



**Applicant Guide to Accreditation
2017**

Limitations on Liability

The Emergency Management Accreditation Program (EMAP) makes no warranty, express or implied, for the benefit of any person or entity with regard to any aspect of its *EMAP Applicant Guide to Accreditation*. It is intended for the use of Programs undergoing Assessment and/or seeking Accreditation. The contents of this Guide are subject to change without notice.

This Guide is available to any interested organization and in no way is to be construed as an individual act of any commissioner, director, employee, agent, member, or legal entity associated with the EMAP Commission.

Contents

EMAP Overview	1
The Emergency Management Standard	1
EMAP Confidentiality.....	2
Executive-Level Commitment	2
Role of Program Personnel	2
Accreditation Manager	2
How to Determine Compliance	3
Standard Structure	3
Standards with Multiple Requirements	3
Demonstrating Compliance	4
The Accreditation Process	4
STEP 1: Subscription and Training	4
STEP 2: Application and Self-Assessment	5
STEP 3: On-Site Assessment	7
STEP 4: Committee Review and Commission Decision.....	10
STEP 5: Accreditation and Maintenance.....	11
Accreditation Process Critique	13
Appealing an EMAP Commission Decision	13
Complaints Against Accredited Programs	14
EMAP Services	14
Host Training	15
Training & Standard Orientation Workshop.....	15
Pre-Assessment	16
Standard Chapter Standard Elements	16
Appendix A	18
EMAP Committee Structure	18
Appendix B	20
Conditional Assessment.....	20
Appendix C	22
EMAP Fees.....	22

EMAP Overview

The design of the Emergency Management Accreditation Program (EMAP) is to facilitate determination of compliance with a collaboratively developed set of Standards called the *Emergency Management Standard*. Through the integration of these components into one Program, the collaborative efforts of many individuals and organizations have yielded a meaningful and scalable set of Program Standards. It is important to note that EMAP defines “Program”, as a system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities. By virtue of that definition, the *Emergency Management Standard* and the Assessment and Accreditation Process look at all aspects of a Program that may sit outside the walls of the emergency management department or agency.

Emergency Management Accreditation is a voluntary, non-governmental process of Self-Assessment, documentation, and external independent peer review with the focus to evaluate, enhance, and recognize Program sustainable qualities. The intent of the Accreditation Process is to improve Program capabilities and increase professionalism. Accreditation evaluates an Emergency Management program’s organization, resources, plans, and capabilities against current Standards to increase effectiveness in protecting the lives and property of the people it serves. Through external independent peer review, the Accreditation Process involves assessing the degree to which a Program achieves compliance with the criteria in the *Emergency Management Standard*. Documentation is reviewed in an On-Site Assessment by a team of external independent Assessors from outside the Applicant Program. While some Emergency Management Programs already conduct Self-Assessments, they are not generally reviewed and verified by experienced emergency managers outside that Program. The EMAP Accreditation Process provides a mechanism for critical, objective, and constructive review.

The *Applicant Guide to Accreditation* primary focus is to assist Program representatives, in conjunction with training, to successfully achieve Accreditation. The purpose of this Guide is to provide step-by-step guidance as well as information on the various services that EMAP offers to assist an Applicant Program through the Accreditation Process. While the *Emergency Management Standard* training is essential for Accreditation Managers, this Guide offers a supplemental resource to all Programs.

The *Emergency Management Standard*

The *Emergency Management Standard* is a scalable yet rigorous industry Standard for Emergency Management Programs. The Standard is flexible in design so that Programs of differing sizes, populations, risks, and resources can use it as a blueprint for improvement and can attain compliance with the Standard. The intent of the *Emergency Management Standard* is to provide Standards that indicate the components of a high-quality Emergency Management Program has in place. The Standards describe “*what*” a Program should accomplish but not necessarily “*how*” compliance with a Standard should be achieved. The Standard was collaboratively developed during a series of working groups of emergency management stakeholders from government, business and other sectors, and it continues to evolve to represent the best in emergency management. The *Emergency Management Standard* is revised on a three-year cycle that consists of committee collaboration within the EMAP Standard Subcommittee; a public comment period; and support from the EMAP Technical Committee that provides recommendations to the EMAP Commission (*See Appendix A*). The formal process is based on the combination of EMAP and American National Standards Institute policy and procedures.

EMAP Confidentiality

EMAP encourages Programs to utilize Accreditation as leverage for marketing and communication needs. Program representatives dictate the permissions for what they would like shared with the public when involved in the Accreditation Process. The Preliminary Assessment Reports are given to the Program to use for their own purposes and are used anonymously in trend data reporting unless the Program permits additional use. EMAP makes every attempt to ensure that On-Site Assessments are confidential and only acknowledges participating Programs publicly once they achieve Accreditation or Conditional Accreditation.

Executive-Level Commitment

Commitment from the executive level of a Program is crucial to the success of achieving Accreditation. Program leadership who express the importance of Accreditation enhance the process by providing a common goal to all personnel. The common goal heightens the excitement of accomplishment for the entire team upon recognition of EMAP Accreditation. Often, EMAP presentations to the Program's board, commission and/or executive leadership motivate executive buy-in. In order to maintain the momentum of the process, some form of internal marketing communication(s) might be issued to announce the decision to seek Accreditation, acknowledge the Program's status as an Applicant, announce the selection of the Accreditation Manager, and outline the Program's steps through the Accreditation Process. Suggested briefing participants include executive-level representatives of, at a minimum, all agencies, offices/departments with a role in response and/or in your Program's emergency operation plan (e.g., emergency support function) or other area contacts or leadership, including cross-cutting functions such as general services, chief executive government, public works, and information technology. To maintain interest and cooperation in the process within the Program, executive leadership should make an effort to coach and update staff routinely throughout the Self-Assessment process.

Role of Program Personnel

By "Program Personnel," EMAP means individuals involved in the broader Program, not just the emergency management department or agency personnel. Applicant Programs should maintain the interest and participation of staff from all agencies with a role in the Program, which will aid in accomplishing tasks in an effective and timely manner. Program personnel should be involved in both the Self-Assessment and the On-Site Assessment processes. Departments and individuals responsible for performing functions related to each Standard will be able to assist in documenting compliance. The Self-Assessment process can be viewed as a team effort with cooperation across departments/agencies to identify compliance documentation.

Accreditation Manager

The Accreditation Manager is the principal contact between the Applicant Program and EMAP and is required to attend the *Emergency Management Standard* Training. Selecting an effective Accreditation Manager is one of the most important considerations a Program can make. Those assuming the role of Accreditation Manager take on a large responsibility as a leader within the Program's Accreditation Process. In order to ensure success, the Accreditation Manager should be knowledgeable of their Program including all key agencies and departments involved. An Accreditation Manager should use a team approach to organizing Program personnel and higher-ups to ensure that all staff that play an integral role in emergency management are part of the Accreditation Process. This individual is responsible for: coordinating the analysis of the organization's activities, documents, plans, and procedures in comparison with the *Emergency Management Standard*; gathering and organizing supporting documentation of compliance; coordinating the On-Site Assessment; and staying in constant contact with EMAP during the entire Accreditation Process. The need for a thorough and consistent Self-Assessment requires the Accreditation Manager to attend the *Emergency Management Standard* Training. As the lead for

completing the Self-Assessment, the Accreditation Manager should be able to directly access and regularly meet with the executive team to discuss progress as well as any resources needed to complete the Accreditation Process.

A Program must select its Accreditation Manager, who is required to attend *Emergency Management Standard* Training before the Program may apply for Accreditation. EMAP recommends that the Accreditation Manager attend training as soon as possible, as the training will greatly assist with the completion of the Self- Assessment. Training opportunities are offered throughout the year; details can be found at www.emap.org.

How to Determine Compliance

The *Emergency Management Standard* is intended to define “*what*” a high-quality emergency management Program is rather than “*how*” any particular function or activity is conducted. The Standards reflect best practices in emergency management and can be expected to continue to improve and advance the state of the profession. The Standards are intended to be achievable within reasonable resource constraints, thereby encouraging Program managers to seek Accreditation and serving as a catalyst for continuous improvement.

It is the Program’s responsibility to determine how compliance with the *Emergency Management Standard* will best be demonstrated. The Assessment is not strictly set to the emergency management department, but strategically looks at the entire Program. This will be evident in Standard areas that cover committee structure, rules and regulations, fiscal policies, laws and authorities, risk assessment and other outlining business that affects the Emergency Management Program. In the EMAP Program Assessment Tool, the Program is asked to provide, an explanation for how each of the proofs of compliance listed supports or demonstrates compliance.

Standard Structure

It is important to note that the language of the Standard may invoke compliance derived from more than one document. Some Standards have sub-standard parts that will need to be identified when determining compliance. An example of Standard language is below.

4.2 Hazard Mitigation

4.2.2 The Emergency Management Program documents project ranking based upon the greatest opportunity for loss reduction and documents how specific mitigation actions contribute to overall risk reduction.

Standards with Multiple Requirements

In situations where a Standard includes multiple requirements, each item must be identified with proofs of compliance and documented accordingly as with any Standard. For example in the text box on the above, proofs of compliance must be provided for all the items listed within the text in the Standard.

3.1: Program Administration and Evaluation

3.1.1 The jurisdiction has a multi-year Strategic Plan, developed with input from stakeholders, that includes the following:

- (1) an executive policy or vision statement for emergency management;
- (2) identified mission, goals, objectives, and milestones for the Emergency Management Program;
- (3) a method for Plan implementation; and
- (4) a method and schedule for evaluation, maintenance and revision.

The Applicant Program is asked to provide proof of compliance that shows the Emergency

Management Program has documented a multi-year strategic plan that was (1) developed with input from stakeholders and contains the following: (2) executive policy or vision statement for emergency management; (3) identifies a mission, (4) goals, (5) objectives, and (6) milestones of the Emergency Management Program; (7) method of plan implementation; and (8) includes a method and schedule for evaluation, maintenance and revision.

Demonstrating Compliance

Compliance with the *Emergency Management Standard* is demonstrated in the following manner:

Written documentation. Written documentation is the *primary* form of compliance and is required as a proof of compliance for all Standards. Written documentation includes plans, policies, procedures, rules, regulations, directives, orders, memoranda, or other guidance and direction to Program personnel about how the Program is conducted.

Interviews. Written documentation can be supplemented and/or verified by verbal explanation and details obtained through interviews with Program personnel. The Applicant should provide names, organization, contact information, and relevance to the Standard for individuals who will be valuable interviewees for that Standard. The Applicant will be expected to make the interviewee available or schedule an interview with the individual during the On-Site Assessment. For each interview listed, an explanation should be provided describing how the interview will support compliance. Interviews are helpful in clarifying and verifying compliance issues; however, information gathered verbally in interviews is not by itself sufficient to indicate compliance.

Demonstrations. Observed compliance by an Assessor extends to the existence of materials, supplies, equipment, facilities, and other tangible items. Where compliance is expected to be supplemented and/or demonstrated through direct observation, a specific description, including location name, address, and contact person, should be uploaded into the Program Assessment Tool. Examples would be the demonstration of performance of equipment or systems, such as communications equipment or computer software, or scheduled activities such as training sessions that can be observed by the Assessment Team. The Applicant should be prepared to schedule an opportunity for the Assessment Team to observe the items or activities during the On-Site Assessment. For each demonstration listed, a justification should be provided describing how that observation will support compliance with the Standard. Demonstrations are helpful in verifying compliance issues; however, information observed in demonstrations is not by itself sufficient to indicate compliance.

The Accreditation Process

There are steps in this professional Accreditation Process: Subscription and Training; Application and Self-Assessment; On-Site Assessment; Committee review and Commission decision; Accreditation and Accreditation maintenance. Reaccreditation follows the same process as initial Accreditation.

STEP 1: Subscription and Training

The Accreditation Process begins when the Program subscribes to EMAP by completing the EMAP Subscription Order Form and submitting the appropriate payment. The Subscription is provided online at www.emap.org. A Subscription is valid for one calendar year. Renewals paid 30 days before the Subscription expires are eligible for a 5% discount. The Subscription benefits include a multitude of resources as well as access to the EMAP Program Assessment Tool.

Representatives of the Subscribed Program may access restricted information pertinent to the Accreditation Process. EMAP provides Standard review webinars designed to focus on experiences and real world application of Standard areas. Programs may learn from practitioners and subject matter experts on model practices as well as assessing compliance to Standard areas. EMAP provides

Accreditation Managers the opportunity to observe an On-Site Assessment if given permission by the observed Program and with the understanding that the Accreditation Manager's Program assumes the cost of the travel. EMAP also provides crosswalks of Standards within the emergency management profession to show Programs that certain areas of compliance may also assist with other Standard practices. Unlimited access to online forums and EMAP personnel supports Programs with Standards and compliance guidance as the Program moves through the Accreditation process. Online tools such as the EMAP Video Library provides information such as assistance on the preparation of an On-Site Assessment; historical Standard review webinars; and how to write a proof of compliance.

The Subscription package consists of the following:

- Unlimited license to the EMAP Program Assessment Tool for one calendar year. An on-line program, via the EMAP website, utilized by the Program for the Self-Assessment;
- An optional complimentary webinar/training session and EMAP staff support on an instructional tutorial for the Program Assessment Tool;
- Each Subscription waives the registration fee to attend the *Emergency Management Standard* Training and obtain programmatic information and tools to guide the Program through the EMAP Accreditation process (If not subscribed, the Programs pay \$225 per registered Accreditation Manager);
- Complimentary webinar/training session and EMAP staff support instructional tutorial for the Program Assessment Tool;
- Unlimited access to model practices and plans that meet compliance with EMAP Standards;
- Assessment Estimates (Assessment and Accreditation fees); and
- Opportunities to participate on Standards development work groups.

To gain access to these benefits, a Program must complete the EMAP Subscription Order Form and submit the appropriate payment.

After attending the *Emergency Management Standard* Training and obtaining the available resources, the Accreditation Manager should create a plan that outlines the stages of the Self-Assessment, the documentation of compliance process, and the On-Site Assessment process. The plan should serve as a framework document and include goals, dates, and key milestones for the process.

STEP 2: Application and Self-Assessment

In applying the wording of the Standard, an Applicant Program's hazards and risks inform the Program's method to comply with the Standard. For Accreditation purposes, an Applicant Program must document compliance with each Standard. The purpose of the Self-Assessment is using the *Emergency Management Standard* to evaluate whether the Program meets each of the Standards, and identifying documentation the Program will offer to show that it meets each Standard. In determining compliance, Program personnel might ask themselves: "Can we provide documentation that would withstand professional and public scrutiny?" For example, if a Standard requires the development of a plan for the hazards identified, and the Applicant's plan only partially addresses a hazard, would an experienced emergency manager be satisfied that compliance has been achieved? If a communications system works only some of the time, would an experienced emergency manager consider that capability adequate? If a plan is in place but there are no trained personnel to execute it, is that aspect of the Program viable?

To facilitate locating proof of compliance documentation, the Accreditation Manager should review existing files, how they are organized, and who maintains them. Draft documents will not be accepted as a proof of compliance to any Standard. The documentation submitted as a proof of compliance must be implemented, distributed and promulgated by the Program in order to be accepted as a proof

of compliance. It may be helpful to create working files, organized by each Standard, to give the Accreditation Manager a view of the proof of compliance documentation that exists within the Program and assist in identifying gaps. This will give the Accreditation Manager an idea of the work to be done in assembling materials and determine a time frame for applying for the On-Site Assessment. Documentation of Program review activities such as Self-Assessment results and periodic reviews also will prove to be helpful.

The Accreditation Manager will lead the Program's review of its activities and capabilities in comparison to the *Emergency Management Standard* to determine programmatic compliance. The EMAP Program Assessment Tool will help guide the Program's Self-Assessment through the Standards and allows printing of reports to track Standards completed, compliance status entered, and steps needed to reach compliance (if the Program populates relevant fields). If non-compliance is found for a Standard(s), the Accreditation Manager may want to work with a Director or Program personnel to determine whether it is feasible to take steps immediately to begin to work toward compliance. Weaknesses identified in the Self-Assessment will drive the priorities and schedule for achieving Accreditation and planning for the On-Site Assessment.

The Program must upload and submit all proofs of compliance through the EMAP Program Assessment Tool, which is an online web portal. The proofs of compliance will enable the Program to complete its Self-Assessment and will also be used as the documentation for the On-Site Assessment. Written documentation will be required for each Standard, and any interviews and demonstrations conducted during the On-Site Assessment will serve to supplement the written documentation. With each listed proof of compliance, the Program should provide a brief justification/rational for how the written document, interview, and/or observation demonstrates compliance with that Standard referenced by the proof of compliance. In the proofs of compliance, the Accreditation Manager should also cite the specific chapters, sections, pages, and paragraphs of each document relevant to the Standard. Uploaded documentation will then include a copy of the source with the relevant sections highlighted or otherwise prominently noted. For Standards containing several criteria, the criteria that each section is meant to support should be identified. For each document listed, a justification/rationale should be provided describing how that document will support compliance with the Standard.

It is important that documents be organized in the Program Assessment Tool to clearly demonstrate compliance with the Standards. The Applicant should upload complete copies of each proof of compliance for each Standard, even if copies have already been provided for other Standards. The Applicant should provide a description of each proof of compliance, along with a brief rationale for how the written document, interview, and observation demonstrates compliance with that Standard. This encourages the Program to specifically consider whether that proof supports compliance and provides Assessors the Program's rationale regarding that Standard in preparation for the On-Site Assessment. The descriptions of the documentation and justifications will automatically be compiled by the EMAP Program Assessment Tool into a Proof of Compliance Record (PCR) listing all proofs of compliance for each Standard.

Application. When the Applicant Program is satisfied that it is ready to move forward in the process and that it will be able to show compliance with the Standard, it submits the [Program's Application for Assessment](#) and the Assessment Application Fee (*see Appendix C*). An Applicant will have to choose either a Classic or Enhanced Application. The Enhanced Application includes the following:

- EMAP Staff Liaison (ESL) review of Applicant's proofs of compliance;
- A copy of the Continuity of Operations matrix;
- Review of Standard 4.1 HIRA;
- Monthly conference calls during the Self-Assessment;

- Program Assessment and Accreditation overview call as well as Program representation during the Assessment Team call;
- Two document peer-reviews during the Self-Assessment that culminate in a report to the Program (the Program will be afforded the opportunity to undertake a virtual review with the Assessor and ESL of document reviews);
- On-site After-Action Assessment call between Program representation and ESL (part of the call will cover the Process and supplemental process if needed along with providing initial findings);
- ESL review of the compliance-planning document with a nine-month Conditional period request; and
- Assistance in preparation before the Program Review Committee meeting.

An Enhanced Application should be submitted to EMAP within twelve (12) months prior to when a Program intends to conduct its On-Site Assessment.

The Classic Application includes the following:

- Program Assessment and Accreditation overview call as well as Program representation during the Assessment Team call; and
- Assistance in preparation before the Program Review Committee meeting.

A Classic Application should be submitted to EMAP within six (6) months prior to when a Program intends to conduct its On-Site Assessment.

STEP 3: On-Site Assessment

EMAP personnel work with the Accreditation Manager to set an On-Site Assessment date. An Applicant should submit its [Request for an On-Site Assessment and Logistics Worksheet](#) at least six (6) months before it intends to conduct an On-Site Assessment. The Program should then contact EMAP to confirm receipt of the completed request form as well as to schedule the On-Site Assessment based on three possible weeks identified on the form. The date chosen will be mutually acceptable to EMAP personnel, the Assessment Team, and the Applicant Program. The date of the On-Site Assessment is confirmed via e-mail by EMAP.

The Program bears the expense of its On-Site Assessment. EMAP will provide an estimate for the cost of conducting the On-Site Assessment. Estimates are valid for 30 days. The On-Site Assessment travel costs estimated will include: airfare, ground transportation and accommodations, and meal expenses for the Assessment Team (typically travel accommodations are estimated using the United States federal per diem rates). EMAP prepares an invoice for the estimated total and forwards it to the Applicant for payment prior to the On-Site Assessment. If the pre-paid amount exceeds the actual cost of the On-Site Assessment, EMAP will refund the difference to the Applicant at the conclusion of the Assessment. If the actual costs are higher than the estimate, the Applicant will be invoiced for the additional cost. The Applicant must remit payment of the On-Site Assessment invoice as soon as possible and in no case later than 30 days before the scheduled date of the On-Site Assessment. Failure to pay the On-Site Assessment invoice within this time frame will halt the Accreditation Process and may also result in additional charges to reestablish the On-Site Assessment.

The On-Site Assessment is accomplished in one workweek (Monday through Friday at the Applicant's location). The Assessment Team will arrive the day before the On-Site Assessment is to begin and will work to complete the process in five working days, including visits to other locations and/or offices necessary to conduct document reviews, interviews and demonstrations.

EMAP engages a team of Assessors from its established pool of trained and experienced emergency managers. Assessors accepting the invitation to serve on the On-Site Assessment Team should be free of any conflict of interest with the Applicant to be assessed. Assessors abide by the EMAP Committee and Assessor Code of Conduct (found on the EMAP website at www.emap.org). The Applicant Program is notified of the names of the Assessment Team but may object to an Assessor on the basis of conflict of interest by notice in writing to EMAP personnel prior to the On-Site Assessment of the communication identifying the Assessors. If changes to the Assessment Team are warranted, additional Assessors may be offered by EMAP, and Applicant and EMAP personnel will arrange duties. EMAP reserves the right to make the final decision on the selection of Assessors.

The Applicant's primary point of contact with the Assessment Team during the On-Site assessment is the Assessment Team Leader who manages the On-Site Assessment and the work of the Assessment Team. Members of the Assessment Team are supplied information about the Program in advance of the On-Site Assessment, including copies of the application and organizational structure, and have access to the Program's Self-Assessment within the Program Assessment Tool.

The Applicant works with EMAP personnel to develop a working schedule for the On-Site Assessment week. The schedule allows the Applicant and EMAP personnel to coordinate their respective activities. During the On-Site Assessment, the Assessment Team Leader will coordinate with the Accreditation Manager to make adjustments to the working schedule as necessary to ensure that the team completes its work on time and with appropriate detail and consistency.

The Assessment Team will arrive at the Applicant's location at the start of business on Monday. The Accreditation Manager and Assessment Team Leader will conduct an orientation or entry briefing including the Assessment Team, Accreditation Manager, Program Director, and personnel, as determined by the Applicant Program. The Assessment Team Leader's briefing will provide an overview of the On-Site Assessment process and the Assessment Team's work. The Accreditation Manager's briefing may include basic information, hazards, organizational and operational structures, key facilities, programs, and issues, and other items of interest.

The Accreditation Manager should provide a brief tour of the facilities so that the Assessment Team can become familiar with the area in which they will be conducting the Assessment and the location of some of the personnel with whom they will interact. During the tour, the Assessment Team should be shown the location of the team working area, with any supporting equipment or administrative support, for performing the Assessment. The Accreditation Manager should also provide the Assessment Team with a roster of employees, phone numbers, and agency points of contact appropriate for interviews and other functions. The remainder of the first day will be spent reviewing documentation to determine compliance with the Standards.

The Assessment is conducted in accordance with EMAP Commission-approved policies and procedures. Assessors' primary activities include examining compliance documents, conducting interviews and demonstrations, recording their findings, and conducting an exit briefing with the Chief Executive or Program Director at the conclusion of the On-Site Assessment to report on preliminary findings.

Prior to the conclusion of each day during the Assessment, the Assessment Team Leader, the Accreditation Manager and, if so desired, the Program Director or Chief Executive, will meet with the Assessment Team Leader to gain information about compliance status and progress of the Assessment so far. If the Applicant Program is potentially not in compliance with a Standard, the Assessment Team Leader will communicate this to the Accreditation Manager, allowing the Applicant to provide additional existing compliance documentation while the team is on-site, if appropriate. It should be understood by the Accreditation Manager and the Chief Executive that any communication from the

Assessment Team at this point is preliminary as findings are not complete until the Assessment Team's report is finalized, reviewed by the Program Review Committee and accepted by the EMAP Commission. The EMAP Commission makes the ultimate decision regarding Accreditation. On the final day of the On-Site Assessment, the team will provide an exit briefing to the Program Director, Accreditation Manager, and other personnel as desired by the Applicant. The exit briefing generally will conclude by 12:00 p.m. on the final day of the Assessment week. During the briefing, the Assessment Team Leader will provide an overview of what transpired during the Assessment. Each member of the Assessment Team will highlight their preliminary findings regarding the Standards they were assigned to assess. If the Program is non-compliant with a Standard(s), a verbal description of the basis for non-compliance will be provided during the exit briefing.

The exit briefing is not designed as a forum to debate compliance or Standards application issues or to submit additional proof of compliance documentation. If the executive leadership of the Applicant Program or Accreditation Manager is dissatisfied with the findings and recommendations of the Assessment Team, the Assessment Team Leader will refer him or her to the remaining Accreditation steps, including the opportunity to submit supplemental compliance documentation within 30 business days after the last day of the On-Site Assessment, to respond to the Assessment report, and to send a representative to the Program Review Committee.

For the benefit of the Applicant Program, the Assessment Team Leader will offer an explanation of the process for presenting Assessment findings to the EMAP Program Review Committee in the Assessment Report. EMAP Personnel will provide the Accreditation Manager and Program Director evaluation forms to encourage feedback on the Assessment process and Standards. The Applicant evaluation forms will be used to improve the process, the Assessor roles, and the *Emergency Management Standard*.

After completion of the On-Site Assessment, the Assessment Team Leader and EMAP personnel will prepare a draft Preliminary Assessment Report for review and completion by the Assessment Team. The Preliminary Assessment Report will include: preliminary findings regarding compliance with the *Emergency Management Standard*; references to documentation of compliance reviewed; and information about operational programs, policies, and/or procedures that the Assessment Team considered noteworthy. With delivery of the Preliminary Assessment Report, the Applicant Program will be required to submit the Accreditation Fee. (Based on the jurisdiction's population, see *Appendix C Accreditation Fees*)

The Preliminary Assessment Report provides necessary information for an Accreditation recommendation by the Program Review Committee and decision by the EMAP Commission. Once the EMAP Commission has reviewed the report, the Preliminary Assessment Report will be finalized. A copy of the Assessment Report, when completed, is provided to the Applicant's Director or Chief Executive. If EMAP receives supplemental compliance documentation after the On-Site Assessment is completed (within 30 business days as noted above), the applicable Assessor and Team Leader will be expected to review this supplemental compliance and to include their findings within the Assessment Report.

For areas of non-compliance not documented or addressed within 30 business days of the On-Site Assessment, the Applicant should create a plan to address those areas within nine months. A compliance-planning document should be provided to EMAP with the Applicant Program's comments to the Preliminary Assessment Report; the compliance-planning document will be submitted with the Preliminary Assessment Report to the Program Review Committee and Commission and may be the basis for granting Conditional Accreditation.

STEP 4: Committee Review and Commission Decision

After the Preliminary Assessment Report is complete, the Applicant Program is placed on the agenda of the next scheduled Program Review Committee meeting. Members of the Program Review Committee will receive and review the Applicant's Application, Preliminary Assessment Report, Program comments, and material submitted for the Committee's review; including the Program's compliance planning document for addressing areas of non-compliance. The Applicant Program may provide comments to the report, which will be provided to the Program Review Committee for its review. If there are areas of non-compliance noted in the Preliminary Assessment Report, the Applicant should provide the Committee with the compliance-planning document for how it will address all areas of non-compliance within nine months (required to be considered for Conditional Accreditation).

Applicant Program representatives will be asked to attend the session of the meeting at which the Program is considered. It is recommended that if you have a Program representative participate, he or she should be knowledgeable about: your Program, details of its Assessment, and plans for addressing any areas of non-compliance. Keep in mind that for Conditional Accreditation, your Program must show that it can be reasonably expected to address all areas of non-compliance within nine months from the date of the EMAP Commission's decision of Conditional Accreditation. The Applicant should notify EMAP personnel if it will have a representative present. The representatives will be invited to present any information that may be relevant to the Committee's decision, and they will be available to answer any questions from the Committee. The Committee's deliberation and vote on Accreditation recommendations will be in executive session; thus Applicant Program representatives will be excused from the deliberation portion of the Program Review Committee meeting. The Committee's confidential recommendation will then be provided to the EMAP Commission for consideration at its next meeting. The Commission's deliberation and vote will also take place in executive session.

Should the Program experience a disaster during this time, delaying its preparation for or participation in the Committee's review, it may request a deferral. Given the nature of the discipline of emergency management, it is understood that the timing of a Committee meeting and the materials to be prepared for it may conflict with a disaster or other urgent duties of the Program and/or its Director and lead personnel may present a conflict with the timing of a Committee meeting or the time needed to prepare materials for that meeting. No later than three days before the Program Review Committee meeting, a Program may choose to request a deferral of a decision on its Application and Preliminary Report until the next conference call or meeting of the Program Review Committee, whichever comes first. In any event, the deferral will not be longer than two months. At the meeting during which the Program is initially scheduled for review, the Program Review Committee may review and discuss the report and materials related to the Program before it but will defer a recommendation on Accreditation status until its next conference call or meeting. The Program will still be requested to have a representative participate in the next conference call or meeting until which its Application has been deferred.

Since the EMAP Commission is the only committee that can grant Accreditation to Programs, the Program Review Committee provides a recommendation to the EMAP Commission. After review of the Application and the Preliminary Assessment Report for the Applicant, and after appropriate deliberation, the Program Review Committee shall decide, by majority vote, its recommendation of one of the following designations:

Accredited. The Applicant is in full compliance with all Standards.

Conditionally Accredited. The Applicant has not achieved the required compliance with all of the

Standards but appears to be in a position to do so within nine months. The EMAP Commission confers a probationary Accreditation status, not to exceed nine months, requiring that the Applicant take specified measures to address conditions threatening or preventing compliance. During the specified Conditional Accreditation period, the Applicant must remedy deficiencies by pursuing the plan of action submitted to the Program Review Committee and EMAP Commission. A Conditionally Accredited Program may not state or indicate publically that it has achieved Accreditation. (See *Appendix B* for further details)

Accreditation denied. The EMAP Commission determines the Applicant has not complied with the *Emergency Management Standard*, and factors for Conditional Accreditation are not applicable or appropriate. Feedback regarding deficiencies is provided to the Applicant with encouragement to work toward improvement and compliance.

At the next meeting of the EMAP Commission following the Program Review Committee's recommendation regarding an Applicant Program's Application to Accreditation, the Committee's recommendation will be reviewed by the Commission. The Commission's deliberations culminate in a motion to grant or deny Accreditation using the designations above. If Accreditation is approved, an EMAP Commissioner or EMAP personnel will notify the Applicant. The date of this decision becomes the Program's Accreditation date, which will be the basis from which all future maintenance and Reaccreditation timelines will be calculated. Accreditation is valid for five years. Please note that once the EMAP Commission has made a decision as to the Accreditation status of a Program, that decision will be considered as part of the group or class with other Applicant Programs voted on in the same meeting. In other words, it should not be expected that the EMAP Commission denote a Program as the "first" or "fifth" Program, etc., Accredited.

If Accreditation is denied, the EMAP Commission advises the Program Applicant of the Commission's decision and areas of non-compliance. If the Applicant is Conditionally Accredited, it will be provided information about Conditional Accreditation review and the Standards to be addressed during its Conditional period. (See *Appendix B* for further details)

If the Program is Accredited, soon after the EMAP Commission meeting, the Applicant will be provided a letter from the Commission conferring Accredited status, along with an Accreditation plaque and other appropriate visibility items. An Accredited Program may conduct a recognition ceremony to publicize its Accreditation status. Representatives of the Commission may be available to participate in the recognition ceremony; the cost of such participation is borne by the Accredited Program.

STEP 5: Accreditation and Maintenance

Congratulations, your Program is EMAP Accredited! EMAP will distribute a media release announcing the achievement of all Programs that are Accredited, and provide access to the marketing tools to the Accredited Programs.

Use of EMAP Accreditation Insignia. The EMAP Accreditation insignia is provided by EMAP to recognize Programs that have achieved full Accreditation. It may be displayed only by Programs with current Accredited status, as approved by the EMAP Commission. The insignia is intended for use to be a visible sign of a Program's achievement of Accreditation. It may be used on Program paper documents (e.g., letterhead, forms), presentations, and equipment, etc. The insignia is intended for use in keeping with EMAP's holistic Program view of emergency management/preparedness. In other words, the insignia should be used by the Program as a whole and/or by all agencies with roles in emergency/disaster preparedness and response rather than only used by an emergency management agency or department. Use on agency printed materials is appropriate as long as it is offered for use to the broad set of agencies involved in the Program.

License to use the insignia is granted to Accredited Programs during the period of Accreditation. Should a Program's Accreditation lapse (after five years with no reaccreditation) or be revoked, the Program must immediately remove the insignia from all materials and locations associated with the jurisdiction. Accredited Programs must not represent the insignia or Accredited status as a guarantee of safety from disaster. The EMAP Accreditation insignia will be registered as a trade- or certification mark and may not be used on wearing apparel, lapel pins, or other items for individual distribution without express authorization from EMAP or purchase of such items from EMAP.

Accreditation Maintenance. Accredited Programs are expected to maintain compliance with EMAP Standards, keep proofs of compliance up to date, and conduct their activities in accordance with the EMAP goal of continuous improvement. EMAP requires that Programs create and maintain up-to-date Accreditation-related documentation between On-Site Assessments to demonstrate that the Program continues to meet the Standards. Keeping Self-Assessment results, the finalized Assessment Report, and supporting documentation is a simple way of tracking compliance and identifying areas in need of improvement, making documentation easier in the future.

The EMAP Commission will provide access to the EMAP Annual Report that is a web-based portal to the Program in advance of each annual Accreditation anniversary. The EMAP Commission has determined that each Program Accredited in will need to submit their Annual Report no later than October 31st of each year of the Program's accreditation. In the Annual Report, the Accredited Program declares its continued compliance with applicable Standards. If the EMAP has approved revised Standards that have become applicable, the Accredited Program describes its status as to compliance. When the Annual Report is submitted, EMAP will review it and coordinate with the Accreditation Manager if additional information is needed. Annual Reports are retained in the Accredited Program's file.

If non-compliance has occurred during the preceding year(s), the Program will provide details on the Standards with which it is not in compliance, the changed conditions resulting in non-compliance, and steps being taken to achieve compliance. Even if the Accredited Program decides not to pursue reaccreditation, it remains obligated to fulfill the maintenance requirements for the full period of Accreditation.

Loss/Revocation of Accreditation. An Accredited Program may lose its Accredited status for documented substantial and ongoing non-compliance with the *Emergency Management Standard* as determined by the EMAP Commission; failure of a Conditionally Accredited Program to comply with the *Emergency Management Standard* within the time period specified by the Commission in its award of Conditional Accreditation status; or fraud or deception, including administration of funds or obtaining Accredited status.

Revocation of Accreditation will occur only after the Program has been given an opportunity to respond to the allegations or bases for non-compliance. The Program Review Committee will consider such cases and make a recommendation to the EMAP Commission. The Committee and Commission may leave the Program's Accreditation status intact, may place the Program on Conditionally Accredited status, or may revoke the Program's Accreditation status.

Reaccreditation. During the fourth year of Accreditation, the Accredited Program must decide whether to pursue reaccreditation. If it chooses to pursue reaccreditation, the Accredited Program must complete the Accreditation Process, beginning with the Self-Assessment. In addition to documentation of current Program compliance, reaccreditation requires copies of the Program's Annual Reports for the previous Accreditation period. If the Accredited Program no longer chooses to

maintain Accreditation, it may allow its Accreditation to lapse following the five-year period of maintenance.

Accreditation Process Critique

Applicant Programs are afforded an opportunity to critique the Accreditation Process. An evaluation form will be provided to the Program Accreditation Manager by EMAP personnel to solicit feedback on the Standards and the Accreditation Process. Feedback from Applicant Programs will be used to adjust and improve processes, Standards, and materials. The critique process does not affect the Accreditation outcome.

Appealing an EMAP Commission Decision

Certain EMAP Commission decisions may be appealed within 30 business days of receipt of written notice of the decision. The Applicant Program's Executive leadership must submit the appeal in writing and must specify the grounds on which the appeal is made. A nonrefundable Appeal Fee must be submitted with the Program's letter of appeal (see *Appendix C*). The Appeals Panel of the EMAP Commission serves as the appeal agent for Accreditation decisions.

An appeal is not a new review of the Program's Application; it is a review of the Commission's decision regarding the Program's Application. An appeal is a challenge of the decision of the EMAP Commission based on the evidence before the commission at the time of its decision. The appeals process will not include additional corrective actions or similar changes.

The following decisions of the EMAP Commission may be appealed:

- Denial of eligibility for Accreditation Application;
- Denial of Accreditation;
- Conditional Accreditation; and
- Revocation of Accreditation.

Within 30 business days of the receipt of the Program's letter of appeal, the EMAP Commission shall appoint an ad hoc Appeals Panel of three members and three alternates, none of whom will have had affiliation with the Program filing the appeal or with the Accreditation process related to the Program. EMAP will confirm the willingness and availability of the panel and alternates to serve and notify the Program of the proposed date for appeal review. The appellant Program will have the opportunity to review the names of prospective Appeals Panel members and to challenge them for due cause (e.g., conflict of interest, bias or other prejudicial infirmity). The EMAP Commission will rule on such challenges. Procedural and substantive issues addressed by the Appeals Panel will be limited to those stated in the Program's appeal letter. The Panel may consider only facts and materials that were before the EMAP Commission at the time of its decision. At least 30 business days before the Appeals Panel's review, EMAP will provide the appellant Program a list of documents and materials included in the file as considered by the EMAP Commission. Objections regarding materials or documentation provided must be made to EMAP no later than 15 business days before the scheduled appeal review. The Appeals Panel will consider the appeal, either in a physical meeting or via conference call, no later than 90 business days after receipt of the appellant Program's letter of appeal.

The EMAP Commission's initial decision shall be affirmed unless: a procedural error and/or adherence to proper procedures would dictate a different decision; or based on the record, the EMAP Commission's decision was plainly wrong or without evidence to support it.

The Appeals Panel will decide either to uphold the EMAP Commission decision or to return the

matter to the EMAP Commission for reconsideration of its decision in light of the Panel's ruling regarding procedural violation(s) and/or substantive error(s). The report of the Appeals Panel and the basis of their decision related to the records shall be provided to the EMAP Commission within 30 business days of the Panel's review. Copies of the report shall be provided to the appellant Program.

Complaints Against Accredited Programs

Complaints or allegations of incidents of non-compliance of Accredited Programs will be reviewed and acknowledged as described below. The Accredited Program will be notified and furnished with a copy of the complaint.

A complaint is not a mechanism for adjudication of disputes between individuals and Programs. Procedures for handling a complaint against an Accredited Program are intended to deal with complaints based on purported lack of Program consistency with the *Emergency Management Standard*. A complaint that raises issues that are the subject of pending litigation will not be processed until the litigation has been concluded. Complaints must be filed in writing within one year of the time that the alleged non-compliance occurred or came to the attention of the complainant; whichever is later. To be processed, a complaint must:

- Be in writing and signed;
- Identify the individual, group, or legal entity making the complaint;
- Present specific facts and evidence (including supporting evidence) that the subject Program is not in compliance with one or more element of the *Emergency Management Standard*;
- Describe the status of legal action if any exists related to the facts of the complaint; and
- Grant permission to send a copy of the complaint, in its entirety, to the Accredited Program against which the complaint is made.

Receipt of a complaint that meets the above requirements will be acknowledged by EMAP within 30 business days, and a copy of the complaint will simultaneously be forwarded to the Accredited Program. The Accredited Program will have 30 business days to respond to the complaint. The Accredited Program's response must be from the Program itself and not from a third party acting on the Program's behalf. The complainant may be asked to respond to information provided by the Program. The EMAP Commission will review a complaint against an Accredited Program at its first regularly scheduled meeting after the receipt of the Program's response. The EMAP Commission may, after review, act upon the complaint or defer action pending receipt of additional information.

The EMAP Commission, through its personnel or committees, reserves the authority to dismiss complaints determined to be non-substantive or frivolous. (Receipt of a complaint regarding a Program going through the Accreditation Process will be processed in a similar manner as part of the On-Site Assessment or Committee review rather than going first to the EMAP Commission.)

The complaint will be placed in the Program's file along with any response from the Program. The EMAP Commission will communicate in writing its action on the complaint to the complainant and the Program. The resolution of the complaint will be recorded in the Program's EMAP file.

EMAP Services

EMAP provides optional services available to Subscribed Programs while building their Program to the Standards or to assist in succeeding Accreditation. This is a continuous effort of the EMAP Commission to provide high-quality services and resources to interested Programs. Please visit the EMAP website for the current listing of services offered. A current EMAP Subscription is required to take advantage of these optional services.

Host Training

The Host *Emergency Management Standard* Training provides a Program with information and tools that will assist them in evaluating their capabilities and documentation by way of the *Emergency Management Standard*. Specifically, the hosting Program will learn about the *Emergency Management Standard* and its application during the Accreditation Process. The Host *Emergency Management Standard* Training provides an opportunity for the host Program to invite their stakeholders and/or neighboring jurisdictions to learn about and engage with the *Emergency Management Standard*, assisting in the development of buy-in and support for the Accreditation Process.

Key objectives met during the instruction of this course include:

- Obtaining a basic understanding of EMAP, its background, history and future;
- Exploring the need and application of the Standards;
- Gaining an understanding of the Accreditation Process;
- Exploring the roles and responsibilities of Accreditation Managers, Assessors, and Assessment Team Leaders;
- Understanding the value of documenting compliance through the writing of Program rationales;
- Understanding how Assessors analyze compliance and write findings; and,
- Certifying as Accreditation Managers and/or Assessors, if desired.

The EMAP Training Coordinator and an EMAP Trainer will facilitate the Host *Emergency Management Standard* Training based on the current *Emergency Management Standard*. The two-day course will encourage open participation and discussion about the objectives provided above.

In order to sponsor the Host *Emergency Management Standard* Training a Program must be Subscribed to EMAP. However, the Program may choose to offer course registration to both Subscribed and unsubscribed Programs. The cost associated with this course is a Training Course Fee (see *Appendix C*) and the travel cost for the EMAP Training Coordinator and one EMAP Trainer.

Training & Standard Orientation Workshop

The Training & Standard Orientation Workshop provides the Program's employees and stakeholder's information that will assist them in evaluating their current capabilities and documentation by way of the *Emergency Management Standard*. Specifically, the hosting Program and its chosen invitees (including internal and external stakeholders) will learn about the *Emergency Management Standard* and its application during the Accreditation Process. The Training & Standard Orientation Workshop is customized to the Program, allowing for the incorporation of Program documentation into the training curriculum and providing the Program the unique ability to jumpstart their Self-Assessment with the engagement of their stakeholders.

Key objectives met during the instruction of this course include:

- Obtaining a basic understanding of EMAP, its background, history and future;
- Exploring the need and application of the Standards;
- Gaining an understanding of the Accreditation Process;
- Exploring the roles and responsibilities of Accreditation Managers, Assessors, and Assessment Team Leaders;
- Understanding the value of documenting compliance through the writing of Program rationales;
- Understanding how Assessors analyze compliance and write findings;
- Identifying and prioritizing gaps based on the *Emergency Management Standard*; and

- Developing a plan of action for the Program’s Self-Assessment to address the identified gaps.

The EMAP Training Coordinator and an EMAP Trainer will facilitate the Training and Standards Orientation Workshop based on the current *Emergency Management Standard*. The three-day course will encourage open participation and discussion about the objectives provided above.

In order to host the Training & Standards Orientation Workshop a Program must be subscribed to EMAP. The cost associated with this course is a Training Course Fee (see *Appendix C*) and the travel cost for the EMAP Training Coordinator, one EMAP Trainer, and an EMAP Staff Liaison.

Pre-Assessment

A Pre-Assessment is intended to provide an initial evaluation of an Applicant Program's preparedness and response capabilities. It will concentrate on corrective actions needed for the Applicant to work through prior to undergoing an On-Site Assessment. Once an Applicant has completed a Pre-Assessment, they have nine months to undergo an On-Site Assessment for Accreditation.

Program Applicants may choose up to three (3) Standard chapters for the Pre-Assessment. In order to participate in a Pre-Assessment, the Applicant must have a current Subscription and must have completed the Self-Assessment for each of the Standard chapters that will be a part of the Pre-Assessment.

The Program will submit a Pre-Assessment Form with possible dates for the Pre-Assessment On-Site Assessment. EMAP will invoice the Applicant for a minimum of three (3) Assessors to travel to the location for a three-day Pre-Assessment. EMAP prepares an invoice for the total estimated expenses and will forward it to the Applicant Program for payment prior to the Pre-Assessment On-Site. The Applicant must remit payment for the Pre-Assessment On-Site as soon as possible and in no case later than 21 business days before the scheduled date of the Pre-Assessment On-Site Assessment. Failure to pay the Pre-Assessment On-Site cost within the timeframe will halt the Pre-Assessment process. If the paid invoice exceeds the actual cost of the On-Site, EMAP will refund the balance to the Applicant at the conclusion of the Pre-Assessment. If the costs are higher than the estimate, the Applicant will be invoiced for the additional costs.

Standard Chapter	Standard Elements
Emergency Management Program**	10
Hazard Identification, Risk Assessment and Consequence Analysis**	3
Hazard Mitigation**	5
Prevention	3
Operational Planning and Procedures**	9
Incident Management	7
Resource Management, Mutual Aid and Logistics**	6
Communications and Warning**	6
Facilities	3
Training	4
Exercise, Evaluation and Corrective Actions	3
Emergency Public Information and Education	5

**These Standard Chapters will require additional Assessor(s) for the Pre-Assessment. If an Applicant chooses to have four (4) or more Standard Chapters reviewed, then EMAP will invoice for travel for four (4) or more Assessors for three days plus the Pre-Assessment Fee.

The Applicant may continue using the Self-Assessment in the Program Assessment Tool for as long as it is a subscriber. However, the Applicant should keep in mind the three-year cycle for new

Standards to be published, deciding whether to seek Accreditation under the current Standard or discontinue the Self-Assessment to begin under the new Standard. As long as the Applicant submits an application before the new Standard is published, it will proceed toward Accreditation under the current Standard.

EMAP Committee Structure

The EMAP Commission

The Commission is the governing and decision-making body of EMAP. The Commission works to assure and improve the delivery of emergency management services to the public through Assessment and Accreditation of Emergency Management Programs. Its purpose is to set minimum acceptable standards and encourage the achievement of Accreditation. Other Commission responsibilities include:

- Establishing and maintaining standards for Emergency Management Programs;
- Administering an Accreditation Process that encourages applicants to bring their programs into compliance;
- Confirming on-site assessment of Applicant compliance;
- Acknowledging compliance of Programs by issuing a Certificate of Accreditation;
- Developing and maintaining working relationships with local, tribal, regional, state, territorial, federal, national and international, and private sector Emergency Management Programs for mutual growth and benefit;
- Ensuring that the business affairs and the programs of the Commission and its affiliates are conducted in a fair and nondiscriminatory manner;
- Educating legislative and executive branches of government and the public on the importance of fully capable Emergency Management Programs at all levels of public and private sectors based on high standards;
- Promoting the concept of voluntary self-regulation inherent in the Accreditation Process;
- Accepting fees, grants, bequests, and other contributions that support the purposes of EMAP;
- Cooperating with other public and private agencies in a manner that will lead to the improvement of the Emergency Management Standard and the delivery of emergency management services; and
- Identifying and maintaining the means for voluntary self-assessment in preparing for accreditation, providing qualified and trained assessors to conduct on-site evaluations of programs, and using a fair and impartial procedure to determine Accreditation.

There are twelve (12) members on the Commission: the National Emergency Management Association (NEMA) appoints five (5) members, and the International Association of Emergency Managers (IAEM) appoints five (5) members. The EMAP Commission then appoints two (2) additional members as International and Federal Agency representatives. Each member's term is three (3) years.

The Commission Chairperson and Vice-Chairperson are selected from within the Commission and are chosen by the members. No Chairperson shall be elected to more than two consecutive terms but may serve unlimited non-consecutive terms. The Chairperson and Vice-Chairperson shall be from different appointing associations. Each Commissioner holds office for three years or until his or her successor has been appointed. To ensure continuity on the Commission, the terms of office are staggered, with three seats expiring each year. Appointments are generally made each fall with service beginning on January 1.

EMAP Committees

The EMAP Commission has established three (3) standing committees to consider its various activities and to make recommendations to the Commission. Final decisions are the responsibility

and purview of the Commission. The Committees are listed below. The Commission also appoints an ad hoc Appeals Panel upon receipt of an appeal.

International Committee

The International Committee is responsible for identifying and, as directed by the EMAP Commission, initiating contact with potential international partners, exploring new opportunities to use EMAP standards and assessment process in other nations around the world. The Committee partners with individuals and organizations to encourage international understanding of and involvement of EMAP.

Program Review Committee

The Program Review Committee is responsible for considering programs applying for Accreditation, reviewing assessment reports prepared by assessment teams, and making recommendations regarding accreditation status.

Technical Committee

The Technical Committee comprises the Standards Subcommittee and the Training Focus Group. The Technical Committee serves as the “consensus body” for the purpose of documenting consensus on all American National Standards proposed by EMAP.

Appeals Panel (ad hoc)

The Commission upon receipt of an appeal will appoint an **ad hoc Appeals Panel**. The panel is responsible for hearing, reviewing, and deciding appeals of Accreditation decisions and Standards language in accordance with EMAP policies and procedures.

Conditional Assessment

A Program that is granted Conditional Accreditation by the EMAP Commission has up to nine months to correct areas of non-compliance, as described in an action plan submitted by the Program, and have EMAP conduct either a Remote Conditional Assessment or an On-Site Conditional Assessment.

Remote Conditional Assessment

If a Program is found to be non-complaint with less than 5 Standards following their On-Site Assessment then they may request a Remote Conditional Assessment. However, due to the complexity of certain Standard areas of non-compliance may require an On-Site Conditional Assessment and EMAP reserves the right to require a Program to host an On-Site Conditional Assessment.

A Program's remedial steps must be completed and proofs of compliance submitted via the EMAP Program Assessment Tool a minimum of three-weeks prior to the beginning of a Remote Conditional Assessment. During this process, the Accreditation Manager will work with EMAP to schedule a time for the EMAP Assessors to virtually review conditional proof of compliance documentation. EMAP will develop a Remote Assessment Team to review the information submitted, with a preference for Assessors who served on the initial On-Site Assessment Team.

On-Site Conditional Assessment

If a Program is found to be non-compliant with 6 or more Standards then it must complete an On-Site Conditional Assessment. A Program's remedial steps must be completed and proofs of compliance submitted via the EMAP Program Assessment Tool a minimum of three-weeks prior to an On-Site Conditional Assessment. During this process, the Accreditation Manager will work with EMAP to schedule a time for the EMAP Assessors to visit the Program's location to review compliance documentation. EMAP will develop an Assessment Team to review the information submitted, with a preference for Assessors who served on the initial On-Site Assessment Team.

The Conditional On-Site Assessment will be paid for by the Applicant Program. EMAP will work with Conditionally Accredited Programs to keep costs to a minimum. EMAP will estimate the cost of conducting the Conditional On-Site Assessment and will add a Conditional Accreditation On-site Fee (*see Appendix C*). The Conditional On-Site Assessment cost will be estimated and will include: airfare; ground transportation; accommodation and meal expenses (per diem) for the Assessment Team; and the Administrative Fee for the Assessment. If the paid estimate exceeds the actual cost of the Conditional On-Site Assessment, EMAP will refund the difference to the Applicant at the conclusion of the Assessment. If the costs are higher than the estimate, the Applicant will be invoiced for the additional cost. The Applicant must remit payment of the Conditional On-Site Assessment cost as soon as possible and in no case later than 21 business days before the scheduled date of the On-Site Assessment. Failure to pay the Conditional On-Site Assessment cost within this time frame will halt the process.

In cases of extreme hardship and depending upon the complexity of the Standard, a Conditionally Accredited Program may petition the EMAP Commission in writing for a Remote Assessment of its compliance documentation. A Remote Assessment will not be considered if the number of Standards to be reviewed is more than five. It will also require that proof of compliance

documentation stand on its own; in other words, the Assessment should not require or receive explanation or discussion between the Assessment Team and Program representatives apart from that which is submitted in writing for review. The petition must be received no later than one month prior to the end of its Conditional period and must include the basis for waiver of in-person review. Approval of such requests is at the discretion of the EMAP Commission. In cases where the Remote Assessment is approved, all compliance materials will be submitted by the Program, via the EMAP Program Assessment Tool, to allow the Assessment Team access to provide findings.

This process also will be followed should an Applicant Program complete its planned remedial actions by the date of the Program Review Committee review of its Preliminary Assessment Report (but after the 30-day business period for submission of supplemental compliance documentation). A report of compliant Assessor(s) findings would be included in materials provided to the Program Review Committee.

EMAP Fees

Subscription Fees

Good for one calendar year: \$450 USD

Renewals paid 30 business days or more prior to Subscription expiration date are discounted 5%.

Organizations paying for multiple Subscriptions (for example, a State paying for Subscriptions for their local jurisdictions) qualify for discounts based on tiered rates below:

Number of Subscriptions	Subscriptions Fee
1	\$450 USD
2-25	\$427.50 USD (5% discount)
26-50	\$405 USD (10% discount)
51-100	\$382.50 USD (15% discount)
101 and over	\$360 USD (20% discount)

Subscription Delinquent Accounts Policy

After 30 business days, the delinquent account is frozen and access to the Program Assessment Tool and restricted area of the EMAP website is denied. Once the Subscription has expired, the Program will be required to purchase the Subscription for one year without the discounted Subscription rate.

Webinar Subscription Fees

Good for one calendar year: \$500 USD

The Subscription is for monthly webinars hosted by EMAP that are designed to focus on experiences and real world application of Standard areas.

- Subscribed Programs: \$0 – the Standard Webinars are part of the Subscription and good for one calendar year.
- Unsubscribed Programs: \$25 USD per webinar or \$250 USD for a yearly Subscription good for one calendar year.
- Contractors & Consultants: \$50 USD per webinar or \$500 USD for a yearly Subscription good for one calendar year.

Assessment Fees

The Applicant Program pays actual costs of EMAP Assessors to conduct the On-Site Assessment, plus the appropriate fee for the type of Assessment. Primary travel costs of the On-Site Assessment includes airfare (if applicable) for each member of the Assessment Team to travel to the Program location; ground transportation, hotel accommodations and per diem (U.S. Federal Per Diem Rate) for the Assessment Team during the Assessment.

In addition, dependent on the type of Assessment the Program is involved in, the following fees will be added to the total cost:

Remote Conditional Assessment (<5 Standards)	\$1,500 USD
Conditional Assessment (>6 Standards)	\$3,000 USD
Classic Application Assessment	\$5,500 USD
Enhanced Application Assessment	\$7,500 USD
Pre-Assessment (4 Standards)	\$1,500 USD
Pre-Assessment (3 Standards)	\$1,000 USD

Federal Agencies Flat Rate for Assessment & Accreditation Process not to exceed 18 months	
One Program	\$50,000 USD
Multiple Program discount	\$40,000 USD each location

**Please contact EMAP personnel for the Accreditation and Assessment Process and associated fees (i.e. pre-assessment, conditional, etc.)

Public/Private Sector Agencies Flat Rate for Assessment & Accreditation Process not to exceed 18 months	
Within the Continental United States	\$50,000 USD
Outside of the Continental United States	\$75,000 USD

**Please contact EMAP personnel for the Accreditation and Assessment Process and associated fees (i.e. pre-assessment, conditional, etc.)

Accreditation Application Fees

State & Territorial Programs Based on the Program population	
Up to 2 million	\$4,500 USD
2 million and one-6 million	\$6,000 USD
6 million and one and over	\$7,500 USD

Local Programs (tribal/municipal/county/parish) Based on the Program population	
Up to 50,000	\$4,500 USD
50,001-500,000	\$3,500 USD
500,001-2 million	\$6,000 USD
2 million and one and over	\$7,500 USD

Institutions of Higher Education Based on the Institution's annual operating expense	
\$0-\$1 million USD	\$4,500 USD
\$1 million and one-\$5 million	\$6,000 USD
\$5 million and one and over	\$7,500 USD

Payment Option

In order to ease the costs associated with Accreditation, EMAP has developed various payment plans to assist a Program in the costs associated with the On-Site Assessment.

EMAP provides payment plans catered to the Program needs and also provides estimates to assist in the budget planning. Please contact EMAP personnel to learn more about this option.

Appeals Fee

In the active attempt to appeal an Accreditation decision with the EMAP Commission, a nonrefundable Appeal Fee of \$500 USD will be invoiced to the Program.

Training Fees

Emergency Management Standard Training	\$2,750 USD
Training and Standards Orientation Workshop	\$4,000 USD

To host either the *Emergency Management Standard* Training and/or the Training and Standards Orientation Workshop, payment of the actual costs of the EMAP Training Coordinator and the EMAP Trainer and/or the EMAP Staff Liaison to conduct the training, plus the training course fee will be invoiced. Payment for Training must be received within 30 business days prior to the scheduled beginning of the Training Course. If payment is not received then the Training Course will be cancelled. Primary travel costs includes airfare (if applicable) for each member of the Assessment Team to travel to the Program location; ground transportation, hotel accommodations and per diem (U.S. Federal Per Diem Rate).

Intentionally Left Blank



Emergency Management Accreditation Program
Web: www.emap.org