

**OFFICE OF THE CITY AUDITOR**  
**PERFORMANCE AUDIT**  
Month Year

**Incorporating More  
Recommended Practices  
Will Strengthen City's  
Emergency Management  
Program**



CITY OF  
KANSAS CITY,  
MISSOURI

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April 20, 2020

Honorable Mayor and Members of the City Council:

This audit of the city's emergency management program focuses on whether the city's Office of Emergency Management (OEM) follows selected recommended emergency management program practices.

An emergency management program should provide for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. A successful emergency management program requires a collaborative effort of all city departments and outside organizations with responsibilities for emergency management activities.

The city has a number of recommended emergency management program practices in place including:

- an emergency management office, emergency manager, and incident management system;
- a local emergency operations plan outlining how the city will respond in an emergency;
- a training program for program officials and city emergency management response personnel; and
- emergency exercises held to test skills, plans, and resources.

The city's emergency management program, however, does not have a strategic plan developed with stakeholders' input, which would prioritize and direct the stakeholders' efforts to build skills and processes, identify and develop relationships, and acquire resources for mitigating risk. Additionally, OEM does not have a process to evaluate and update emergency administrative and fiscal procedures.

All OEM staff completed required training, but emergency response personnel in other departments we reviewed may not have had the required incident management training and do not receive the recommended refresher training.

Although emergency exercises are held, OEM does not follow up with other city departments to ensure all necessary corrective actions identified during emergency exercises are addressed.

The city's emergency management program does not have an advisory committee to provide feedback and oversight on all aspects of the program as recommended. Because an emergency

management program requires the attention and resources of many departments and outside stakeholders and the city's emergency manager does not have authority over other departments, an advisory committee would help establish stakeholder buy-in, provide different perspectives on emergency management, and produce a more comprehensive program.

We make recommendations to improve the city's emergency management program and oversight.

The draft report was sent to acting city manager on March 10 for review and comment. His response is appended. We would like to thank the Office of Emergency Management staff for their assistance and cooperation during this audit. The audit team for this project was Sue Polys and Joan Pu.

  
Douglas Jones, CGAP, CIA, CRMA  
City Auditor

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# Incorporating More Recommended Practices Will Strengthen City's Emergency Management Program

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# Introduction

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## Objectives

We conducted this audit of the city's emergency management program under the authority of Article II, Section 216 of the Charter of Kansas City, Missouri, which establishes the Office of the City Auditor and outlines the city auditor's primary duties.

A performance audit provides "findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria. Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, reduce costs, facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability."<sup>1</sup>

This report is designed to answer the following question:

- Does the Office of Emergency Management follow recommended emergency management program practices?

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## Scope and Methodology

Our review focuses on determining whether the city has implemented selected emergency management program practices. Our audit methods included:

- Reviewing the Code of Ordinances to identify the responsibilities of the Office of Emergency Management and emergency manager.
- Identifying recommended emergency management program practices to serve as criteria to compare to the city's practices.
- Interviewing the city's emergency management staff to identify current practices.

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<sup>1</sup> Comptroller General of the United States, *Government Auditing Standards* (Washington, DC: U.S. Government Printing Office, 2011), p. 17.

- Interviewing emergency management professionals from other emergency management programs to understand the purpose and importance of following recommended practices.
- Reviewing the city's Local Emergency Operations Plan to understand how city departments participate in emergency management efforts.
- Identifying training requirements of the Emergency Management Performance Grant and the National Incident Management System (NIMS) and comparing those requirements to city employee training records.
- Interviewing city staff from departments that have emergency responders to confirm the status of their employees' NIMS training and determine who maintains their training records.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. No information was omitted from this report because it was deemed privileged or confidential.

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## **Background**

### **Emergency Management Program**

An emergency management program provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards.<sup>2</sup> The program is made up of all organizations, agencies, departments, and individuals having responsibilities for emergency management activities.

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<sup>2</sup> 2016 Emergency Management Standard, Emergency Management Accreditation Program, p. 1.

## **Emergency Management Recommended Practices**

The Emergency Management Accreditation Program (EMAP) establishes minimum acceptable performance standards for jurisdictions' emergency management programs. In this audit, we refer to these standards as recommended practices. The EMAP standards are focused on a jurisdiction's whole program not just the emergency management agency. The standards were developed by a collaborative process of emergency management stakeholders from government, business, and other sectors. The standards are flexible for use with programs of various sizes, populations, risks, and resources. Many emergency management programs use the EMAP standards and process for strategic planning, improvement efforts, and resource allocation even when not seeking accreditation.

### **City's Office of Emergency Management**

The Office of Emergency Management (OEM) is responsible for emergency planning, preparedness, and coordination of the response and recovery operations for disasters and emergencies that impact the city. Staffed by four emergency management professionals including the emergency manager, the office is responsible for preparing and performing actions to prevent, minimize, and reduce injury and damage due to major emergencies and disasters. The office operates the city's emergency operations center.<sup>3</sup>

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<sup>3</sup> The emergency operations center is a location activated during emergencies and disasters serving as the place the city coordinates response operations. (Base Plan 17. LEOP)



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## Findings and Recommendations

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### City's Emergency Management Program Should Incorporate Additional Recommended Practices

#### Emergency Management Program Lacks Strategic Plan

The city does not have an emergency management strategic plan. Emergency management recommended practices call for an emergency management program to develop a multi-year strategic plan that provides a blueprint for all of the departments and agencies that are involved in the city's emergency management.<sup>4</sup> The plan should be developed with input from internal and external stakeholders and should include:

- A vision statement<sup>5</sup> for the program;
- A mission statement<sup>6</sup>, goals, objectives, and milestones for the program;
- A method for plan implementation; and
- A method and schedule for evaluation and revision.

#### *Mission Statement*

*To save life and property by taking reasonable measures to prepare for, respond to, recover from, and mitigate the effects of disasters.*

*Office of Emergency Management*

The Office of Emergency Management (OEM) currently has only one component of a strategic plan, which is its mission statement.

The purpose of a strategic plan is to prioritize and direct emergency management program efforts towards what the city wants its emergency management capabilities to become. The plan should address how the city will build capacity in functional areas, identify and build relationships, and acquire resources for mitigating risk. See Exhibit 1 for an example of an emergency management program strategic plan's goal, objectives, and milestones. A strategic plan should be multi-year because building emergency management capabilities often involves incremental investments and takes more than one year to accomplish. Because organizations change and new threats and hazards evolve, the plan should be regularly reviewed and revised.

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<sup>4</sup> Standard 3.1.1, 2016 Emergency Management Standard; Emergency Management Accreditation Program.

<sup>5</sup> A vision statement focuses on what an organization wants to become in the future. It helps the organization focus on what matters most and addresses what success looks like.

<sup>6</sup> A mission statement focuses on what the organization does today to achieve the vision, how it is done, and who is served.

Exhibit 1. Example of Goal, Objectives, and Milestones from an Emergency Management Strategic Plan

STRATEGIC PRIORITY #2: ENCOURAGE/INSPIRE OUR COMMUNITY TO BE PREPARED					
GOAL STATEMENT:	Outcome	Objective(s)	Timeline	Lead Dept/Agency	Supporting Dept/Agency
Hold two community workshops in neighborhoods that have high levels of social vulnerability and high exposure to hazards.	Residents and organizations in vulnerable neighborhoods have a better understanding of earthquake risk and the specific impacts that their community could experience. They have also been empowered to identify existing community resources that could play important roles during the response and recovery phases, and possible gaps in the neighborhood's preparedness.	1. Identify specific neighborhoods based on existing data including through the use of One Concern	Q1 2019	OEM	DON, OPCD, UW, OED, HSD, Hubs, Various community and faith-based organizations
		2. Develop workshop format and vet with OEM Staff and Disaster Management Committee	Q2		
		3. Do outreach to target neighborhoods to gain support and input for workshops.	Q2-3		
		4. Hold two community workshops	Q3		
		5. Produce an After-Action Report or summary of findings and lessons learned.	Q4		

Source: City of Seattle Citywide Emergency Management Strategic Plan 2019-2021.

The success of an emergency management program is based on the collaboration and coordinated efforts of the emergency management office, city departments, and public, private, and other non-governmental community agencies. All of these emergency management stakeholders should participate in development of the strategic plan to ensure that there is a shared emergency management vision and agreed upon goals, milestones, and method of implementation. Stakeholders with lead and/or support roles should develop the strategic plan, report on its progress, participate in the annual review, and update the plan.

**Recommendation**

To improve the city's emergency management capabilities and resources, the city manager should establish a committee of emergency management stakeholders to develop an emergency management multi-year strategic plan that includes a vision, goals, a method for implementing the goals, and a method and schedule for evaluating and revising the plan.

### **Establishment of Emergency Management Office and Manager Meets Recommended Practice**

Kansas City has a designated emergency management office and an emergency manager. Recommended practices call for jurisdictions to establish an emergency management office and an individual with the authority to execute an emergency management program.<sup>7</sup> Kansas City's Office of Emergency Management and emergency manager appointed by the city manager are established in city code and responsible for the city's emergency management operations.<sup>8</sup>

### **OEM Does Not Have Process to Evaluate and Update Emergency Administrative and Fiscal Procedures**

OEM does not have a process to ensure emergency administrative and fiscal procedures are periodically evaluated and updated as needed. Recommended practices call for a jurisdiction's emergency management program to have written administrative<sup>9</sup> and fiscal<sup>10</sup> procedures for use before, during, and after an emergency/disaster.<sup>11</sup> The procedures should provide the city with the ability to request, receive, manage, and apply funds in emergencies in order to obtain needed assistance and recover costs.<sup>12</sup> The program should also have a method and schedule for evaluating and revising these procedures.<sup>13</sup>

The city has some administrative and fiscal emergency procedures. The city's emergency manager said he has not been involved in reviewing or revising written emergency administrative or fiscal procedures.

OEM developed and recently updated the city's Local Emergency Operations Plan (LEOP),<sup>14</sup> another important recommended component of an emergency management program.<sup>15</sup> The emergency operations plan identifies and assigns specific areas of responsibility for performance of functions in emergencies. The

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<sup>7</sup> Standards 3.2.1 and 3.2.2, 2016 Emergency Management Standard.

<sup>8</sup> Code of Ordinances, Kansas City, Missouri, Sec. 2-85(b) and (c).

<sup>9</sup> Applicable administrative procedures could include time-keeping, reporting relationships, shift work hours, roles outside of regular duties, and telework.

<sup>10</sup> Applicable fiscal procedures could include contracting and budgeting, requisitions, purchase orders, invoices, accounting procedures, and purchasing card limits.

<sup>11</sup> Standard 3.4.1, 2016 Emergency Management Standard.

<sup>12</sup> Standard 3.4.2, 2016 Emergency Management Standard.

<sup>13</sup> Standard 3.4.3, 2016 Emergency Management Standard.

<sup>14</sup> *Local Emergency Operations Plan*, Kansas City, Missouri, October 2018.

<sup>15</sup> Standard 4.4.3, 2016 Emergency Management Standard.

city's LEOP identifies some of the city's written emergency fiscal procedures including:

- Disaster documentation<sup>16</sup>
- Emergency purchases<sup>17</sup>
- Emergency level purchasing cards<sup>18</sup>

Although many emergency fiscal and administrative procedures may actually be the responsibility of other departments, such as Finance or General Services, it is recommended that the emergency management office collaborate with those other departments to ensure the procedures are periodically evaluated and updated.

Periodically reviewing procedures will identify areas that need to be revised. For example, the city's Emergency Purchases Administrative Regulation was written in 1997 and states that the Purchases and Supplies Division of the Finance Department approves and processes emergency requisitions; however, the procurement function was transferred to the General Services Department in 2004. Another procedure that needs review is the Disaster Documentation Administrative Regulation, which was written in 2005, available on the city's intranet, and includes a broken link to forms departments should use to record all disaster work and costs.

Recommendation

To ensure that the city has current administrative and fiscal procedures needed during an emergency, the city manager should direct the city's emergency manager to develop a method and schedule for evaluating and revising emergency administrative and fiscal procedures.

**Status of Some Required Emergency Responder Training Cannot Be Determined**

The Office of Emergency Management has a training program as called for by city code<sup>19</sup> and recommended practices<sup>20</sup> for program officials and city emergency management response personnel. This audit reviews compliance of two components of that program:

- Emergency Management Performance Grant training for emergency management employees; and
- National Incident Management System (NIMS) training for emergency response personnel.

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<sup>16</sup> *Administrative Regulation 1-24*, "Disaster Documentation," December 1, 2005.

<sup>17</sup> *Administrative Regulation 3-01*, "Emergency Purchases," April 1, 1997.

<sup>18</sup> *Administrative Regulation 3-19*, "Procurement Cards," August 11, 2014.

<sup>19</sup> Code of Ordinances, Sec. 2-85 (c)(9).

<sup>20</sup> Standard 4.9, Emergency Management Standard 2016.

**Office of Emergency Management staff have completed all of their required training.** The Emergency Management Performance Grant (EMPG)<sup>21</sup> that the city receives requires all EMPG funded personnel to complete 16 Federal Emergency Management Agency (FEMA) courses. The city's four Office of Emergency Management staff completed all classes, including the required National Incident Management System training.

**Current emergency response personnel, excluding Police and Fire,<sup>22</sup> may not have the required incident management system training.** In keeping with recommended practices, the city has formally adopted<sup>23</sup> an incident management system,<sup>24</sup> the National Incident Management System (NIMS). NIMS is a standardized approach to responding to emergencies and disasters. As an emergency management grant recipient, the city is required to implement NIMS.

NIMS implementation objectives for local jurisdictions include ensuring emergency response personnel receive pertinent NIMS training.<sup>25</sup> NIMS training is intended for all personnel who are directly involved in emergency management and response including law enforcement, fire, public health, public works/utilities, etc.<sup>26</sup> Departments can identify the personnel in their department that have an emergency response role and should receive NIMS training. (See Exhibit 2 for Kansas City, Missouri departments that have emergency responder roles in the city's Local Emergency Operations Plan.) Everyone involved in emergency response, regardless of discipline, should take two baseline NIMS courses. Emergency responders with a supervisory role or management responsibilities should take advanced courses. Although most city departments have employees who are emergency responders, employees' NIMS training records do not provide assurance that employees in emergency response roles have the required NIMS training. The training records for some departments/offices show that no employees hired in the last 10 years have been trained. In one department where almost all of the employees should be trained on NIMS, according to management, only about a third have been trained.

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<sup>21</sup> The Emergency Management Performance Grant is offered by Missouri's State Emergency Management Agency for funding local government emergency management organizations to support a comprehensive, all-hazard emergency preparedness system.

<sup>22</sup> We did not assess the Police and Fire Departments' NIMS training status. The Kansas City Police and Fire Departments provide National Incident Management training to their emergency responders at their respective academies.

<sup>23</sup> Code of Ordinances, Sec. 2-85 (c)(13).

<sup>24</sup> Standard 4.5.1, 2016 Emergency Management Standard.

<sup>25</sup> NIMS Implementation Objectives for Local, State, Tribal, and Territorial Jurisdictions, Federal Emergency Management Agency, 2018 update.

<sup>26</sup> National Incident Management System Training, Training FAQ's, <https://www.fema.gov/nims-training>.

**Exhibit 2. City Departments and Offices with Emergency Responders**

Department/Office	Description of Emergency Responder Roles
311 Call Center	Assist in providing information and assistance to the public that call into the center.
Aviation	Staff Aviation facilities that may be used to receive aircraft carrying emergency supplies, equipment, evacuees, and medical evacuations.
City Clerk	Assist with the official processing of legal documents such as a Proclamation of a State of Emergency.
City Communications	Provide public information and warning services in the Emergency Operations Center.
City Council and Mayor	Sponsor and pass ordinances and may be called upon to conduct press briefings. Mayor has the duty of declaring a State of Emergency for the city.
City Manager	Assume general direction and control of all emergency resources and operations with policy guidance from the mayor and council.
City Planning and Development	Assist with the identification of debris staging and other sites and assists with evaluation of damaged buildings.
Convention and Entertainment Facilities	May provide large scale shelter facilities.
EMS Medical Director	Provide medical direction and clinical oversight for pre-hospital EMS to disaster victims. Assist in the coordination of medical services with other elements of the pre-hospital EMS system.
Finance	Assist with processing and tracking finances for reimbursement.
Fire	Provide fire suppression, hazardous materials response, public warning and evacuation, and emergency medical services.
General Services	Assist with obtaining supplies, services, material, and emergency contracting.
Health	Monitor public health threats, issue advisories and quarantines, as well as manage a strategic stockpile of medications and medical supplies.
Human Relations	May assist in recovery operations by identifying and certifying minority vendors, debarred contractors and related contract compliance.
Human Resources	May assist with hiring, staffing, resolving labor contract issues, and similar tasks during the recovery phase.
Law	Advise the City Manager and Unified Command Team regarding local and state law; review and approve draft Proclamations of a State of Emergency and other emergency orders.
Municipal Court	During mass evacuation operations, may assist law enforcement in processing the release or transfer of persons in custody.
Neighborhood and Housing	Oversee demolition of dangerous/hazardous structures and may assist with the delivery of disaster recovery programs to the general public.
Office of Emergency Management	Coordinate response operations and advise the city manager and mayor on the proclamation of a local state of emergency, conduct damage assessments, coordinate recovery operations, and serve as the sub grantee for federal disaster recovery grant.
Parks and Recreation	Assist with barricade placement during emergency operations, remove dangerous trees and debris from public property and the public right of way, and provide staffing for shelters.
Police	Coordinate all law enforcement operations ensuring citizen safety and security.
Public Works	Assist with barricade placement during emergency operations, remove dangerous debris and snow from the public property and the public right of way, and maintain public infrastructure systems.
Water Services	Operate the flood warning system, issue flood advisories, assist with barricade placement during emergency operations, and advise on infrastructure matters.

Source: Local Emergency Operations Plan, Kansas City, Missouri, October 2018.

Recommended practices call for emergency management training records to be maintained.<sup>27</sup> The city does not have a policy describing who will maintain the NIMS training records. Some records are stored by the department, some by the Office of Emergency Management, and some department's do not know the location of their training records. Without complete, accurate, and accessible training records, management cannot ensure that employees who need the training receive it.

OEM staff said that city employees do not receive NIMS refresher training, although the NIMS Training Program recommends that emergency responders receive NIMS refresher training every five years.<sup>28</sup>

NIMS training helps provide city emergency responders with skills and knowledge to respond to all emergencies. Because NIMS is standardized across local, state, and federal emergency responders as well as nongovernmental organizations, and the private sector, city employees trained in NIMS, are able to work collaboratively and efficiently with these other entities. NIMS refresher training should help employees retain knowledge lost due to lack of use.

#### Recommendation

To ensure the city's emergency responders know how to respond in an emergency, the city manager should establish procedures for maintaining National Incident Management System (NIMS) training records and ensure emergency responders receive required NIMS training as well as refresher training every five years.

#### **Corrective Actions from Emergency Exercises Need to Be Tracked**

OEM does not follow up on all city department corrective actions identified during emergency exercises. Recommended practices call for an emergency management program to have emergency exercises that demonstrate the knowledge, skills, abilities, and experience of emergency personnel as well as test plans, policies, procedures, equipment, and facilities.<sup>29</sup> The exercises can vary from discussion-based to full-scale exercises that involve multiple agencies, jurisdictions, and disciplines. In full-scale exercises, participants act out the disaster and the emergency response. As recommended, the Office of Emergency Management develops and facilitates some exercises and participates in exercises facilitated by other jurisdictions and agencies. For example, in March 2019 OEM participated in a full-scale exercise response to major flooding

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<sup>27</sup> Standard 4.9.4, 2016 Emergency Management Standard.

<sup>28</sup> National Incident Management System Training Program, U.S. Department of Homeland Security, September 2011, p.21.

<sup>29</sup> Standard 4.10, 2016 Emergency Management Standard.

in the urban core of a large jurisdiction and surrounding areas. City departments also participate in emergency exercises facilitated by OEM and other entities.

Following exercises, the effectiveness and performance of incident personnel is evaluated in an after-action report. "Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, capability performance, and corrective actions in an After-Action Report/Improvement Plan (AAR/IP). Through improvement planning, organizations take the corrective actions needed to improve plans, build and sustain capabilities, and maintain readiness."<sup>30</sup> Recommended practices also call for emergency management programs to address needed corrective actions by implementing an improvement plan that prioritizes and tracks the resolution of deficiencies identified during exercises.<sup>31</sup>

Following emergency exercises, an after-action report/improvement plan is developed. The improvement plan identifies the area of needed improvement, the corrective action, and the responsible person or agency for performing the corrective action, and the date to complete the improvement. The city's emergency manager said that OEM does not follow up to ensure the corrective action is completed unless the action is the responsibility of his office. He said he does not have authority to make other city departments fix their identified problems. Because the city manager does have the authority to make city departments implement the needed corrections, it is important for the city manager to know whether city departments have implemented the corrective actions.

Recommendation

To help ensure that all city departments with emergency management practices identified through emergency exercises as needing improvement are corrected, the city manager should direct the emergency manager to implement a tracking system to monitor the resolution of all corrective actions needed by city departments and periodically report their status to the city manager.

**Advisory Committee Could Strengthen Emergency Management Program**

The Office of Emergency Management does not have an advisory committee. Recommended practices call for an emergency management program to have one or more committees that provide for regular, coordinated input by internal and external stakeholders in the preparation, implementation, evaluation, and

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<sup>30</sup> Homeland Security Exercise and Evaluation Program, Homeland Security, January 2020.

<sup>31</sup> Standard 4.10.3, 2016 Emergency Management Standard.

revision of the emergency management program.<sup>32</sup> The advisory committee should provide feedback and oversight on all segments of the program.

Although city code requires the emergency manager to organize and chair an emergency management advisory committee,<sup>33</sup> the emergency manager said the OEM does not have an advisory committee. He said his office gives city departments emergency management advice as his office staff are the subject matter experts. He said he receives advice through the Metropolitan Emergency Managers Committee, which consists of emergency managers from nine counties in the area. Although the emergency manager said he chairs the city's barricade task force and the fiber optic and security camera committees, these committees do not provide oversight of all segments of the city's emergency management.

The emergency manager does not have authority over other departments and an emergency management program requires the attention and resources of many departments and agencies. Establishing an advisory committee of departments and other stakeholders provides the city with different perspectives on emergency management and produces more comprehensive products, buy-in, and credibility for plans and programs.

Recommendation	To ensure emergency management program oversight, the city manager should direct the emergency manager to establish an emergency management advisory committee of internal and external stakeholders and ensure that the committee meets regularly.
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## Recommendations

1. The city manager should establish a committee of emergency management stakeholders to develop the city's emergency management multi-year strategic plan that includes a vision, goals, a method for implementing the goals, and a method and schedule for evaluating and revising the plan.

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<sup>32</sup> Standard 3.3, 2016 Emergency Management Standard.

<sup>33</sup> Code of Ordinances, Sec. 2-85(c)(10).

*Incorporating More Recommended Practices Will Strengthen City's Emergency Management Program*

2. The city manager should direct the city's emergency manager to develop a method and schedule for evaluating and revising emergency administrative and fiscal procedures.
3. The city manager should establish procedures for maintaining National Incident Management System (NIMS) training records and ensure emergency responders receive required NIMS training as well as refresher training every five years.
4. The city manager should direct the emergency manager to implement a tracking system to monitor the resolution of all city department corrective actions identified during emergency management exercises and periodically report their status to the city manager.
5. The city manager should direct the emergency manager to establish an emergency management advisory committee of internal and external stakeholders and ensure that the committee meets regularly.

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## **Appendix A**

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### **Acting City Manager's Response**



CITY OF FOUNTAINS  
HEART OF THE NATION



KANSAS CITY  
MISSOURI

## Inter-Departmental Communication

### Office of the City Manager

RECEIVED

APR 15 2020

CITY AUDITOR'S OFFICE

**Date:** April 15, 2020

**To:** Douglas Jones, City Auditor

**From:** Earnest Rouse, Interim City Manager 

**Subject:** Response to Performance Audit: *Incorporating More Recommended Practices Will Strengthen City's Emergency Management Program*

Please find outlined below my responses to the recommendations contained in the Performance Audit titled above.

- 1. The city manager should establish a committee of emergency management stakeholders to develop the city's emergency management multi-year strategic plan that includes a vision, goals, a method for implementing the goals, and a method and schedule for evaluating and revising the plan.***

Agree. An emergency management stakeholder committee will be established to develop the city's emergency management strategic plan and will be facilitated by Finance Department staff. The process will be modeled after the city-wide business plan to incorporate the components listed above and will be updated consistent with this process as well.

- 2. The city manager should direct the city's emergency manager to develop a method and schedule for evaluating and revising emergency administrative and fiscal procedures.***

Agree. The COVID-19 pandemic has provided an opportunity for city staff and departments to review, among other policies and procedures, our Continuity of Operations Plans (COOP) and to collaboratively incorporate developing and updating emergency administrative and fiscal procedures.

- 3. The city manager should establish procedures for maintaining National Incident Management System (NIMS) training records and ensure emergency responders receive required NIMS training as well as refresher training every five years.***

Agree. The Office of Emergency Management will develop a database to track and maintain National Incident Management System (NIMS) training records and provide refresher training to emergency responders as necessary.

- 4. The city manager should direct the emergency manager to implement a tracking system to monitor the resolution of all city department corrective actions identified during emergency management exercises and periodically report their status to the city manager.***

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April 15, 2020  
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Agree. The emergency manager will employ best practices around implementing emergency management exercise corrective actions including a tracking system to measure outcomes for city departments.

***5. The city manager should direct the emergency manager to establish an emergency management advisory committee of internal and external stakeholders and ensure that the committee meets regularly.***

Agree. The emergency manager will establish an advisory committee and meet regularly to help keep current with emergency management practices and updates beneficial to Kansas City, Missouri.

cc: Jim Connelly, Emergency Management Director