



# Evaluating Your Program against Emergency Management Standards

*Emergency Management Accreditation Program*  
*--Building safer communities through standards of excellence--*

*National Hurricane Conference*  
*April 6, 2009*

# Training Goal

Our goal today is to provide you with information about the Emergency Management Accreditation Program and discuss the following:

- *Emergency Management Standard by EMAP* – Applicability and usage.
- Accreditation Process – Becoming a nationally accredited program.
- Candidate Program roles and responsibilities.
- On-site Assessments – Steps in preparing a program for a peer review.
- The functions, work and rewards of EMAP Assessments.

# Training Presenters

- *Robie Robinson, Dallas County (TX)*
- *Nicole Ishmael, EMAP Executive Director*

# EMAP Overview

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 accreditation process.

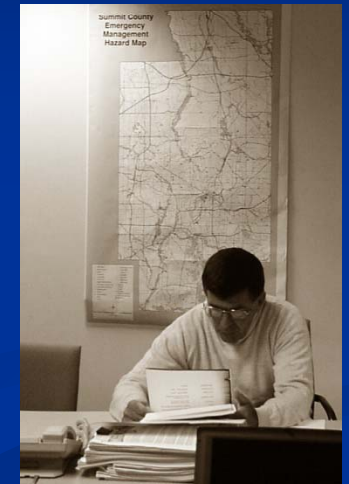


# EMAP – How it Started

- Accreditation Feasibility Study, 1998
- NFPA 1600 Standard, began 1991 (recommended practices published 1995)
- First NFPA 1600 Standard, Feb. 2000
- EMAP Commission seated, Jan. 2002
- *EMAP Standard* published, April 2002
- State and Local Pilot Tests, 2001-2003
- Opened for state and local program accreditation applications in late 2003

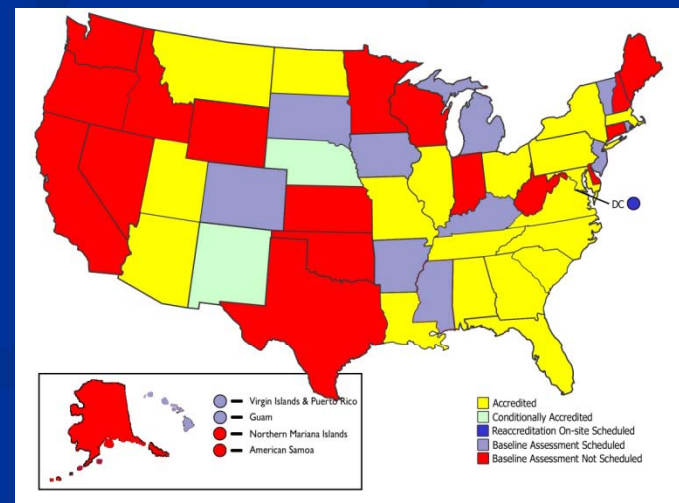
# *The Emergency Management Standard by EMAP*

- Standard language developed by state & local emergency management professionals that deals solely with government/public-sector programs
- EMAP standards is scalable for programs of any size, location, etc.
- Sets out what components must be in place in a quality program but does not prescribe HOW a program must do it



# EMAP Milestones

- Twenty-four jurisdictions are fully accredited:
  - Alabama
  - Arizona
  - District of Columbia
  - East Baton Rouge Parish (La.)
  - Florida
  - Georgia
  - Illinois
  - Jacksonville/Duval Co. (Fla.)
  - Louisiana
  - Maryland
  - Massachusetts
  - Missouri
  - Montana
  - New York
  - North Carolina
  - Ohio
  - Orange County (Fla.)
  - North Dakota
  - Pennsylvania
  - San Diego County (Calif.)
  - South Carolina
  - Tennessee
  - Utah
  - Virginia



# EMAP Milestones

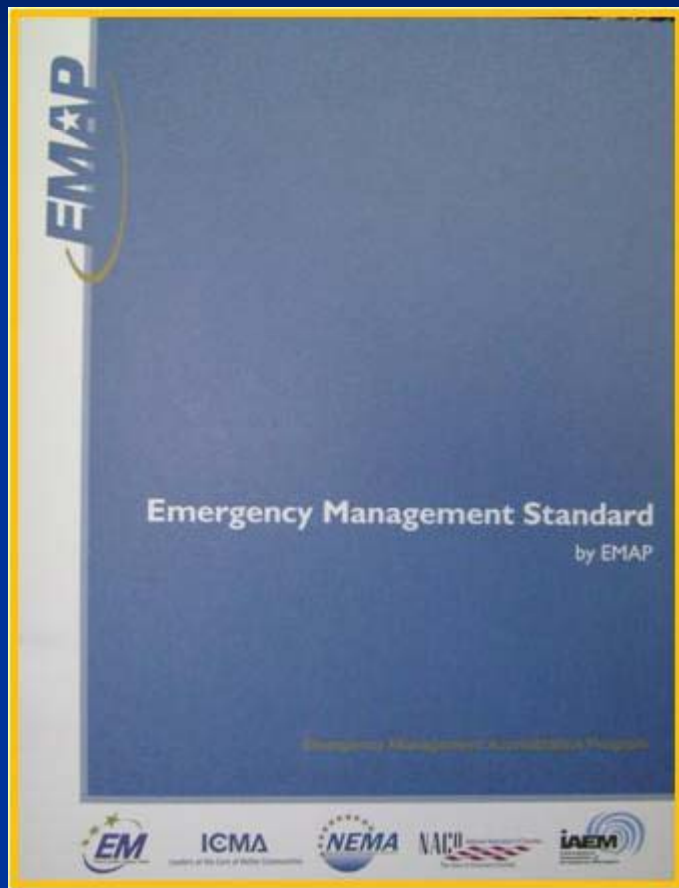
- 52 Baseline assessments were completed for states and territories between 2003 - 2006
- Assessor Training – EMAP has trained more than 300 state and local officials to be a part of the assessor cadre
- Completed the first regional/multi-jurisdictional assessment
- Looking at International, Federal, Higher-Education and Private Sector pilot programs in the near future.

# EMAP Approach

- EMAP looks at a jurisdiction's entire program
- Assesses a jurisdiction's system for dealing with disasters, identifying strengths and areas for improvement in the system
- Strengthens nation's emergency management system through program self-assessment, documentation, and independent peer review



# What is a standard?



- Setting standards
- Objectivity vs. subjectivity
- What vs. how?
- Who develops standards?
- How can you influence development of future EMAP standards?

# Foundation Standard

- Sets out what components must be in place in a quality program but doesn't necessarily prescribe HOW a program does it.
- *Emergency Management Standard* is scalable but not easy
- At the big picture level, *Emergency Management Standard* can be viewed as an umbrella or framework standard for building and ensuring a solid emergency management program.

# Emergency Management “Program”

A jurisdiction-wide system that provides for management and coordination of prevention, mitigation, preparedness, response and recovery activities for all hazards. The system encompasses all organizations, agencies and individuals responsible for emergency management and homeland security.

# Tearing Down Walls

Police



Fire



EMS



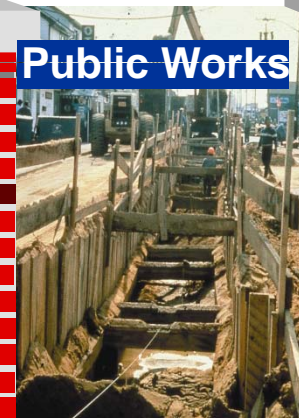
Finance



Community Planning



Public Works



Elected Officials



Information Technology



Transportation



Environmental/Parks



# Jurisdiction

A state, territory, region, tribal government, county, parish or municipality. For accreditation purposes, this is the entity for which the applicant program is responsible for providing emergency management functions.

# *Emergency Management Standard by EMAP*

## **Chapter 3: Program Management**

**Program Management** covers how a program is structured and organized so that it is capable of coordinating emergency prevention, preparedness, mitigation, response, and recovery activities across multiple agencies and organizations. **(6 standards)**

# *Emergency Management Standard*

## Chapter 4: Program Elements

- |     |   |      |   |
|-----|---|------|---|
| 4.1 | Administration and Finance                                    | 4.9  | Mutual Aid  |
| 4.2 | Laws and Authorities  | 4.10 | Communications and Warning                            |
| 4.3 | Hazard Identification, Risk Assessment & Consequence Analysis | 4.11 | Operations and Procedures                             |
| 4.4 | Hazard Mitigation   | 4.12 | Facilities  |
| 4.5 | Prevention and Security                                       | 4.13 | Training  |
| 4.6 | Planning  | 4.14 | Exercises, Evaluations and Corrective Actions         |
| 4.7 | Incident Management   | 4.15 | Crisis Communications, Public Education & Information |
| 4.8 | Resource Management and Logistics                             |      |   |

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Administration and Finance** includes requirement for a financial management framework that complies with applicable government requirements and that allows for expeditious request for, receipt and distribution of funds. (2 standards)
- **Laws and Authorities** addresses the legal underpinnings necessary to authorize and conduct an emergency management program. (2 standards)
- **Hazard Identification and Risk Assessment** requires comprehensive assessment and identification of risks, including potential natural and human-caused events, and the consequences of those hazards. These identification and analysis activities, including current efforts to better identify risks to critical infrastructures, then feed into the planning process. (2 standards)

# Example: Standard 4.3.1

The program shall identify the natural and human-caused hazards that potentially impact the jurisdiction using a broad range of sources. The program shall assess the risk and vulnerability of people, property, the environment, and the program/entity operations from these hazards.



# Example: Standard 4.3.2

The program shall conduct a consequence analysis for the hazards identified in 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.



# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Hazard Mitigation** requires that the program create and implement a strategy, based on hazard identification/risk assessment, to lessen the impacts of disasters, natural and human-caused. **(4 standards)**
- **Prevention and Security** deals specially with homeland security and terrorism, critical infrastructure and key resource protection, epidemiological and public health initiatives. **(3 standards)**
- **Planning** addresses development and general content of the program's emergency operations plan (26 areas to be covered), strategic plan, mitigation plan, recovery strategy/plan, and continuity of operations plan(s). **(6 standards)**

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Incident Management** requires use of a recognized incident management system, including the direction and control of response activities. (5 standards)
- **Resource Management and Logistics** involves analysis of resource needs and shortfalls and identification of means for acquisition, distribution, tracking, and use of personnel and equipment needed for emergency functions. (6 standards)
- **Mutual Aid** addresses the need for agreements and capabilities for sharing response and recovery assistance across jurisdictional lines. (2 standards)

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Communications and Warning** requires the capability, including systems and plans, to communicate in a disaster and effectively warn the public. Requires communications interoperability and redundancy. (7 standards)
- **Operations and Procedures** requires standard operating procedures, checklists, and other instructions to implement plans and ties procedures to the hazards identified by the jurisdiction. (4 standards)

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Facilities** requires facilities and a logistics framework capable of supporting response and recovery operations. This includes the requirement for an emergency operations facility. **(2 standards)**
- **Training** requires that the program maintain a documented training program for emergency management/response personnel and public officials, including that emergency personnel receive training on the incident management system of the jurisdiction.  
**(4 standards)**

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Exercises, Evaluations and Corrective Action** calls for regularly scheduled exercises, evaluations, and a process for addressing corrective actions. (3 standards)



## **Example: Standard 4.14.3**

A process for corrective actions shall be established to prioritize and track the resolution of deficiencies in real world and exercise events and to revise the relevant program plan.

# *Emergency Management Standard*

## Chapter 4: Program Elements

- **Crisis Communications, Public Education and Information** requires procedures for disseminating information to the public pre-, during, and post-disaster. (5 standards)

# Show Me



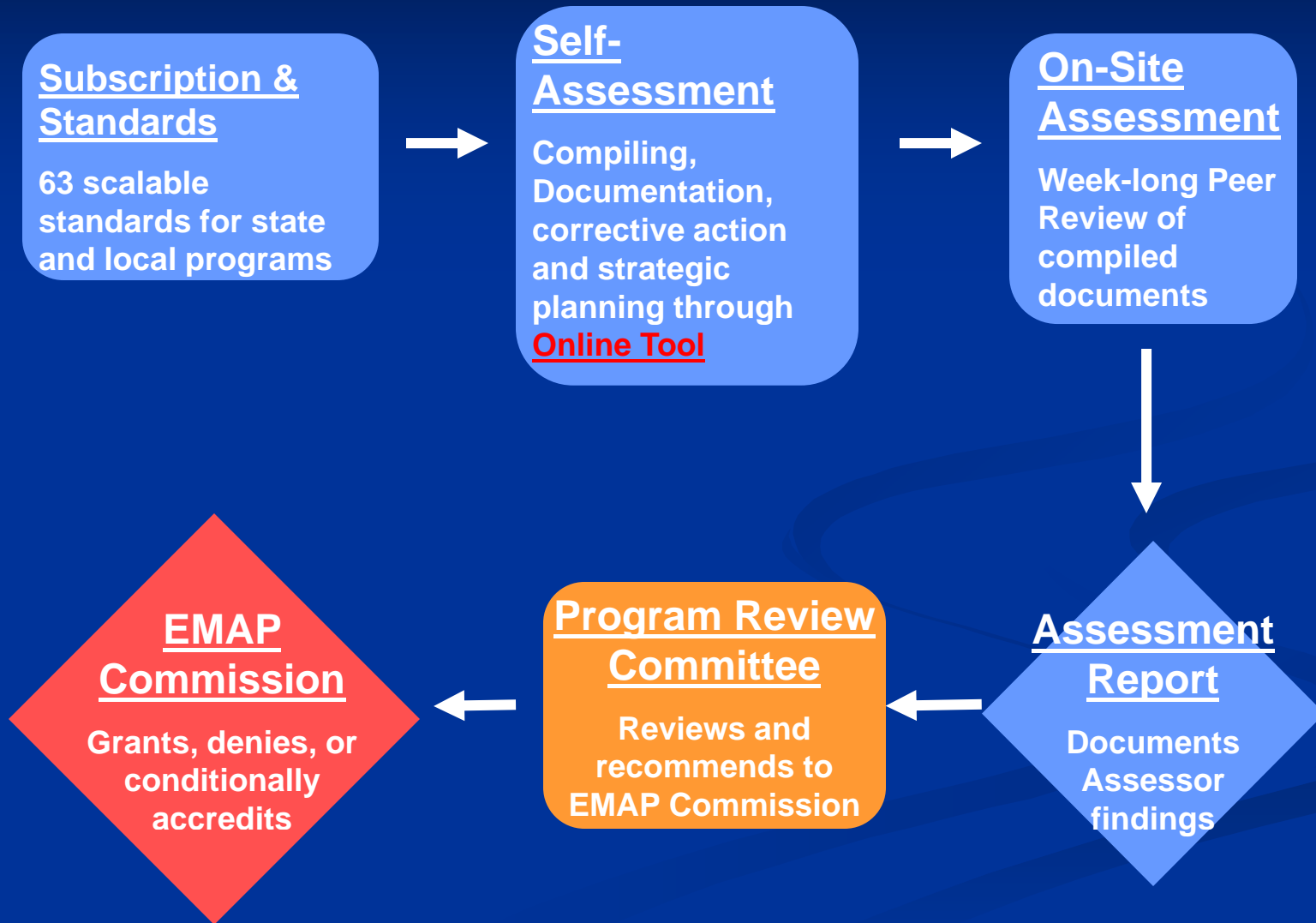
- EMAP combines:
  - self-assessment,
  - documentation and
  - independent peer review
- To provide objective evaluation and a structure for continuous improvement.



# Accreditation Process

1. Subscription (standards, access to Program Assessment Tool...)
  - \$450
2. Self-Study/Self-Assessment
3. Application (and fee, based on population)
4. On-site Assessment
5. Committee Review
6. Commission Deliberation/Decisions
  - Accredited, Conditionally Accredited, Accreditation Denied
7. Accreditation Maintenance
8. Re-accreditation (every 5 years)

# EMAP Assessment Process



# Self-Assessment & Documentation

- Program conducts self-assessment against EMAP standards, noting “compliant” or “non-compliant” in the Program Assessment Tool and posts electronic documentation that corresponds with each standard.
- Program assembles documentation of compliance and organizes for assessor review.
- “Proofs of compliance” or documentation should be posted and provided to EMAP even for standards for which the program does not deem itself compliant.
- Program submits self-assessment results to EMAP in the Program Assessment Tool.

# Determining Compliance



# The Meaning of Compliance

**What does “compliance” mean?**

For purposes of EMAP accreditation, a program must be in accordance with all standards and subparts of standards.



# The Meaning of Compliance

## Who determines “compliance”?

- The candidate program
- An EMAP Assessment Team – A group of trained emergency management professionals who act as objective fact-finders during an EMAP on-site assessment.
- The EMAP Program Review Committee

# Proofs of Compliance

There are three types of “proofs of compliance”:

- 1. Written Documentation** (*primary & required for compliance*)
- 2. Interviews** (*supplementary; to clarify & verify*)
- 3. Direct Observation** (*supplementary; to clarify & verify*)

# Examples of Written Documentation

- Policies
- Procedures
- Rules
- Laws
- Regulations
- Directives
- Orders
- Memoranda
- Records
- Logs
- Grants
- Reports
- Files
- Financial reports
- Ledgers
- Budgets
- Training records
- Photographs
- After action reports
- Operational forms
- Plans
- Databases

# Interviews

- Used to supplement information in written documentation.
- Used to verify that written documentation reflects reality and to explore functionality.
- Scheduled in advance.
- Team will coordinate with accreditation manager.
- Document in Online Assessment Tool, including name, title, key information learned.

# Direct Observations

- Extends to the existence of materials, supplies, equipment, facilities and other tangible items
- Demonstrates performance of equipment or systems
- Recorded in Program Assessment Tool



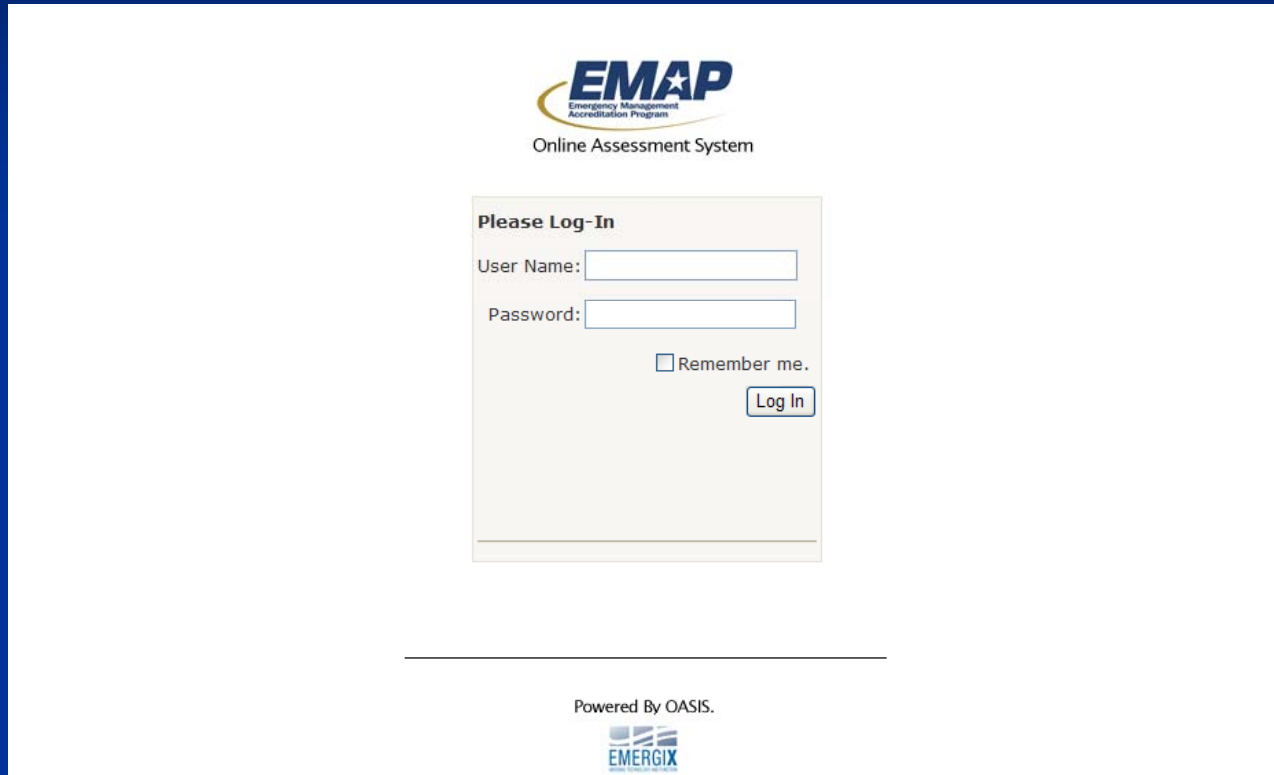
**Emergency Management Accreditation Program  
Video Library**

**Program Demonstrations: Generator,  
Alternate EOC, and Warnings**

# EMAP Program Assessment Tool

- Dual-use tool for candidate programs and for assessors.
- Candidate conducts self-assessment and enters proofs of compliance and rationales for each standard.
- Assessors review proofs before and during the on-site assessment and enter their findings as to compliance with each standard.

# EMAP Program Assessment Tool



The screenshot shows the login interface for the EMAP Online Assessment System. At the top center is the EMAP logo, which consists of the letters 'EMAP' in a bold, blue font with a yellow swoosh underneath. Below the logo, the text 'Emergency Management Accreditation Program' is written in a smaller font, followed by 'Online Assessment System' in a standard black font. The main content area is a light gray box with the heading 'Please Log-In'. Below this heading are two input fields: 'User Name:' followed by a text box, and 'Password:' followed by a text box. Below the password field is a checkbox labeled 'Remember me.' and a 'Log In' button. At the bottom of the page, there is a horizontal line, followed by the text 'Powered By OASIS.' and the EMERGIX logo, which features a stylized 'E' made of horizontal bars above the word 'EMERGIX'.

**You'll be provided a link to a log-in page and as a part of your application package, be given a user name and password to access the Online Tool.**

# EMAP Program Assessment Tool

Logout

My EMAP Assessments

**Primary Contact Information**

Name:   (first, mi, last)  
Title:  Prefix:  Suffix:   
Dept.

**Applicant Program Information**

Jurisdiction:  Share Data With State?

Program:   
Address:   
City:  State:  Zip:   
Phone:  FAX:   
Mobile:  Pager:   
E-Mail:  WWW:

Save

Once you log-in, you come to the My EMAP Tab Page – Information about you and your program will be found here.

# Online Reports

- Compliance status report – chart shows your program's entries yes/no as to compliance
- Program PCRs – by standard, shows program's listing of proofs of compliance and rationales entered
- Compliance Planning– shows program's entries for steps needed to reach compliance; program can populate with resources/personnel needed, time, etc.

# Things to Think About

- Motivation and support to seek assessment/ accreditation?
- Cost of preparation/time
- Selecting accreditation manager
- Multi-agency involvement
- Documentation of compliance
- Scheduling on-site assessment
- Risks of non-compliance? Need to lay groundwork for understanding of standards.

# Then, Time to Celebrate



# Conditional Accreditation

## If the candidate is Conditionally Accredited...

- Probationary accreditation status, not to exceed nine months, is awarded
- Candidate must implement a plan of action, submitted to EMAP to address areas of non-compliance
- Program must be reviewed for compliance before the end of nine-month period

# Annual Reports and Maintaining Compliance

- Maintaining Compliance with Standards
  - Accredited Program files annual report once a year
  - Online annual report tool
- Loss/Revocation of Accreditation

# Reaccreditation

- Accreditation is valid for five years from the date the EMAP Commission grants accreditation
- The accredited program should decide whether it will pursue re-accreditation
- If it chooses to pursue reaccreditation, the program must reapply and complete the entire accreditation process



# Appeals Process

The Appeals Panel of the EMAP Commission serves as the appeal agent for accreditation decisions. Decisions of the EMAP Commission may be appealed:

- Denial of eligibility for accreditation application
- Denial of accreditation
- Conditional accreditation
- Revocation of accreditation

# Lessons Learned

- Adopting program-wide view
- Involving the right players - including Executive-level and multi-agency
- Documenting Compliance is critical
- Taking time to assemble, check and organize appropriate written documentation of compliance



# How Does My Jurisdiction Get This Done?

- 1<sup>st</sup> – eliminate any division you have between your emergency management and homeland security efforts.
- 2<sup>nd</sup> – establish the organization that will take the lead in EMAP.
- 3<sup>rd</sup> – identify an executive to be the champion.
- 4<sup>th</sup> – Identify your gaps

# How Does My Jurisdiction Get This Done?

- 5<sup>th</sup> – create a strategic plan, including timeline, for EMAP success
- 6<sup>th</sup> – determine to use your resources to fill the gaps and complete your strategic plan (general fund, homeland security grants, emergency management grants, etc.)
- 7<sup>th</sup> – Persevere as you would any other change management or improvement initiative you undertake

# Recap: Tools for Assessment/Accreditation Managers

- *The Emergency Management Standard by EMAP*
- *Candidate's Guide to Accreditation*
- EMAP Online Assessment Tool
- Program Pointers
- Accreditation Process Guide
- EMAP web site for updates:  
[www.emaponline.org](http://www.emaponline.org)

# Benefits of Accreditation

- Provides **opportunity to assess** your program against established national standards
- **Demonstrates discipline and accountability** in regularly reviewing, maintaining and documenting compliance with standards and best practices.

# Benefits of Accreditation

- Provides a **common structure for review** and analysis among state and local government programs nationwide.
- Offers citizens evidence of their government's best efforts to comply with national standards and helps **define emergency management.**

# Using the standards

- Use the standards to develop personal knowledge, skills, and abilities
- Be a “champion” of emergency management program standards
- Encourage program participation
- Participate in the discussion of emergency management program standards

# Questions ?

[www.emaponline.org](http://www.emaponline.org)

[emap@csg.org](mailto:emap@csg.org)

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