

**STATE OF NEW HAMPSHIRE**  
**OFFICE OF LEGISLATIVE BUDGET ASSISTANT - AUDIT DIVISION**

**PROPOSED SCOPE STATEMENT**  
**DIVISION OF HOMELAND SECURITY AND EMERGENCY MANAGEMENT**

In December 2015, the Fiscal Committee approved a joint Legislative Performance Audit and Oversight Committee-requested performance audit of the Division of Homeland Security and Emergency Management (HSEM). We held our entrance conference with Department of Safety (DOS) officials in February 2016.

**Background**

HSEM is the office responsible for overseeing and coordinating the State's planning, response, and recovery efforts to natural and human-caused disasters, wide-scale threats to public safety and terrorist threats. The State Emergency Operations Plan is the foundation of its planning efforts, which establishes a framework within which other agencies and municipalities can work together. HSEM is the primary contact with the federal Department of Homeland Security, other states, and Canadian provinces in the event of an emergency. HSEM is organized into six sections:

- Operations,
- Planning (including administering federal grants and school preparedness,
- Information and Analysis Center,
- Technological Hazards,
- Field Services, and
- Administration.

HSEM manages the Emergency Operations Center at the Incident Planning and Operation Center in Concord to provide command and control for emergencies, special events, and possible disasters. It is also responsible, along with State Police, for operating the Information and Analysis Center, which is a network to collect, analyze, and disseminate intelligence information relative to public health and human-caused threats.

*Work With Emergency Management Stakeholders*

When not planning for or responding to emergencies, HSEM works on the other components of emergency management such as prevention, mitigation, and recovery. It provides financial and programmatic assistance to municipalities for developing and testing local emergency response plans and procedures. HSEM:

- conducts trainings, drills, and exercises for state agencies and municipalities for all types of emergency events, including those related to nuclear power plants;
- administers federal grants providing assistance to communities ;
- assesses damages after a disaster; and
- assists municipalities, State agencies, and private non-profits in applying for disaster relief funds

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**Professional Standards**

According to the Colorado Division of Homeland Security and Emergency Management, the *Emergency Management Standard (Standard)* published by the Emergency Management Accreditation Program (EMAP) “can be used as benchmarks for evaluation of programmatic elements, including laws and authorities, training, exercising, planning, crisis communications, public education and information, telecommunications and warning, hazard identification and risk assessment, mitigation, finance and administration, logistics and resource management, incident management, mutual aid, operations and procedures, facilities, and prevention and security.” The *Standard* is used by the EMAP as criteria to assess the adequacy of emergency management agencies seeking its accreditation. The *Standard* can also be used by agencies to develop their written: 1) goals and objectives; 2) policies and procedures; and 3) strategic plans. HSEM is not an accredited program; however, the HSEM is interested in obtaining accreditation like 31 other States. We plan to use the *Standard’s* 64 requirements as criteria to facilitate our assessment of the State’s emergency management program.

**Audit Scope**

This performance audit will be designed to answer the following question:

**How effective was HSEM in coordinating and supporting the State’s and local governments’ emergency management efforts in State fiscal years 2014 through 2016?**

Specifically, we will determine whether:

- State and local stakeholders are satisfied with HSEM assistance during a disaster and support with emergency management planning, training, and grant administration;
- HSEM written policies and procedures and activities conform to professional standards and State requirements.

To address these objectives, we plan to:

- review relevant State and federal statutes, administrative rules, policies, procedures, plans, and guidelines;
- interview or survey HSEM personnel and external stakeholders;
- review similar audits and evaluations from other states and the federal government;
- observe HSEM personnel interactions with municipal emergency management officials;
- review grant management procedures and data;
- review program performance data and program records; and
- compare HSEM written regulations and actual practices to professional standards.

We anticipate completing this audit during the summer of 2016.