



EMAP Strategic Plan 2023-2027

EMAP Commission Purpose

Provide validated and recognized standards and assessment processes to enhance protection, prevention, response, recovery, and mitigation programs for all agencies and organizations to maintain appropriate and actionable capabilities in preparing for the consequences of a disaster. The standards describe what constitutes an effective program rather than how it should be managed.

EMAP Commission's Intent

To continuously evaluate and improve the delivery of Emergency Management and Urban Search and Rescue (US&R) services to the public through the Accreditation of Emergency Management Programs and Certification of US&R Resources.

To evaluate and improve the delivery of assessment and accreditation opportunities for Emergency Management Programs and certification processes for Urban Search and Rescue (US&R) resources through professional enhancement directed at all facets of comprehensive programs in collaboration with public, private, and non-governmental sectors by application of a recognized standards development and accrediting organization.

Mission Statement

EMAP, as an independent non-profit organization, fosters excellence and accountability in emergency management programs by establishing credible standards applied in a peer review accreditation process.

Vision

Capable and resilient communities through measurable standards of excellence.

Strategic Priorities

EMAP Commission's intent for staff, Programs, and partners define the strategic priorities. EMAP's overarching mission, vision, goals, metrics, and milestones are driven by established strategic priorities providing the interrelated system necessary for a comprehensive program. To that end, strategic priorities are dynamic and broad scope allowing for effective management and administration of activities.

On-going analysis and adjustment of strategic priorities are expected over a five-year strategic planning cycle. The EMAP Commission will continuously monitor progress against established strategic priorities focusing on a balanced approach between the needs of Programs and partners and the fundamental mission of EMAP. By utilizing this macro and micro-administrative process, EMAP will be able to evaluate short, medium, and long-term operations, system efficiency, cost-effectiveness, and meet discreet requirements of the strategic priorities. EMAP's strategic goals are aligned and composed of the following critical components or functions:

- Streamline the Consecutive Accreditation Process
- Address Assessment Consistency
- Develop a core, tiered, and sector approach toward Compliance
- Outreach and Engagement
- Commission, Committee, Cadre, and Personnel Development and Staffing
- Financial Independence

Strategic Goals

Establishes targeted areas of effort and supports achievement, evaluation, and revision of strategic goals. Strategic goals serve as a measure or indicator, ensuring EMAP programmatic activities remain up-to-date and aligned with a changing internal and external environment.

Strategic Goal #1 – Streamline the Consecutive Accreditation Process

Strategic Objectives

- 1) Create technology tools to enable Programs' ease of use for consecutive accreditation.
- 2) Develop guidance and policy for an annual process for accredited programs.
- 3) Explore options for pilot programs to institute a maintenance process for accredited programs.
- 4) Explore expanding the standards cycle or the accreditation cycle to be in sync.

Strategic Goal #2 – Address Assessment Consistency

Strategic Objectives

- 1) Develop resources and tools to be utilized by Programs and Assessment Teams.
- 2) Develop subcommittees for Assessments and Training to complete guidance documentation and best practices.
- 3) Develop individual training courses for assessors and accreditation managers.
- 4) Explore professional assessors' framework.
- 5) Elevate the role & responsibilities of the Assessment Team Leader cadre.

Strategic Goal #3 – Develop a core, tiered, and sector approach toward Compliance

Strategic Objectives

- 1) Explore obstacles of why programs choose not to pursue accreditation.
- 2) Explore a reduction of standards to achieve a lower designation of accreditation.
- 3) Incorporate a tiered approach to achieving accreditation.
- 4) Revise internal standard development procedures to incorporate justifications for revisions.

Strategic Goal #4 – Outreach and Engagement

Strategic Objectives

- 1) Raise the level of awareness of accreditation with elected officials.
- 2) Incorporate new technologies into established processes to establish cost-effectiveness and efficiencies for enhancing the capabilities of EMAP and Programs.
- 3) Increase stakeholder engagement within EMAP organizational structure.
- 4) Implement processes for partner agencies and Programs to maintain accreditation.
- 5) Engage in partnerships to show cost-benefit to accreditation.
- 6) Pursue national acceptance of *Emergency Management Standard and Urban Search and Rescue Standard* as the National Standards.

Strategic Goal #5 – Commission, Committee, Cadre, and Personnel Development and Staffing

Strategic Objectives

- 1) Broaden the EMAP Commission and committee membership to ensure it is inclusive of the entire membership pursuing accreditation.
- 2) Develop partnerships between EMAP and subject matter experts to increase assessment capabilities.
- 3) Promote and sustain standard-specific development opportunities to establish a cadre of technical specialists.
- 4) Adopt a staffing plan commensurate with strategic priorities.

Strategic Goal #6 - Financial Independence

Strategic Objectives

- 1) Leverage tools and utilize new technologies to promote programmatic cost efficiencies.
- 2) Seek opportunities for funding to conduct baseline assessments for smaller jurisdictions.
- 3) Study “return on investment” for stakeholders to support further accreditation efforts by Programs.