



# AUDIT HIGHLIGHTS

## Emergency Management Services

June 16, 2023

Audit No. 2307

### WHY WE DID THIS AUDIT

This audit was conducted to evaluate whether the City's emergency management program has processes in place to effectively plan and prepare for emergencies, including disaster identification, risk assessment, training, coordination and use of COVID or other emergency-related funding

### BACKGROUND

To ensure the City is adequately prepared, Scottsdale City Code requires the City Manager to supervise, and direct an emergency management program that includes: a) planning of emergency management functions during non-emergency periods; b) building readiness for coordinated operations; and c) managing an Emergency Operations Center (EOC) and essential support functions and equipment needed for emergency management

The Emergency Management department is staffed by an Emergency Manager, an Emergency Coordinator, and a part-time Community Wildfire Fuels Mitigation Coordinator. While functionally reporting to the City Manager, Emergency Management is located within the Fire Department and also reports to the Fire Chief.

### City Auditor's Office

Acting City Auditor 480 312-7851  
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### WHAT WE FOUND

**The City's Emergency Operation Plan and Continuity of Operations Plans have not been reviewed or updated timely.**

Specifically, we found:

- The EOP has not been reviewed and approved every 5 years by City Council or annually by the City Manager, as required. It has not been updated to incorporate changes, such as re-assessment of risks and changes to critical facilities.
- Departmental COOPs contain outdated or missing information and have not been reviewed by Emergency Management. Additionally, testing, training, and exercising requirements have not been consistently performed.

**Portions of the training program need to be expanded to align with emergency planning responsibilities and monitoring of existing training requirements could be improved.**

- NIMS-related training is now required for all employees but monitoring of training completion needs to be improved.
- Plans for other emergency preparedness training could be further developed and the training program expanded to include educational programs for residents and business.

**Emergency Management's role in special events planning needs to be better defined and processes standardized to allow the department to more efficiently guide special event teams.**

Given its limited capacity, the department needs to evaluate its role and level of involvement with individual special events and develop standard guidance to assist special events teams with contingency planning.

### WHAT WE RECOMMEND

We recommend Emergency Management:

- Ensure emergency plans are reviewed and updated.
- Monitor completion of training requirements and further develop its training plan to align with program responsibilities.
- Evaluate and further define its role in the special event planning process, including developing standardized processes to help guide event teams.

### MANAGEMENT RESPONSE

Emergency Management agreed with the findings.