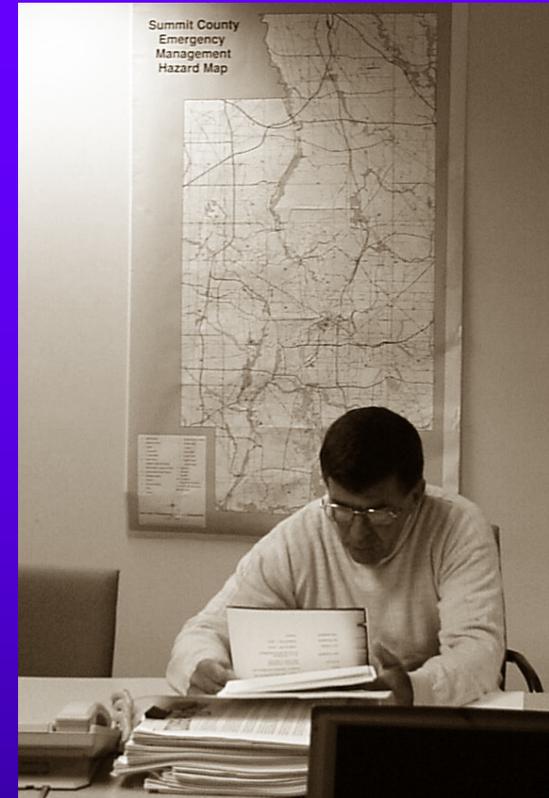*Building safer communities through standards of excellence.*

Building Strong Emergency Preparedness Programs

Emergency Management Higher Education Conference, June 2004
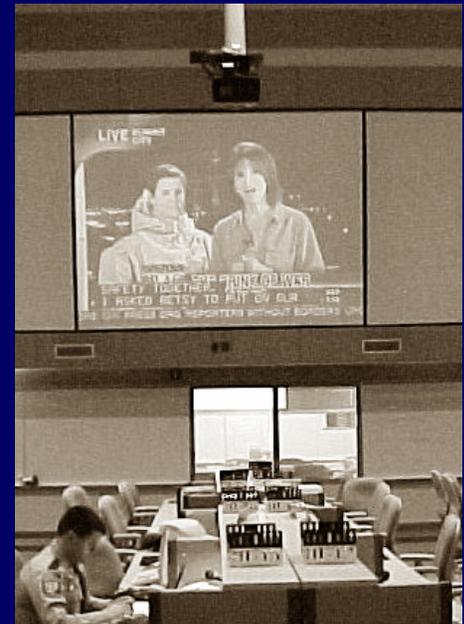
EMAP is. . .

- **Emergency Management Accreditation Program**: a voluntary accreditation process based on collaboratively developed national standards

- For local and state government **programs** in the U.S. responsible for preventing, preparing for, mitigating against, and coordinating response and recovery to disaster

Need for Accreditation

- State/local systems for disaster preparedness & response are vital to health, safety of residents and security of business/industry, government and infrastructure.

- Expectations for services and the destruction caused by disasters are increasing. Terrorism concerns heighten need to strengthen core capabilities.

- Mechanism was needed to independently evaluate emergency management structure before a disaster.

EMAP History

- NC DEM White Paper to NEMA, Aug. 1997
- Accreditation Feasibility Study, Sept. 1998
- NFPA 1600 Standard, began Jan. 1991 (recommended practices published Aug. 1995)
- First NFPA 1600 Standard, Feb. 2000
- EMAP Commission seated, Jan. 2002
- State & local pilot tests, 2001-2003
- *EMAP Standard* published, April 2002
- First programs accredited, Sept. 2003

EMAP Approach

- EMAP looks at a jurisdiction's whole **program**…not just the emergency management agency

- Taps attention on status of preparedness to demonstrate professionalism and accountability and to build capabilities and relationships

- Strengthens nation's preparedness and response system through collaboratively developed standards, program self-assessment and documentation, and independent review

What/who is being assessed?

- EMAP uses
  - Voluntary, collaboratively developed standards,
  - Self-assessment and documentation,
  - Independent assessor and committee review,
- to evaluate disaster/emergency preparedness and response activities at the program level -- independent of and complementary to individual certifications.
- Standards and process are scalable. Small and large programs can find the standards and the process useful and challenging.

Show Me

- **EMAP combines:**
  - **collaboratively developed national standards,**
  - **self-assessment,**
  - **documentation and**
  - **independent peer review**
- **to provide objective evaluation and a structure for continuous improvement.**

Developing Profession?

- Defining what constitutes the practice of emergency management? What are core functions?

- A key hallmark of a profession is development of professional standards and self-regulation.

- Is emergency management a business/management profession? A response profession/discipline?

- What are the key practices? What impact do prevention/homeland security activities have on "emergency management"?

What is the "Standard"?

- *EMAP Standard* is based on NFPA 1600 *Standard on Disaster/Emergency Management and Business Continuity Programs*.

- Expanded EMAP standard language developed by state & local emergency management professionals

- 54 standards, many with multiple subparts

- Work refining standard language continues by EMAP Standards Committee & EMAP Commission, which will look at new NFPA 1600 language to incorporate into *EMAP Standard*

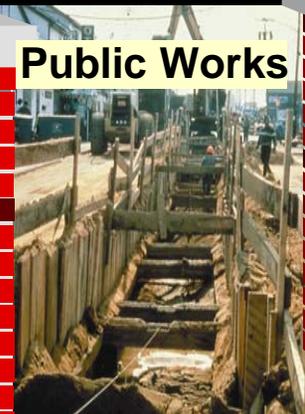# Tearing Down Walls

Police

Fire

EMS

Elected Officials

Finance
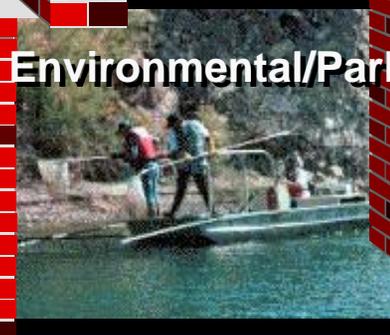
Community Planning

Public Works

Information Technology

Transportation

Environmental/Parks

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 functions.

Accreditation Process

1. **Registration**
   - **$125**
2. **Self-Study/Self-Assessment**
3. **Application** *(fee based on population)*
4. **On-site Assessment & Assessment Report**
5. **Committee Review**
6. **Commission Deliberation/Decisions**
   - **Accredited, Conditionally Accredited, Accreditation Denied**
7. **Accreditation Maintenance**
8. **Re-accreditation** *(five years)*

Proofs of Compliance with Standards

There are three ways for a program to show it is compliant:

Written Documentation *(primary & required for compliance)*

Interviews

Direct Observation

EMAP Standards

- **Program Management** covers how a program is organized to coordinate emergency prevention, preparedness, mitigation, response, and recovery activities across multiple agencies and organizations.

- **Laws and Authorities** addresses the legal underpinnings necessary to authorize and conduct an emergency management program.

EMAP Standards

- **Hazard Identification and Risk Assessment** requires comprehensive assessment and identification of risks, natural and human-caused, and potential impact of those hazards. Identification & analysis, including risks to critical infrastructures, then feed into planning process.

- **Hazard Mitigation** requires that the program create and implement a strategy to lessen the impacts of disasters, based on results of hazard identification and risk assessments, analysis of impacts of each hazard, and experiences in the jurisdiction.

EMAP Standards

- **Resource Management** involves methodologies for prompt and effective identification, acquisition, distribution, tracking, and use of personnel and equipment needed for emergency functions.

- **Planning** addresses development and general content of the program's emergency operations plan, strategic plan, mitigation plan, recovery plan, and continuity of operations plan.

EMAP Standards

- **Direction, Control and Coordination** presents requirements for the ability to analyze a situation, make decisions for response, direct and coordinate response forces and resources, and coordinate with other jurisdictions. Requires use of a recognized incident management system.

- **Communications and Warning** requires ability to communicate in a disaster and effectively warn the public. This is the primary area of the standards where communications interoperability and redundancy are addressed.

EMAP Standards

- **Operations and Procedures** requires standard operating procedures, checklists, and other instructions to execute plans and address identified hazards.

- **Logistics and Facilities** requires facilities and a logistics framework capable of supporting response and recovery operations, including primary and alternate emergency operations facilities/capabilities.

EMAP 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.

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

EMAP Standards

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

- **Finance and Administration** requires a financial management framework that complies with applicable government requirements and provides for expeditious request for, receipt, and distribution of funds.

Broad Look at Findings

- Two states of the 19 assessed in 2003 were compliant with all 54 standards
- Based on the first 10 assessments:
  - Two areas most often non-compliant were Hazard Identification & Risk Assessment and Planning
  - Three states of 10 met all the standards under Operations and Procedures
  - Resource Management and Direction, Control, and Coordination also a challenge

Documentation: Challenge & Benefit

EMAP assessment requires documentation of compliance, which means:

- Assessors look for written procedures or other documentation of the work a program does;

- EMAP encourages programs to institutionalize the good things they may do but that are "in the head" of a few key people.

- Continuity is improved by providing a catalyst to capture procedures, corrective action steps, and many other aspects of a quality program.

"Whether or not you become accredited, you benefit. Our knowledge base is documented much more than it was before this process. We had a lot of work to do, but the benefits far outweigh the work you put into it."

Craig Fugate, Director
Florida Division of Emergency Management

But cities a... their pain is accompanied by little national attention and no help from Congress or the White House.

"America is turning its back on its cities," said Minneapolis Mayor R.T. Rybak.

"America rallied as one after Sept. 11 and after the decision was made to invade Iraq," said Boston Mayor Thomas Menino. "Now we need the same sense of purpose about putting our neighbors back to work and prevent-

makes them the first responders against terrorism, but doesn't give them the money they need for the job."

When most of the nation's governors implored the federal government for help early this year, Congress reluctantly added $20 billion to its tax-cut package to sweeten the deal for some wavering senators.

Congress directed that half of the $20 billion be allocated among states to help them avoid

isn," Menino said.

"Cities across the country are hurting because of increased homeland security costs, the weak national economy, and large cuts in state aid," Menino said in a statement.

In a telephone call from his Minneapolis office, Rybak said "it's a terrible time to be a mayor of a big city," even while insisting that he loves the job.

He said the $20 million he was forced to trim in city spending

...ted that cities across the nation spent more than $2.6 billion in additional security costs in the 14 months after Sept. 11, 2001.

The conference said that when the Justice Department raised the security alert level during the Iraq war, city costs jumped $70 million a week.

□ □ □

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Benefits of Accreditation

- Provides opportunity to assess preparedness program against established **national standards**.

- **Demonstrates discipline and accountability** in regularly reviewing, maintaining and documenting compliance with standards and best practices.

- 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**.

"This has been a tremendously beneficial process for both our organization and our staff. The assessment pointed out areas we must improve. More importantly, the staff we have sent to participate in assessments in other states have benefited personally and professionally and have brought back to us ideas and practices that will improve our program."

Dale Shipley, Director
Ohio Emergency Management Agency

"The significant problems we face cannot be solved at the same level of thinking we had when we created them."

- Albert Einstein

EMAP

Building safer communities through standards of excellence.

EMAP's mission is to foster excellence and accountability in emergency management programs by establishing credible standards applied in a peer review accreditation process.

Questions ?

www.emaponline.org

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