plan
- Use of 2002 RECP to guide and coordinate regional activities inconsistent; RECP does not address agriculture, needs and damage assessments, and military support
- Need for recovery strategy beyond debris removal?
- Need for process to promote consistency in local plans

Section 5.8: Direction, Control and Coordination

Number of Local Programs Compliant



EMAP Standard

Section 5.8: Direction, Control and Coordination

Common Local Compliance Issues:

- Communication and coordination of incident management system across agencies and with neighboring jurisdictions (standard 5.8.3)
- Written procedures to direct, control, and coordinate resources (standard 5.8.4)

Region-Level Findings:

- Diverse implementation of incident management systems across the region do not provide for a seamless unified response
- NIMS implementation across region not coordinated

Section 5.10: Operations and Procedures

Common Local Compliance Issues:

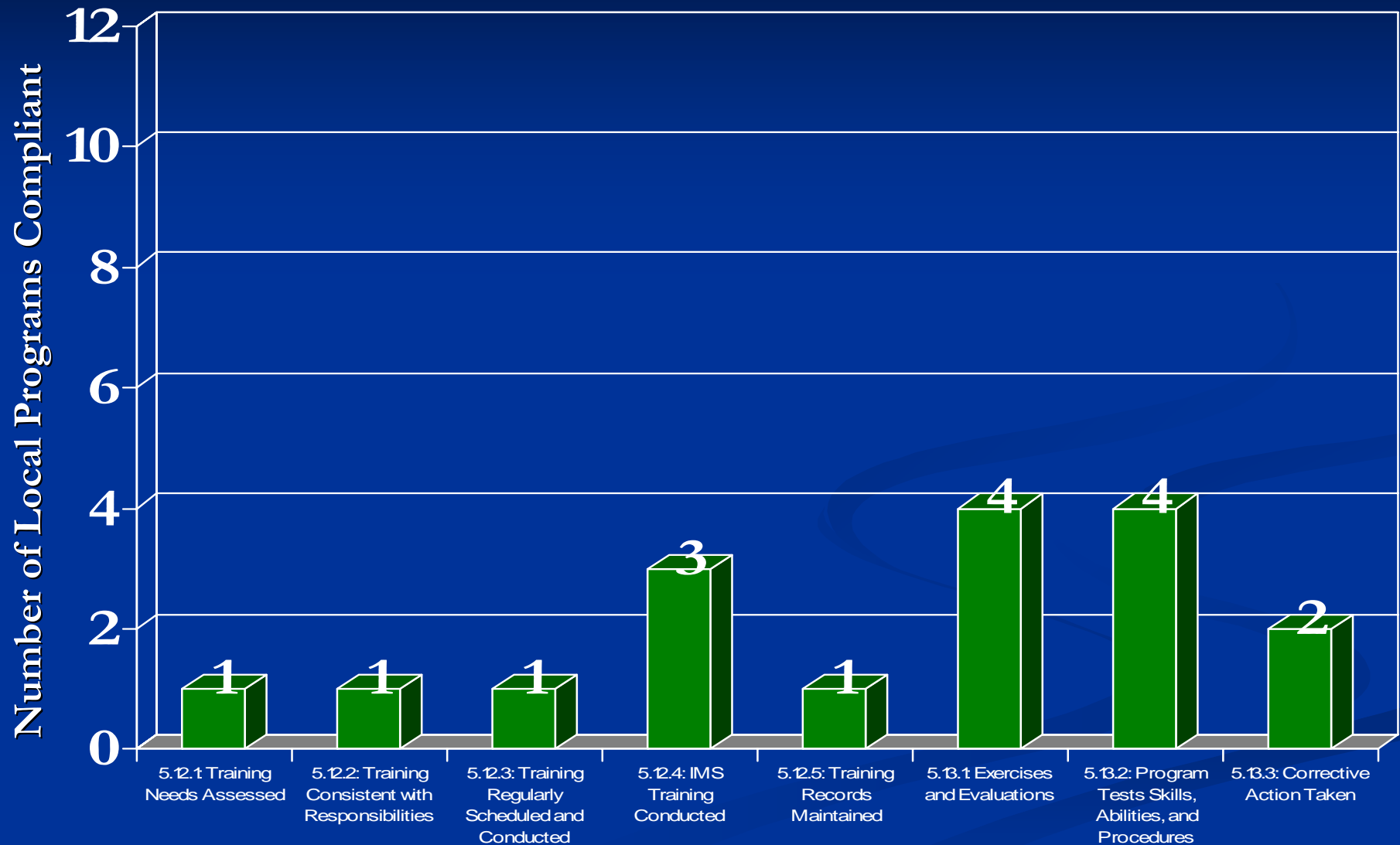
- Four or fewer programs compliant with all section 5.10 standards
- SOPs to implement plans, support assigned responsibilities
 - In some cases tied to absence of recovery strategy/plan (section 5.7)
- Procedures for response to consequences of identified hazards
- Procedures for continuity of government and critical government services

Region-Level Findings:

- Minimal region-level procedures and activities to examine consistency or coordination of local procedures
- Procedures not in place for short- and long-term recovery, including infrastructure restoration, long-term housing, etc.

Section 5.12 and 5.13: Training and Exercises

Number of Local Programs Compliant



EMAP Standard

Section 5.12: Training

Common Local Compliance Issues:

- Program-wide training needs assessment
- Specialized training relating to jurisdiction's hazards/threats
- Documentation of training program and training records, including tracking of incident management system training

Region-Level Findings:

- Exercise and Training Oversight Panel is in process of implementing a training gap analysis and program
- Opportunity for NCR to promote consistent training on incident management systems for all personnel
- Some training of key officials conducted

Section 5.13: Exercises, Evaluations and Corrective Action

Common Local Compliance Issues:

- Established, documented exercise programs tailored to the hazards confronting jurisdiction (standard 5.13.2)
- Corrective action process that addresses deficiencies experienced in real world and exercise events
- Exercises that include all program stakeholders in addition to those for individual disciplines

Region-Level Findings:

- No region-wide exercise strategy or plan exists to test collective capabilities, plans, procedures, and personnel
- Exercise after action reports not disseminated to stakeholders
- Procedures are not in place to take or track corrective action on identified deficiencies

Section 5.14: Crisis Communications, Public Education and Information

Common Local Compliance Issues:

- Procedures for joint information center (standard 5.14.1)
- Capability to communicate with special needs populations (i.e., disabled, elderly, sensory impaired)
- Procedures to clear information for release

Region-Level Findings:

- NCR has plans and procedures for public information & awareness
- RECP (ESF #14) describes responsibilities of the RICCS PIO
- No procedures for testing and support of a regional joint information system and center, despite virtual JIC capability