

**Barb Graff,
Director, City of Seattle Office of Emergency Management
Testimony Before the Senate Subcommittee on Transportation, Housing and Urban
Development and Related Agencies, Committee on Appropriations
April 9, 2014**

Chair Murray, Ranking Member Collins and members of the Committee. Good morning and thank you for the opportunity to testify here today. My name is Barb Graff. I am the Director of the City of Seattle, Washington Office of Emergency Management. The City's Office of Emergency Management serves as an interdisciplinary cross departmental organization that partners with the community to prepare for, respond to, and recover from disasters. We work in partnership with our colleagues in the King County Office of Emergency Management and the State Office of Emergency Management.

I have been the Director of Emergency Management at the City for the past 9 years and before that was the Director of Emergency Management for the neighboring City of Bellevue for fifteen years. I am currently a member of the International Association of Emergency Managers; and the Chair of the national Emergency Management Accreditation Program Commission.

The City's Emergency Operations Center was built in 2008 and serves as the coordination hub for any emergency response for the City. We have activated the Seattle Emergency Operations Center 13 times for major full-scale exercise during my tenure and 29 times for emergencies – 6 of which were large enough to be Presidentially declared as disasters.

Thank you for the opportunity to be here today to speak with you about the impact and safety concerns related to the shipment of hazardous materials by rail, especially crude oil.

Before I go further, I want to take this opportunity to thank Senator Murray, Senator Cantwell, Representative DelBene and their staff for their response to the recent mudslide in Snohomish County. This disaster brings in sharp focus the necessity to have adequate emergency response systems in our region and the importance of working closely before a disaster hits, so that the response is equal to the scale of the disaster. Seattle has sent more than 70 people over the short course of this disaster to help with rescue operations, planning, logistics, public information and disaster relief.

Rail Traffic Through the Puget Sound Region

Seattle is the largest municipality in the Puget Sound region, with almost 635,000 residents and 502,000 jobs. Unlike some other west coast cities, Seattle is still blessed with a thriving maritime and industrial sector with an active port and extensive rail network that runs right through the city. Seattle's, and the region's, transportation systems have become busier, more congested, more tightly interdependent and lacking in substantial reserve capacity. Disruptions in one part of the system can produce large consequences far from the site of the disruption.

Two major freight carriers operate in Seattle - BNSF and Union Pacific. They each operate intermodal rail yards to support shipment of goods through the Port of Seattle. All the yards are

located in large flat areas that are identified liquefaction zones, meaning during a major earthquake we can expect the land in the area to become liquefied.

The tracks themselves run north and south through the city. From the Port of Seattle north, the tracks travel by both Safeco Field, home of the Seattle Mariners and Century Link Field, home of the Super Bowl Champion Seattle Seahawks. The tracks then travel through a tunnel under downtown Seattle and along Puget Sound through residential neighborhoods and parks. This route is particularly prone to landslides and storms coming off the Puget Sound.

To the South the tracks travel through the Lower Duwamish Waterway and head inland until they pass Tacoma where they run along the Puget Sound. (See attachment 1)

Late last month, the City released its update to the Seattle Hazard Identification and Vulnerability Analysis (SHIVA) which identifies 18 separate hazards to which the city is vulnerable. Among those hazards are transportation incidents and hazardous materials incidents. When combined with some of the other hazards identified in the report, including earthquakes, storms and landslides, our rail network is particularly vulnerable to a catastrophic incident with consequences throughout the region. With the anticipated increase in train traffic transporting crude oil through Seattle, having an adequate and appropriate plan to mitigate for and respond to these types of incidents is becoming even more imperative.

<http://www.seattle.gov/emergency/publications/#s>

Regional emergency management representatives have met with representatives of BNSF to discuss the increase in crude oil freight movement. BNSF emphasized with us the safety systems they have implemented (track monitors, hazardous materials teams, ordering newer model rail cars, lowering of speeds, landslide mitigation, placarding, etc.), but also clearly indicated that they are regulated by the federal government, so state and locals have little, if any, ability to regulate these types of shipments. While we appreciate efforts being made by the freight rail lines, we are concerned about the possible regulatory gaps that might exist.

Impacts from a Potential Oil Train Incident

The crude oil coming through Seattle is from the Bakken reserves in North Dakota. Bakken crude oil is highly flammable and easily ignited at normal temperatures by heat, static discharges, sparks, or flames. Vapors may form explosive mixtures with air, and vapors may travel to source of ignition and flash back. Vapors may spread along the ground and collect in confined areas such as sewers and tanks.

According to the U.S. Department of Transportation, areas up to one-half mile or more from an accident site are considered vulnerable. An incident requiring warning, evacuation or rescue could easily affect tens of thousands of people in densely populated sections of Seattle.

Responsibilities of local government when accidents occur on railways include public warning, evacuation, fire suppression, hazardous material containment, decontamination, rescue, sheltering and keeping an information starved community fed - to name a few.

Cascading consequences of an oil train accident include:

- loss of life;
- destruction of property;
- risk to first responders;
- environmental degradation;
- economic damage to the region; and
- decreased community confidence in government's ability to protect public safety.

According to an Emerging Risk Task Force of the Region 10 Regional Response Team and Northwest Area Committee, "Bakken Crude represents new and unique challenges to oil spill preparation and the response community in the Northwest owing to their unique characteristics, relatively recent and dramatic increase in volumes shipped via new routes and transportation methods." Furthermore, "The effectiveness of standard oil response equipment and strategies in addressing spills of Bakken Crude oils needs to be evaluated and the effects of spills on potentially impacted environments need to be available prior to the event of spills in order to streamline the process." <http://www.rrt10nwac.com/FactSheets.aspx>

Federal Assistance for Emergency Preparedness and Response

While this committee does not have jurisdiction over funding for homeland security programs, I would like to say a few words about these programs. The City of Seattle and the Puget Sound Region has been the recipient of several DHS grants. The City is grateful to receive Emergency Management Performance Grant funds that support 3 of the 13 people in the Office of Emergency Management. These staff members coordinate training, drills and exercises, and conduct hazards analysis, GIS mapping, and emergency planning. In addition, the Puget Sound Region is eligible to receive Urban Area Security Initiative grants based on risks and consequences within the urban area. We work collaboratively with our regional partners to identify our priorities for funding and have used these funds to buy first responder personal protective equipment, conduct structural collapse and specialized operations training, plan for the needs of vulnerable populations, and educate our public on how to be disaster ready, etc. These grants are critical to our level of preparedness and response to any disaster and it is absolutely imperative that these grants continue to be administered on a risk-based approach. The Administration has proposed to change the administration of these grants to create the National Preparedness Grant Program which would leave overall coordination of the grant programs to the states. Such a move disregards the unique security needs of urban areas such as train accidents impacting tens of thousands of people or the interest of terrorist organizations or lone wolf actors would have in exploiting security vulnerabilities in an urban environment.

Local Preparedness and Response to Oil Train Hazards

At some point though, we cannot buy our way into adequately equipping our first responders into standing ready to deal with the increasing risk and impact associated with rail accidents like those experienced in Canada and North Dakota. Currently, there are approximately **3 train shipments per week** in our area. Once permits are approved and increased refining construction is completed, the volume could be as many as **3 trains per day**. Petroleum trains normally consist of 80-100 tank cars nearly a mile long. The more effective investment is in mitigation - stronger transport vehicles; slower speeds through densely populated areas; strict adherence to rules about properly labeling what is carried in the cars and meaningful penalties for not abiding

by regulations - penalties that should fully compensate the actual loss to a community incurred in accidents; people, first responders, and environmental reparation.

Seattle Mayor Ed Murray recently signed a resolution, sponsored by Councilmember Mike O'Brien and adopted by our City Council related to petroleum transport by rail through Seattle and Washington State (see attachment 2). The resolution:

- Urges the disclosure of volumes, frequency, and content of petroleum products transported by rail;
- Asks for aggressive phase out of older-model tank cars;
- Requests restricting shipment of these products through particularly vulnerable parts of our urban core until the cumulative environmental and safety impacts are sufficiently studied and addressed; and
- Requests that the Seattle Office of Emergency Management and the Seattle Fire Department review and, if needed, update the City's incident response plans for the increasing risk imposed by the transport of petroleum by rail and report back by June 20, 2014.

Our Office of Emergency Management and Seattle Fire Department are pulling together this report and we would be happy to share the findings with you once it is completed.

The Washington State legislature recently took action to study these trains as well. In the Supplemental Operating Budget passed during the most recent legislative session, the Washington State Legislature funded a \$300,000 study of oil shipments through Washington State. The state Department of Ecology study will assess public health and safety as well as environmental impacts associated with oil transport. The study must provide data and analysis of statewide risks, gaps, and options for increasing public safety and improving spill prevention and response readiness. The department shall conduct the study in consultation with the State Department of Transportation, the Emergency Management Division of the Military Department, the Utilities and Transportation Commission, tribes, appropriate local, state, and federal agencies, impacted industry groups, and stakeholders. The department must provide an update to the Governor and Legislature by December 1, 2014, and a final report by March 1, 2015. We will certainly be working closely with the State as they work on their study and provide them with the necessary information from our own analysis.

I would recommend that the Federal Railroad Administration take a similar action and identify nationwide those areas where the combination of increased transport of oil and already identified vulnerabilities to natural disasters, dense populations, and security weaknesses intersect. This will then help inform policy makers and others about where possible disaster mitigation funding should be spent or where the rail companies themselves should take action.

Another recommendation, specifically for earthquake prone areas like the Pacific Northwest, is to invest in earthquake early warning systems. These systems make communities safer by sensing earthquakes at their source and literally 'radioing' ahead to say seismic waves are coming. Warnings can be used to safely and automatically halt transportation like trains, traffic and elevators. Warnings can be broadcast to the public to allow people to 'drop, cover and hold

on'. Early warning systems work best when the earthquake source is far away. They are uniquely suited to the Pacific Northwest because our area is subject to huge earthquakes centered offshore. These earthquakes are similar to the one that devastated northern Japan in 2011. An early warning system could provide coastal communities and the densely populated Puget Sound region up to five minutes lead time. Early warning systems are not a magic bullet for every kind of earthquake. If an earthquake happens right under your community the warning time might be only a few seconds, but even a few seconds allow a number of automatic actions to protect factories, critical lifelines, and computer systems. And for the region's largest disaster risk, large offshore earthquakes, an early warning system makes a lot of sense.

The increasing volume of crude oil transport speaks directly to the need for robust emergency management programs at the local level. Congress has long sought better measurements of the country's preparedness to deal with emergencies like those suffered by Casselton, North Dakota. I respectfully offer you the professional yardstick for measuring accountability of emergency management programs - the Emergency Management Accreditation Program (EMAP) standards. In the same manner as FEMA has funded cooperative agreements with EMAP to assess the viability of State and territorial emergency management programs, consider a cooperative agreement with the EMAP program to assess the programs in the 50 most populous cities and counties through which oil train traffic would increase. Congress would get specific metrics on the capabilities of local emergency management programs to analyze their hazards, plan appropriately, educate their public, engage their whole community of stakeholders and most importantly warn and protect their public. (See the attached)

Conclusion

The safety of our public must always be our chief criteria for measuring the cost/benefit of increasing hazards. Allowing adequate time for thorough local, state, and federal emergency planning to address these impacts is critical.

In the Pacific Northwest where rail lines travel over soils susceptible to earthquakes, an early warning system like those used in Japan to slow or stop their passenger trains would be a wise investment with benefits that mitigate more than just train accidents.

The tool to measure the adequacy of local emergency management programs already exists – the Emergency Management Accreditation Program. Please support FEMA extending a cooperative agreement with EMAP to assess the most populous cities and counties through which rail lines run.

Attachments:

Puget Sound Rail Map

Seattle City Council resolution

EMAP Standard

Rail Corridor Through Seattle

Legend

- High Occupancy Facilities
- Burlington Northern Railway Tunnel
- Railroads
- Rail Terminals
- Previous landslide locations
- Landslide Prone Slopes

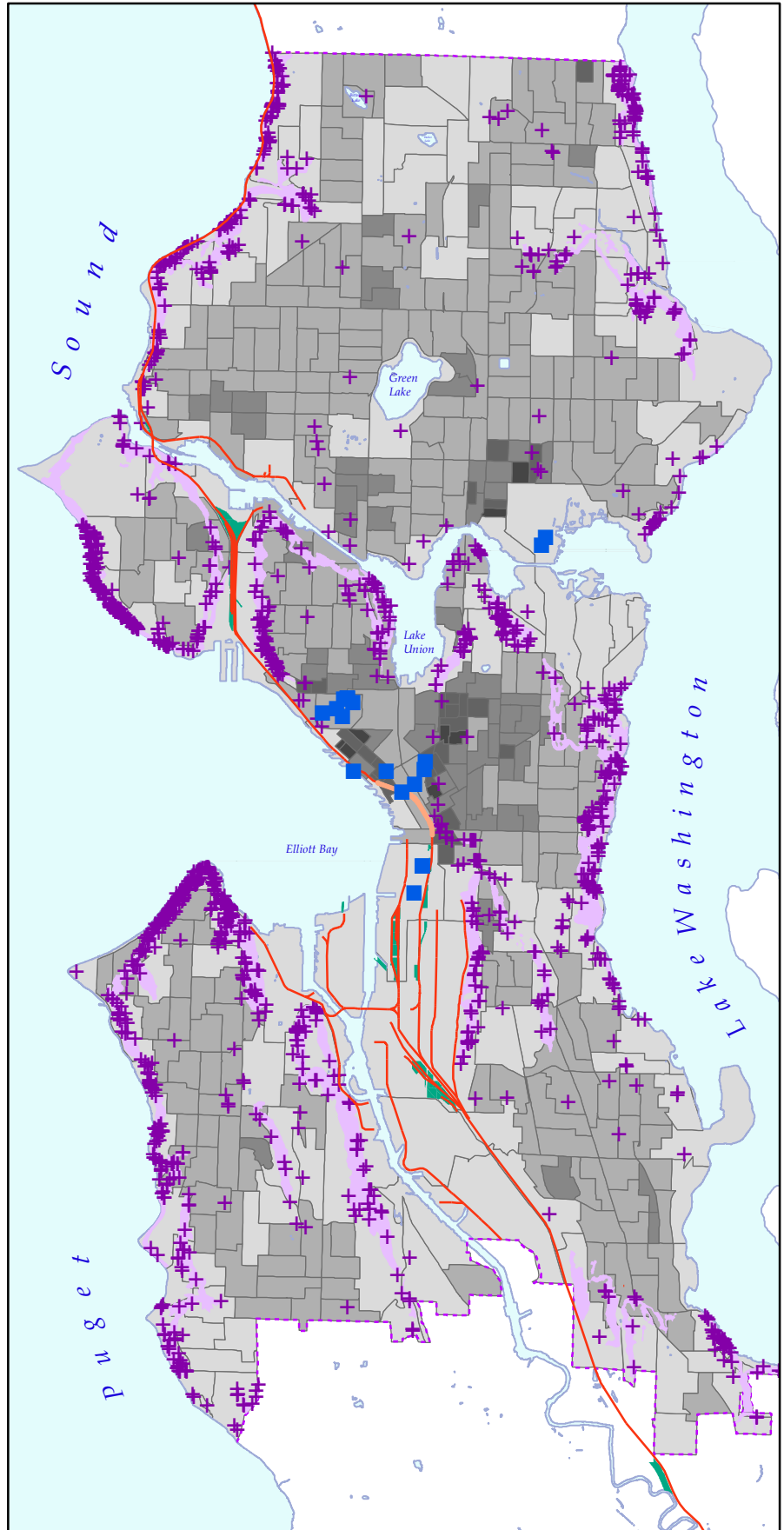
Residential Population - Persons per Acre

- 0 - 10
- 10 - 21
- 21 - 42
- 42 - 74
- 74 - 173

0 0.5 1 2 Miles



Produced 2/20/2014 by
City of Seattle Office of
Emergency Management



Resolution No. 31504

A RESOLUTION related to petroleum transport by rail through Seattle and the State of Washington; urging adoption of state legislation and federal regulations; state assessment of risks; railroad company restriction of petroleum transport through Seattle; and update of City incident response plans to address the potential safety, environmental, and economic impacts of petroleum transport by rail.

Related Legislation File: _____

Date Introduced and Referred: <u>2.18.14</u>	To: (committee): <u>Planning, Land Use, and Sustainability</u>
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action: <u>3.10.14</u>	Date Presented to Mayor: <u>3.11.14</u>
Date Signed by Mayor: <u>3/19/14</u>	Date Returned to City Clerk: <u>3/19/14</u>
Published by Title Only <input checked="" type="checkbox"/>	Date Returned Without Concurrence:
Published in Full Text _____	

The City of Seattle - Legislative Department

Resolution sponsored by: [Signature]

Committee Action:

Date	Recommendation	Vote
02-21-14	No Action	
03-04-14	Amend v. 2	3 ^{no} SC - 0 - 0 NL
03-04-14	Substitute v2 for v1	3 ^{no} SC - 0 - 0 NL
03-04-14	Amend Substitute	3 ^{no} SC - 0 - 0 NL
03-04-14	Pass Substitute as Amended	3 ^{no} SC - 0 - 0 NL

This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote
3.10.14	Adopted	8-0 (Excused: Licata)

CITY OF SEATTLE
RESOLUTION 31504

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2
3 A RESOLUTION related to petroleum transport by rail through Seattle and the State of
4 Washington; urging adoption of state legislation and federal regulations; state assessment
5 of risks; railroad company restriction of petroleum transport through Seattle; and update
6 of City incident response plans to address the potential safety, environmental, and
7 economic impacts of petroleum transport by rail.

8 WHEREAS, new technologies have resulted in the development of unprecedented amounts of
9 both domestic and foreign oil, natural gas, tar sands, bitumen, and other petroleum
10 products and derivatives, which will significantly increase the volume of petroleum and
11 petroleum products moving by rail through Oregon and Washington from the first
12 dedicated train in 2012 to a possible volume of nearly 800,000 barrels per day, if all
13 proposed projects are built; and

14 WHEREAS, the volume of petroleum-by-rail moving through Seattle is expected to triple to over
15 one million barrels per week; and

16 WHEREAS, the primary source of the petroleum anticipated to be transported by rail through
17 Seattle is from the Bakken formation, which the U.S. Department of Transportation
18 Pipeline and Hazardous Materials Safety Administration has determined may be more
19 flammable than traditional heavy crude oil; and

20 WHEREAS, the rail lines that will carry this petroleum run through and by Seattle's
21 neighborhoods, parks, business and industrial areas, sporting arenas and stadiums, and
22 along our waterfront, creeks, and other natural areas; and

23 WHEREAS, rail traffic also moves beneath downtown Seattle in an underground tunnel with no
24 fire protection systems and limited emergency egress or ventilation; and

25 WHEREAS, recent derailments, spills, and fires, such as the recent derailment and explosion in
26 Casselton, North Dakota, illustrate the potential catastrophic impacts which could occur
27 to our community and environment from the transport of petroleum by rail; and

WHEREAS, the transport of large volumes of fossil fuels such as petroleum is not compatible
with the City of Seattle's role as a regional and national leader in addressing climate
change or with the City's established goal of being carbon neutral by 2050; and

1 WHEREAS, the City of Seattle is deeply concerned about the threat to life, safety and the
2 environment of potential spills and fires from the transport of petroleum by rail; NOW
THEREFORE,

3 BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR
4 CONCURRING, THAT:

5
6 **Section 1.** The City of Seattle strongly urges Washington State to adopt legislation
7 requiring disclosure of the volumes, types of petroleum, petroleum products, and petroleum
8 derivatives; transportation routes; and the frequency and duration of transfers of petroleum, so
9 that the state and local communities can be fully informed of and plan for the risks posed by the
10 transport of petroleum by rail.

11
12 **Section 2.** The City of Seattle strongly urges the U.S. Department of Transportation
13 (DOT) to increase federal tank car design and operation regulations for petroleum product
14 shipments and aggressively phase out older-model tank cars used to move flammable liquids that
15 are not retrofitted to meet new federal requirements.

16
17 **Section 3.** The City of Seattle strongly urges the Washington Department of Ecology and
18 the Military Department Emergency Management Division, in collaboration with the
19 Washington Department of Fish and Wildlife, the Coast Guard and local government emergency
20 response entities, to assess the impact to public safety, the environment, the economy, and traffic
21 of petroleum transport by rail through Seattle and the State of Washington.

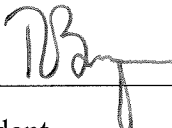
22
23 **Section 4.** The City of Seattle requests that the Governor of Washington, the Washington
24 Department of Ecology, the Washington State Energy Facility Site Evaluation Council, and any
25

1 other relevant state agencies refrain from permitting projects that would expand the capacity for
2 petroleum export out of the state or otherwise increase the number of trains carrying petroleum
3 through Seattle and other Washington communities until the cumulative environmental and
4 safety impacts of these projects are studied and addressed.

5
6 **Section 5.** The City of Seattle requests that any railroad company that operates rail lines
7 adjacent to Seattle's sporting arenas, stadiums, and beneath the City in underground tunnels
8 consider restrictions on the shipment of petroleum products along those routes until adequate
9 study by relevant state, local, and federal government agencies have determined that the
10 transport of petroleum by rail meets established public safety and environmental protection
11 standards.


12
13 **Section 6.** The City Council requests that the Seattle Fire Department and Seattle Office
14 of Emergency Management to review and, if needed, update the City's incident response plans
15 for the increasing risk imposed by the transport of petroleum by rail with a report back to the
16 relevant committees of the City Council by June 20, 2014.

17
18 Adopted by the City Council the 10th day of March, 2014, and
19 signed by me in open session in authentication of its adoption this 10th day
20 of March, 2014.

21 
22 _____
23 President _____ of the City Council

24 THE MAYOR CONCURRING:
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Edward B. Murray, Mayor

Filed by me this 19th day of March, 2014.



Monica Martinez Simmons, City Clerk

(Seal)

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	CBO Analyst/Phone:
Legislative	Meg Moorehead 684-8929	

Legislation Title:

A RESOLUTION related to petroleum transport by rail through Seattle and the State of Washington; urging adoption of state legislation and federal regulations; state assessment of risks; railroad company restriction of petroleum transport through Seattle; and update of City incident response plans to address the potential safety, environmental, and economic impacts of petroleum transport by rail.

Summary of the Legislation:

This legislation urges Washington State to require information about petroleum products transported by rail be disclosed to the public. It urges improvement of federal regulations regarding tank car design and operations. It also asks state agencies, the Coast Guard, and local emergency response entities to assess the impacts and risks associated with transport of petroleum products by rail. It also requests that railroad companies restrict petroleum transport through Seattle pending further study of public safety and environmental impacts. And, it requests that the Seattle Fire Department and Office of Emergency Management to review and update City incident response plans to address risks from petroleum transport by rail.

Background:

Increased production of petroleum is expected to significantly increase the amount of petroleum and petroleum products transported by rail through the City of Seattle and State of Washington. Given the proximity of rail lines to Seattle residents, businesses and natural areas, there is concern that rail transport of petroleum will pose risks to public safety, the local economy and the environment. This legislation urges Washington State to require information about petroleum products transported by rail be disclosed to the public. It urges improvement of federal regulations regarding tank car design and operations. It also asks state agencies, the Coast Guard, and local emergency response entities to assess the impacts and risks associated with transport of petroleum products by rail. It also requests that railroad companies restrict petroleum transport through Seattle pending further study of public safety and environmental impacts. And, it requests that the Seattle Fire Department and Office of Emergency Management to review and update City incident response plans to address risks from petroleum transport by rail.

Please check one of the following:

 X **This legislation does not have any financial implications.**

No additional City government appropriations or revenues are anticipated from this resolution at this time.



CITY OF SEATTLE
RESOLUTION 31504

A RESOLUTION related to petroleum transport by rail through Seattle and the State of Washington; urging adoption of state legislation and federal regulations; state assessment of risks; railroad company restriction of petroleum transport through Seattle; and update of City incident response plans to address the potential safety, environmental, and economic impacts of petroleum transport by rail.

WHEREAS, new technologies have resulted in the development of unprecedented amounts of both domestic and foreign oil, natural gas, tar sands, bitumen, and other petroleum products and derivatives, which will significantly increase the volume of petroleum and petroleum products moving by rail through Oregon and Washington from the first dedicated train in 2012 to a possible volume of nearly 800,000 barrels per day, if all proposed projects are built; and

WHEREAS, the volume of petroleum-by-rail moving through Seattle is expected to triple to over one million barrels per week; and

WHEREAS, the primary source of the petroleum anticipated to be transported by rail through Seattle is from the Bakken formation, which the U.S. Department of Transportation Pipeline and Hazardous Materials Safety Administration has determined may be more flammable than traditional heavy crude oil; and

WHEREAS, the rail lines that will carry this petroleum run through Seattle's neighborhoods, parks, business and industrial areas, sporting arenas and stadiums, and along our waterfront, creeks, and other natural areas; and

WHEREAS, rail traffic also moves beneath downtown Seattle in an underground tunnel with no fire protection systems and limited emergency egress or ventilation; and

WHEREAS, recent derailments, spills, and fires, such as the recent derailment and explosion in Casselton, North Dakota, illustrate the potential catastrophic impacts which could occur to our community and environment from the transport of petroleum by rail; and

WHEREAS, the City of Seattle is deeply concerned about the threat to life, safety and the environment of potential spills and fires from the transport of petroleum by rail; NOW THEREFORE,

THIS VERSION IS NOT ADOPTED



1 BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE, THE MAYOR
2 CONCURRING, THAT:

3
4 **Section 1.** The City of Seattle strongly urges Washington State to adopt legislation
5 requiring disclosure of the volumes, types of petroleum, petroleum products, and petroleum
6 derivatives; transportation routes; and the frequency and duration of transfers of petroleum, so
7 that the state and local communities can be fully informed of and plan for the risks posed by the
8 transport of petroleum by rail.

9
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11 (DOT) to increase federal tank car design and operation regulations for petroleum product
12 shipments and aggressively phase out older-model tank cars used to move flammable liquids that
13 are not retrofitted to meet new federal requirements.

14
15 **Section 3.** The City of Seattle strongly urges the Washington Department of Ecology and
16 the Military Department Emergency Management Division, in collaboration with the
17 Washington Department of Fish and Wildlife, the Coast Guard and local government emergency
18 response entities, to assess the impact to public safety, the environment, the economy, and traffic
19 of petroleum transport by rail through Seattle and the State of Washington.

20
21 **Section 4.** The City of Seattle requests that any railroad company that operates rail lines
22 adjacent to Seattle's sporting arenas, stadiums, and beneath the City in underground tunnels
23 consider restrictions on the shipment of petroleum products along those routes until adequate
24 study by relevant state, local, and federal government agencies have determined that the
25



1 transport of petroleum by rail meets established public safety and environmental protection
2 standards.

3
4 **Section 5.** The City Council requests that the Seattle Fire Department and Seattle Office
5 of Emergency Management to review and, if needed, update the City's incident response plans
6 for the increasing risk imposed by the transport of petroleum by rail with a report back to the
7 relevant committees of the City Council by June 20, 2014.

8
9 Adopted by the City Council the ____ day of _____, 2014, and
10 signed by me in open session in authentication of its adoption this ____ day
11 of _____, 2014.

12 _____
13 President _____ of the City Council

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15 THE MAYOR CONCURRING:

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17 _____
18 Edward B. Murray, Mayor

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20 Filed by me this ____ day of _____, 2014.

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22 _____
23 Monica Martinez Simmons, City Clerk

24 (Seal)





Emergency Management Standard

Emergency Management Accreditation Program



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 guaranty 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 committee and commission meetings.

Emergency Management Standard

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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 review assessment and accreditation process. Ongoing concerns about terrorism, pandemic influenza, and catastrophic natural disasters, world leaders and citizens continue to acknowledge the need to efficiently and effectively strengthen disaster preparedness measures and response capabilities. The *Emergency Management Standard* 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 the EMAP began in 1997, no one could have foreseen the 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* was published. A great milestone in the history of the organization came in 2008 with the recognition as a Standard Developing Organization by the American National Standard Institute (ANSI). Thus, paving a 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 the 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 factions where Emergency Management Programs serve their populous.

The *Emergency Management Standard* is a scalable yet rigorous industry standard for Emergency Management Programs. The Standard is flexible in design so that programs of differing sizes, populations, risks, and resources can use it as a blueprint for improvement and can attain compliance with the standard. The Standard was collaboratively developed in 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 *Emergency Management Standard* will continue to evolve as new threats as well as improved practices and solutions for prevention, preparedness, mitigation, response and recovery emerge. Collaboration of all stakeholders is desired and encouraged by the EMAP Commission to keep the *Emergency Management Standard* current as a 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 minimum acceptable 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 government.
- 2.3 Continuity of Operations.** Capability to continue program essential functions and to preserve essential facilities, equipment and records across a broad range of potential emergencies.
- 2.4 Disaster.** A severe or prolonged emergency, which threatens life, property, environment and/or critical systems.
- 2.5 Emergency.** An incident or set of incidents, natural, or human caused, which requires responsive actions to protect life, property, 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 jurisdiction, and maintain the economic base of the jurisdiction.
- 2.8 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.

- 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 chemical, biological, radiological, nuclear, explosive, and technological, including cyber hazards, 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 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 state, territory, region, tribal government, county, parish, municipality or other entities, which the Emergency Management Program serves. For accreditation purposes, the jurisdiction is the applicant.
- 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 measures may be implemented prior to, during, or after a disaster. Mitigation measures are often informed by lessons learned from prior disasters. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from 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. 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, nongovernmental and public assistance.

2.21 Resource Management Objective(s). Resource management objectives are defined and 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.

2.22 Response. Efforts to minimize the short term direct effects of an incident threatening life, property, environment or critical systems.

2.23 Shall. Indicates a mandatory requirement to demonstrate compliance with this standard.

2.24 Stakeholder(s). Stakeholders are, at a minimum, public, private, and non-governmental agencies, departments, organizations, and individuals that have functional roles in the Emergency Management Program.

2.25 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.

Chapter 3: Emergency Management Program

Overview

An accredited Emergency Management Program is characterized by visible leadership support, endorsement and engagement demonstrated through the elements of its program. The Emergency Management Program chapter of the standard describes what is required in terms of program administration, coordination and stakeholder involvement jurisdiction-wide for an accredited program.

3.1: Administration, Plans and Evaluation

3.1.1 The jurisdiction has a documented Emergency Management Program that includes an executive policy or vision statement for emergency management, a multi-year strategic plan, developed in coordination with Emergency Management Program stakeholders that defines the mission, goals, objectives, and milestones for the Emergency Management Program and includes a method for implementation.

3.1.2 The Emergency Management Program has a documented method and schedule for evaluation, maintenance, revision, and corrective actions for elements contained in Chapter 3 and Chapter 4 and shall conduct an evaluation of the objectives consistent with the program policies.

3.2: Coordination

3.2.1 There shall be a designated emergency management agency, department or office established for the jurisdiction empowered with the authority to administer the Emergency Management Program on behalf of the jurisdiction.

3.2.2 There is a designated individual empowered with the authority to execute the Emergency Management Program on behalf of the jurisdiction.

3.3: Advisory Committee

3.3.1 There shall be a documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the Emergency Management Program.

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

Chapter 4: Emergency Management Program Elements

Overview

An accredited Emergency Management Program should have the following elements: prevention, preparedness, mitigation, response and recovery.

4.1: Administration and Finance

Overview

An accredited Emergency Management Program should have fiscal and administrative procedures in place, which support day-to-day and disaster operations.

4.1.1 The Emergency Management Program shall develop financial and administrative procedures or follow existing jurisdiction-wide procedures for use before, during, and after an emergency or disaster.

4.1.2 Procedures exist providing flexibility to expeditiously request, receive, manage, and apply funds in emergency situations for the delivery of assistance and cost recovery.

4.2: Laws and Authorities

Overview

An accredited Emergency Management Program should have legal statutes and regulations establishing authority for development and maintenance of the Emergency Management Program.

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

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

4.3: Hazard Identification, Risk Assessment and Consequence Analysis

Overview

An accredited Emergency Management Program should have a Hazard Identification, Risk Assessment (HIRA) and Consequence Analysis. The section includes responsibilities and activities associated with the identification of hazards and assessment of risks to persons, public and private property and structures.

4.3.1 The Emergency Management Program shall identify the natural and human-caused hazards that potentially impact the jurisdiction using a broad range of sources. The Emergency Management Program shall assess the risk and vulnerability of people, property, the environment, and its own operations from these hazards.

4.3.2 The Emergency Management Program shall conduct a consequence analysis for the hazards identified in standard 4.3.1 to consider the impact on the public; responders; continuity of operations including continued delivery of services; property, facilities, and, infrastructure; the environment; the economic condition of the jurisdiction and public confidence in the jurisdiction's governance.

4.4: Hazard Mitigation

Overview

An accredited Emergency Management Program should have a mitigation program that regularly and systematically utilizes resources to mitigate the effects of emergencies associated with the risks identified in the HIRA.

4.4.1 The Emergency Management Program shall develop and implement its mitigation program to eliminate hazards or mitigate the effects of hazards that cannot be reasonably prevented. The mitigation program identifies ongoing opportunities and tracks repetitive loss. The Emergency Management Program implements mitigation projects according to a plan that sets priorities based upon loss reduction.

4.4.2 The mitigation program includes participation in applicable jurisdictional, inter-jurisdictional and multi-jurisdictional mitigation efforts.

4.4.3 The Emergency Management Program provides technical assistance consistent with the scope of the mitigation program such as implementing building codes, fire codes, and land-use ordinances.

4.4.4 The Emergency Management Program shall implement a process to monitor overall progress of the mitigation strategies, document completed initiatives, and resulting reduction or limitation of hazard impact in the jurisdiction.

4.4.5 The mitigation plan shall be based on the natural and human-caused hazards identified by the Emergency Management Program and the risk and consequences of those hazards. The mitigation plan for the jurisdiction is developed through formal planning processes involving Emergency Management Program stakeholders and shall establish interim and long-term strategies, goals, objectives, and actions to reduce risk to the hazards identified. The Emergency Management Program implements a process and documents project ranking based upon the greatest opportunity for loss reduction and documents how specific mitigation actions contribute to overall risk reduction.

4.5: Prevention

Overview

An accredited Emergency Management Program should encompass prevention responsibilities, processes, policies and procedures.

4.5.1 The jurisdiction shall develop and implement processes to prevent incidents. Prevention processes shall be based on information obtained from section 4.3,

intelligence activities, threat assessments, alert networks and surveillance programs and other sources of information obtained from internal and external stakeholders.

4.5.2 The jurisdiction shall have a strategy among disciplines to coordinate prevention activities, to monitor the identified threats and hazards, and adjust the level of prevention activity commensurate with the risk.

4.5.3 Procedures shall be developed to exchange information among internal and external Emergency Management Program stakeholders to prevent incidents.

4.6: Operational Planning

Overview

An accredited Emergency Management Program should have plans in place that describe emergency response; continuity of operations; continuity of government; and recovery from emergencies or disasters.

4.6.1 The Emergency Management Program, through formal planning processes involving stakeholders, has developed the following plans:

- (1) emergency operations;
- (2) recovery;
- (3) continuity of operations; and
- (4) continuity of government.

The process addresses all hazards identified in section 4.3, and provides for regular review and update of plans.

4.6.2 The emergency operations plan, recovery, continuity of operations and continuity of government plans shall address the following:

- (1) purpose, scope and/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 plan;
- (6) concept of operations; and
- (7) plan maintenance.

4.6.3 The emergency operations plan (EOP) shall identify and assign specific areas of responsibility for performing functions in response to an emergency or disaster. Areas of responsibility should address needs of the population at risk as defined by the Emergency Management Program's HIRA. 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) fatality management and mortuary services;
- (14) firefighting/fire protection;
- (15) hazardous materials;
- (16) human services (*including food, water and commodities distribution*);
- (17) incident and needs assessment;
- (18) information collection, analysis, and dissemination;
- (19) law enforcement;
- (20) mass care and sheltering;
- (21) mutual aid;
- (22) population protection (*evacuation and shelter-in-place*);
- (23) private sector coordination;
- (24) public health and medical;
- (25) public works and engineering;
- (26) resource management and logistics;
- (27) search and rescue;
- (28) transportation systems and resources;
- (29) volunteer management; and
- (30) warning.

4.6.4 The recovery plan shall address short- and long-term recovery priorities and provide guidance for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure to the affected area.

4.6.5 The continuity of operations plans (COOP) shall identify and describe how essential functions will be continued and recovered in an emergency or disaster. The plan(s) shall identify essential positions and lines of succession, and provide for the protection or safeguarding of critical applications, communications resources, vital records/databases, process and functions that must be maintained during response activities and identify and prioritize applications, records, processes and functions to be recovered if lost. Plan(s) shall be developed for each organization performing essential program functions. The plans address alternate operating capability and facilities.

4.6.6 The continuity of government (COG) plan shall identify how the jurisdiction's constitutional responsibilities will be preserved, maintained, or reconstituted. The plan shall include identification of succession of leadership, delegation of emergency authority, and command and control.

4.7: Incident Management

Overview

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

4.7.1 The Emergency Management Program shall formally adopt an incident management system. The system shall include but not be limited to the following concepts: modular organization, unified command, multi-agency coordination, span of control, common terminology, action planning process, comprehensive resource management, integrated communications and pre-designated facilities.

4.7.2 The Emergency Management Program shall designate a single point of contact to serve as the coordinator for the incident management system implementation.

4.7.3 The Emergency Management Program shall ensure all personnel with an emergency response role receive training on its incident management system.

4.7.4 The Emergency Management Program shall ensure that procedures address coordination activities with all personnel with an emergency response role including superior, subordinate and lateral elements as well as neighboring jurisdictions.

4.7.5 The incident management system shall include specific organizational roles and responsibilities for each incident management function.

4.8 Resource Management and Logistics

Overview

An accredited Emergency Management Program should encompass pre-emergency, systematic identification of resource requirements, shortfalls and inventories consistent with the HIRA.

4.8.1 The Emergency Management Program has a resource management system that includes objectives and procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials to address the hazards identified by the jurisdiction.

4.8.2 The resource management objectives shall be established by conducting a periodic gap analysis.

4.8.3 The resource management objectives shall include needs and shortfalls identified by the Emergency Management Program through a comprehensive assessment that is conducted periodically. The resource needs and shortfalls 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.

4.8.4 The resource management system includes procedures that address the following:

- (1) activating those processes prior to and during an emergency;
- (2) dispatching resources prior to and during an emergency; and
- (3) deactivating or recalling resources during or after an emergency.

4.8.5 The Emergency Management Program maintains a system and a plan for obtaining internal and external resources.

4.8.6 The Emergency Management Program shall have an implemented resource management process that addresses acceptance, management of donated goods, materials, services, personnel, financial resources and facilities whether solicited and/or unsolicited.

4.9 Mutual Aid

Overview

An accredited Emergency Management Program should have the necessary agreements in place for sharing resources across jurisdictional lines as needed during response and recovery.

4.9.1 The Emergency Management Program shall maintain and implement mutual aid agreements, contractual service agreements, memoranda of understanding, and regional and/or other arrangements that provide additional equipment, supplies, facilities, and/or personnel.

4.9.2 The Emergency Management Program shall implement the components of standard 4.9.1 in plans and/or procedures.

4.10 Communications and Warning

Overview

An accredited Emergency Management Program should have a communications plan that provides for using, maintaining, and augmenting all of the equipment necessary for efficient preparation for, response to and recovery from emergencies.

4.10.1 The Emergency Management Program has developed and maintains a plan to communicate both internally and externally with all Emergency Management Program stakeholders (higher, laterally and subordinate) and emergency personnel; system interoperability has been addressed in the development process. Communications have been designed for the specific hazards and requirements of the jurisdiction's potential operating environments, are able to support all components of the response and recovery plans, and includes redundancy to provide alternative means of communications in case of failure in primary system(s).

4.10.2 Communications systems are tested on an established schedule and results documented and corrective actions addressed.

4.10.3 The Emergency Management Program has developed and maintains a plan to initiate, receive, and/or relay notifications to alert key decision makers and emergency

personnel. This capacity has been designed for the specific hazards and requirements of the jurisdiction's potential operating environments, and includes redundancy to provide alternative means of notification in case of failure in primary system(s).

4.10.4 Notification systems are tested on an established schedule and results documented and corrective actions addressed.

4.10.5 The Emergency Management Program has developed and maintains 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. Communications have been designed for the specific hazards and requirements of the program's potential operating environments, and 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.

4.10.6 Warning systems are regularly tested on an established schedule under operational conditions and results documented and addressed.

4.10.7 The Emergency Management Program has developed and maintains formal written procedures to ensure personnel familiarity with and the effective operation of the systems and capabilities of the Communications (standard 4.10.1), Notification (standard 4.10.3) and Warning (standard 4.10.5) systems. These procedures address the specific hazards (standard 4.3.1) and requirements of the Emergency Management Program's potential operating environments, clearly delineate any decision making processes or triggering events, and are reviewed and updated on an established schedule. The review/update process is recorded and documented.

4.11 Operations and Procedures

Overview

An accredited Emergency Management Program should have operational plans and procedures that are developed, coordinated and implemented among all stakeholders.

4.11.1 The Emergency Management Program shall develop procedures to implement all plans identified in standard 4.6.1.

4.11.2 Procedures shall reflect operational priorities including life, safety, health, property protection, environmental protection, restoration of essential utilities, restoration of essential program functions and coordination among appropriate stakeholders.

4.11.3 Procedures will be applicable to all hazards identified in section 4.3.

4.11.4 Procedures shall be developed to guide situation and damage assessment, situation reporting and incident action planning.

4.12 Facilities

Overview

An accredited Emergency Management Program should have facilities capable of adequately supporting response and recovery activities.

4.12.1 The Emergency Management Program has a primary and alternate facility capable of coordinating and supporting sustained response and recovery operations consistent with the Emergency Management Program's risk assessment.

4.12.2 The Emergency Management Program has established and tested procedures for activation, operation, and deactivation of primary and alternate facilities.

4.13 Training

Overview

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

4.13.1 The Emergency Management Program has a formal, documented training program composed of training needs assessment, curriculum, course evaluations, and records of training. The training needs assessment shall address all personnel with responsibilities in the Emergency Management Program, including key public officials.

4.13.2 Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Specialized training related to the threats confronting the jurisdiction is included in the training program.

4.13.3 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 (i.e. NIMS) and addresses deficiencies identified in the corrective action process.

4.13.4 Records are maintained of the training program including names of those who received training, the types of training planned and conducted, and names and qualifications of trainers. The length of time training records will be maintained shall be specified in the training program.

4.14 Exercises, Evaluations and Corrective Actions

Overview

An accredited Emergency Management Program should have an exercise, evaluation and corrective action process.

4.14.1 A documented exercise program is established that regularly tests the skills, abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities of the Emergency Management Program. The exercise program is tailored to the range of hazards (reference standard 4.3.1) that confronts the jurisdiction.

4.14.2 The Emergency Management Program shall evaluate plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, exercises, and real-world events. The products of these evaluations are documented and disseminated within the Emergency Management Program including stakeholders and selected partners.

4.14.3 A process for corrective actions shall be established and implemented to prioritize and track the resolution of deficiencies in real world and exercise events. Corrective actions identified in the process shall be used to revise relevant plans.

4.15 Crisis Communications, Public Education and Information

Overview

An accredited Emergency Management Program should have a crisis communication, public information and education plan and procedures.

4.15.1 The Emergency Management Program develops and maintains a documented plan and procedures for its public information function. The public information plan is designed to inform and educate the public about hazards, threats to public safety, and risk reduction through various media. The public information plan provides for timely and effective dissemination of information to protect public health and safety, including response to public inquiries and rumors. Protocols are developed to interface with public officials and VIPs. Procedures include a process for obtaining and disseminating public information materials in alternative formats.

4.15.2 The Emergency Management Program shall establish an emergency public information capability that includes:

- (1) a central contact facility for the media;
- (2) pre-scripted information bulletins;
- (3) method to coordinate and clear information for release;
- (4) capability of communicating with special needs populations; and
- (5) protective measure guidelines.

4.15.3 Procedures are in place and tested to support a joint information system and center.

4.15.4 The Emergency Management Program has designated and trained spokespersons qualified to deliver the Emergency Management Program's message, appropriate to hazard and audience.

4.15.5 The Emergency Management Program provides for information and education to the public concerning threats to life, safety, and property. These activities include information about specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised.

Appendix A²

Standards Review Cycle and Appeal Process

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

Year 1	Procedures
January	EMAP prepares to begin the new three-year review cycle.
February	EMAP submits PINS form notifying ANSI of the initiation of the revised standard.
March - August	EMAP collects suggestions for revisions to the standard from the Commission, Technical Committee, Standards Subcommittee, and Standard Workgroup members.
September - December	Standards Subcommittee develops a proposed revised standard.

Year 2	Procedures
January	Technical Committee votes on proposed revised standard.
February	EMAP submits BSR-8 form notifying ANSI of proposed revised standard.
March - September	ANSI published the EMAP proposed revised standard for public comments. EMAP compiles all public comments on proposed revised standard for consideration by the Standards Subcommittee.
October - December	Standards Subcommittee votes on proposed revised standard public comments and compiles recommendations for Technical Committee consideration.

Year 3	Procedures
January - March	Technical Committee votes on Standards Subcommittee recommendations on proposed revised standard public comments.
April - June	EMAP responds to all proposed revised standard public comments. Standards Subcommittee drafts revised standard for Technical Committee consideration.
July - September	Technical Committee votes on proposed new EMAP standard.
October	EMAP submits BSR-9 form announcing new EMAP standard.
November-December	EMAP publishes new <i>Emergency Management Standard</i> .

² The appendices are not part of the *Emergency Management Standard*.

Appendix B³

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 applicant departments to bring their programs into compliance
- Conducting on-site assessment of applicant compliance
- Acknowledging compliance of programs by issuing certificate of accreditation
- Developing and maintaining working relationships with local, tribal, regional, state, territorial, national and international levels, 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 government 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 Standard and the delivery of emergency management services.
- 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 ten (10) members on the Commission, five (5) members are appointed by the National Emergency Management Association (NEMA) and the International Association of Emergency Managers (IAEM) appoints five (5) members. Each member's term is three (3) years.

EMAP Program Review Committee

The Program Review Committee is responsible for considering programs applying for accreditation, reviewing assessment reports prepared by assessment teams, and making recommendations regarding accreditation status.

EMAP Technical Committee

The Technical Committee is comprised of the Standards Subcommittee and the Training Focus Group. The Technical Committee serves as the "consensus body" for the purpose of documenting consensus on all American National Standards proposed by EMAP.

³ The appendices are not part of the *Emergency Management Standard*

- The Standards Subcommittee is responsible for continual review, revision and maintenance of the *Emergency Management Standard* by EMAP, and for providing appropriate recommendations to the Technical Committee.
- The Training Focus Group is responsible for the development of on-site assessment materials, assessor and accreditation manager curriculum and tool development, and academic curriculum.

EMAP International Committee

The International Committee is responsible for identifying and, as directed by the EMAP Commission, initiating contact with potential international partners, exploring new opportunities to use EMAP standards and assessment process in other nations around the world. The International Committee partners with individuals and organizations to encourage international understanding of and involvement of EMAP.

EMAP Private Sector Committee

The Private Sector Committee is responsible for identifying and, as directed by the EMAP Commission, initiating contact with potential private sector partners, exploring new opportunities to use EMAP standards and assessment process in other private sector agencies. The Private Sector Committee seeks collaborative partnerships with the private sector community in order to develop, foster and encourage innovative approaches. The Private Sector Committee partners with individuals and organizations to encourage understanding of and involvement of EMAP.



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