



Applicant Guide to Accreditation
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EMAP Overview

The purpose of the formation of the Emergency Management Accreditation Program (EMAP) was to facilitate the determination of compliance with a collaboratively developed set of Standards called the *Emergency Management Standard*. Through the integration of these components into one (1) Program, the collaborative efforts of many individuals and organizations have yielded a meaningful and scalable set of Standards for Emergency Management Programs. It is important to note that EMAP defines “Emergency Management Programs” as a system that provides for the 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*, the on-site assessment, and the EMAP Accreditation Process look at all aspects of an Emergency Management Program, including internal and external stakeholders, processes, plans, and procedures.

The EMAP Accreditation is a voluntary, non-governmental process of self-assessment and external independent peer review. The EMAP Accreditation evaluates an Emergency Management Program’s organization, resources, plans, processes, procedures, and capabilities against the current *Emergency Management Standard* to increase the effectiveness of the Program in protecting the lives and property of the people it serves. Through external independent peer review, the EMAP Accreditation Process involves assessing the degree to which a Program achieves compliance with the criteria in the *Emergency Management Standard*. Documentation is reviewed during an on-site assessment by a team of assessors external to the Applicant Emergency Management Program. While some Emergency Management Programs already conduct self-assessments, they are not generally reviewed and verified by experienced emergency managers outside the Program. The EMAP Accreditation Process provides a mechanism for critical, objective, and constructive review. The *Emergency Management Standard* and the voluntary EMAP Accreditation Process are intended to promote consistent quality in Emergency Management Programs, thus providing tangible benefits to the community and public infrastructure that the Programs serve. Many Programs utilize the *Emergency Management Standard* and the EMAP Accreditation Process for strategic planning, improvement efforts, and resource allocations.

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

The *Emergency Management Standard*

The *Emergency Management Standard* is a rigorous yet scalable industry Standard for Emergency Management Programs. The Standard is flexible in design so that Emergency Management Programs of varying sizes, populations, risks, and resources can use it as a blueprint for improvement and attain compliance with the Standard. The intent of the *Emergency Management Standard* is to provide Standards that outline the components that a high-quality Emergency Management Program has in place. 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 practices in emergency management.

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. The Standard is expected to continue improving and advancing the state of the profession. The Standard is intended to be achievable within reasonable resource constraints, thereby encouraging Emergency Management Programs to seek the EMAP Accreditation and serving as a catalyst for continuous improvement.

It is the Emergency Management Program’s responsibility to determine how compliance with the *Emergency Management Standard* will best be demonstrated. The on-site assessment is not focused entirely on the emergency management department, but strategically looks at the jurisdiction’s or organization’s entire Emergency Management Program. This will be evident in Standard Areas that address the advisory committee’s or committees’ structure, administrative and financial policies, laws and authorities, risk assessment, hazard mitigation, prevention, and resource management, to name a few. The Applicant Emergency Management Program is asked to provide an explanation for how each of the proofs of compliance documentation listed supports or demonstrates compliance with the *Emergency Management Standard* in the PowerDMS PowerStandards Tool (PowerStandards Tool).

The *Emergency Management Standard* is revised on a four-year revision cycle. The revision process consists of committee collaboration within the EMAP Standards Subcommittee, a public comment period, and support from the EMAP Technical Committee that provides recommendations to the EMAP Commission ([Appendix A](#)). The formal process is based on both EMAP and American National Standards Institute (ANSI) policies and procedures. The Standard will continue to evolve as new threats emerge and improved practices and solutions for prevention, preparedness, mitigation, response, and recovery develop. The EMAP Commission encourages the desirable collaboration of all stakeholders to maintain a current standard of excellence for all Emergency Management Programs.

EMAP Confidentiality

EMAP encourages Emergency Management Programs to utilize the EMAP Accreditation as leverage for marketing and communication needs. Program representatives may choose to share updates on their assessment and accreditation effort. The Assessment Reports are provided to the Emergency Management Programs to use for their own purposes and are used anonymously in trend data reporting unless the Emergency Management Program permits additional use. EMAP makes every attempt to ensure that on-site assessments are confidential and only acknowledges participating Emergency Management Programs publicly once they achieve the EMAP Accreditation or Conditional Accreditation.

Executive-Level Commitment

Commitment from executives is crucial to the EMAP Accreditation. Program leadership who express the importance of the EMAP Accreditation enhance the assessment and accreditation process by providing a common goal for all Emergency Management Program personnel. The common goal heightens the anticipation of accomplishment for the entire team upon recognition of the EMAP Accreditation. Often, EMAP presentations to the Emergency Management 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 the EMAP Accreditation, acknowledge the

Emergency Management Program's status as an applicant, announce the selection of the Accreditation Manager, and outline the Emergency Management Program's steps through the EMAP Accreditation Process. EMAP recommends that the emergency management agency, department, or office briefs executive-level representatives of, at a minimum, all agencies, offices/departments with a role in response and/or in your Emergency Management Program's emergency operations plan (e.g., emergency support function), and cross-cutting functions such as general services, chief executives, public works, and information technology (IT). To maintain interest and cooperation in the process within the Emergency Management Program, leadership should make an effort to coach and update staff routinely throughout the self-assessment process.

Role of Program Stakeholders

By "stakeholders," EMAP means individuals involved in the broader Emergency Management Program, not just the emergency management department or agency. Applicant Emergency Management Programs should maintain the interest and participation of staff from all agencies with a role in the Emergency Management Program, which will aid in accomplishing tasks in an effective and timely manner. Program stakeholders 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 primary point of contact between the Applicant Emergency Management 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 an Emergency Management Program can make. Those assuming the role of Accreditation Manager take on a large responsibility as a leader within the Emergency Management Program's Accreditation Process. In order to ensure success, the Accreditation Manager should be knowledgeable of their Emergency Management Program stakeholders. An Accreditation Manager should use a team approach to coordinate the analysis of the jurisdiction's or organization's plans, processes, procedures, and capabilities against the *Emergency Management Standard*; gather and organize supporting compliance documentation; coordinate the on-site assessment; and stay in contact with their assigned EMAP Staff Liaison during the Accreditation Process. As the lead for completing the self-assessment during Step 2 of the applicant process, the Accreditation Manager should be able to directly access and regularly meet with the executive team to discuss progress as well as discuss any resources needed to complete the Accreditation Process.

EMAP provides Accreditation Managers the opportunity to observe an on-site assessment if given permission by the observed Emergency Management Program and with the understanding that the Accreditation Manager's Program assumes the associated travel costs. An Emergency Management Program must select its Accreditation Manager before the Emergency Management Program applies for the EMAP Accreditation.

Training

EMAP recommends that, at a minimum, the Accreditation Manager attend the *Emergency Management Standard* Training (Standard Training) as soon as possible, as the training will greatly assist with the completion of the Applicant Emergency Management Program's self-assessment. EMAP also recommends that Applicant Emergency Management Programs send additional Program stakeholders, especially those with identified accreditation responsibilities, to the Standard Training or host a Standard Training at their jurisdiction to ensure a consistent understanding and application of the Standard throughout the Emergency

Management Program. Training opportunities are offered throughout the year; details can be found at www.emap.org. After attending the Standard Training and obtaining the available resources, the Accreditation Manager should create a plan for the self-assessment and the on-site assessment.

The Accreditation Process

The EMAP Accreditation Process is comprised of the following steps:

- 1) Subscription and *Emergency Management Standard* Gap Analysis;
- 2) Application and Self-Assessment;
- 3) On-Site Assessment;
- 4) Committee Review and Commission Decision; and
- 5) Accreditation and Maintenance.

STEP 1: Subscription and *Emergency Management Standard* Gap Analysis

The EMAP Accreditation Process begins when an Emergency Management Program subscribes to EMAP by completing the [EMAP Subscription Form](#) accessed on the EMAP website at emap.org/subscribe/ and by submitting the subscription fee ([Appendix C](#)).

The EMAP Subscription is valid for one (1) calendar year and is applicable for the entire jurisdiction or organization.

Subscribed Emergency Management Programs may learn from practitioners and subject matter experts on model practices, assessing compliance, and preparing their Emergency Management Program for an on-site assessment. EMAP also provides Standard crosswalks within the emergency management profession to show Emergency Management Programs that certain areas of compliance may also assist with other Standard practices. Subscribed Emergency Management Programs receive unlimited access to online forums. EMAP Staff Liaisons support Subscribed Emergency Management Programs with guidance as the Emergency Management Program moves through the EMAP Accreditation Process. The EMAP Webinar Library, contained in the EMAP Content Hub, provides Subscribed Emergency Management Programs with access to Standard Review Webinars, self-assessment assistance webinars, finding development webinars, and PowerStandards Tool webinars.

The EMAP Subscription package consists of the following:

- Unlimited license to the EMAP Program Assessment Tool for one (1) calendar year. The EMAP Program Assessment Tool is an online program, accessed through PowerDMS, utilized by the Emergency Management Program during the assessment and accreditation effort;
- Complimentary webinar/training session with PowerDMS support on the EMAP Program Assessment Tool, PowerStandards Tool;
- Unlimited access to model practices;
- Access to EMAP's network of Accreditation Managers and
- Opportunities to participate in standards development workgroups.

The intent of the EMAP Subscription is to provide Subscribed Emergency Management Programs with an opportunity to conduct a gap analysis of their plans, processes, procedures, and capabilities using the

PowerStandards Tool. The Corrective Action Plan can be used to identify and address Standard needs and shortfalls, identify needed resources, develop strategic goals and objectives, and download a comprehensive gap analysis report.

For more information on how to use the PowerStandards Tool to conduct a gap analysis of your Emergency Management Program, please contact an EMAP staff member.

A Subscribed Emergency Management Program may continue using the PowerStandards Tool for as long as it is a Subscribed Emergency Management Program. However, the Subscribed Emergency Management Program should keep in mind that the *Emergency Management Standard* is revised and published every four (4) years. Subscribed Emergency Management Programs have to decide when to seek EMAP Accreditation under the current Standard or discontinue the current self-assessment and begin under the next edition of the Standard. As long as the Subscribed Emergency Management Program submits the Application for Assessment before a revised Standard is published, it will proceed through the assessment and accreditation effort under the current Standard.

After attending the *Emergency Management Standard* Training and/or purchasing the EMAP Subscription, EMAP will provide an Interest Form to Emergency Management Programs to gauge the Program's anticipated assessment and accreditation effort. Once the Subscribed Emergency Management Program determines that it is ready to proceed into its formal assessment and accreditation effort, the Accreditation Manager and/or Director will contact EMAP about its intention to move forward and obtain information about the assessment and accreditation costs and timelines. EMAP may provide an estimate, if requested by the Subscribed Emergency Management Program, for the assessment and accreditation costs for budgetary purposes.

STEP 2: Application and Self-Assessment

Application for Assessment

Once the Emergency Management Program has contacted EMAP, the Emergency Management Program submits the Program's Application for Assessment and pays the Assessment Application Fee (Appendix C). The Applicant Emergency Management Program's *Application for Assessment* should be submitted to EMAP no later than twelve (12) months prior to the anticipated on-site assessment. EMAP will prepare an invoice for the *Assessment Application Fee* and will forward it to the Applicant Emergency Management Program for payment. Applicant Emergency Management Programs must pay the invoice thirty (30) business days following the receipt of the invoice.

The Program's *Application for Assessment* includes a Program Code of Conduct. The Program Code of Conduct outlines the following: (1) roles and responsibilities of the Applicant Emergency Management Program; (2) fee schedules; (3) remission of payments; and (4) conduct of the Applicant Emergency Management Program throughout the assessment and accreditation process. The Director of the Emergency Management Program is required to sign the Program's *Application for Assessment* before it is submitted to the EMAP Staff Liaison for review and approval. Once signed and submitted, the *Application for Assessment* is binding throughout the Program's entire assessment and accreditation effort.

Once the *Application for Assessment* has been approved by EMAP and the *Assessment Application Fee* (Appendix C) has been received by EMAP, the Applicant Emergency Management Program is assigned an EMAP Staff Liaison and an Assessment Team Leader. Furthermore, the Program will receive the following:

- Technical assistance throughout the assessment and accreditation process;

- Assessment and Accreditation Overview Call;
- Review of the Applicant Emergency Management Program’s proofs of compliance during monthly conference calls;
- A copy of the Continuity of Operations matrix;
- Peer document review of Standard Area 4.1: Hazard Identification, Risk Assessment (HIRA) and Consequence Analysis (required), one (1) additional peer document reviews of the Program’s choice, and virtual discussion of the document reviews with the assessor(s). All peer document reviews must be completed six (6) months prior to the on-site assessment. If the Program wants to participate in more document reviews, an additional fee will be assessed;
- Participation of the Applicant Emergency Management Program on the Team Call;
- On-Site Assessment After-Action Call to discuss the draft, on-site assessment preliminary findings and the supplemental process;
- Review of the compliance-planning document with a nine (9) month Conditional Accreditation request, if needed; and
- Assistance in preparing for the Program Review Committee meeting(s).

Self-Assessment

For EMAP Accreditation purposes, an Applicant Emergency Management Program must document compliance with each Standard. The need for a thorough and consistent self-assessment is critical to the success of an Applicant Emergency Management Program throughout the assessment and accreditation process. The purpose of the self-assessment is for the Applicant Emergency Management Program to: (1) assess its policies, plans, processes, procedures, and capabilities against the *Emergency Management Standard*; (2) determine proofs of compliance for each Standard element; (3) organize, upload, and submit the proofs of compliance into the PowerStandards Tool; and (4) receive EMAP Staff Liaison technical assistance and peer document reviews.

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. It is the Applicant Emergency Management Program’s responsibility to determine how compliance with the Standard will be best demonstrated. The on-site assessment is not focused entirely on the emergency management department but strategically looks at the jurisdiction’s or organization’s entire Emergency Management Program. This will be evident in Standards that address the structure of the advisory committee(s), administrative and fiscal policies, laws and authorities, risk assessment, hazard mitigation, prevention, resource management, and others that affect the Emergency Management Program. In the PowerStandards Tool, the Program is asked to provide an explanation in the form of a rationale for how each of the proofs of compliance listed supports or demonstrates compliance with the Standard.

Determining Proofs of Compliance

The Applicant Emergency Management Program should conduct a macro analysis of the *Emergency Management Standard* to ascertain the types of policies, plans, processes, procedures, and capabilities required for each Standard. After identifying the requirements, the Applicant Emergency Management Program should identify its existing policies, plans, processes, procedures, and capabilities that could be analyzed against the Standard.

Assessing Policies, Plans, Processes, Procedures, and Capabilities Against the Emergency Management Standard

The Accreditation Manager will lead the Applicant Emergency Management Program’s micro analysis of its existing policies, plans, processes, procedures, and capabilities against the *Emergency Management Standard* to determine compliance. The Accreditation Manager should review existing files, examine how they are organized, and identify who maintains them. An Accreditation Manager should use a team approach to coordinate the micro analysis of the Program’s plans, processes, procedures, and capabilities against the Standard.

In conducting a micro analysis of the *Emergency Management Standard*, it is beneficial for the Applicant Emergency Management Program to break down the Standard elements and create descriptive questions based on the Standard elements that can be used to conduct the micro analysis of existing documentation. Below is an example of how Standard elements can be broken down into descriptive questions that can guide the micro analysis of proofs of compliance.

Standard Elements Example Questions

3.1: Program Administration and Evaluation

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

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

“The jurisdiction has a multi-year Strategic Plan...”

- Please identify the number of years that the Strategic Plan addresses.

“The jurisdiction has a multi-year Strategic Plan, developed with input from stakeholders...”

- Please describe the stakeholders/committee(s) that provided input into the Strategic Plan.
- Please describe how the stakeholders/committee(s) provided input into the Strategic Plan.
- Please describe the input that was collected from the identified stakeholders/committee(s) regarding the Strategic Plan.

“...multi-year Strategic Plan...includes the following: (1) vision statement for emergency management...”

- Please describe the vision statement for emergency management.

“...multi-year Strategic Plan...includes the following: (2) mission, goals, objectives, and milestones for the Emergency Management Program...”

- Please describe the mission of the Emergency Management Program.
- Please describe at least one (1) of the goals for the Emergency Management Program identified in the Strategic Plan.
- Please describe at least one (1) of the associated objectives for the Emergency Management Program identified in the Strategic Plan.
- Please describe at least one (1) of the associated milestones for the Emergency Management Program identified in the Strategic Plan.

“...multi-year Strategic Plan...includes the following: (3) a method for Plan implementation...”

- Please describe how the Strategic Plan is implemented.

“...multi-year Strategic Plan...includes the following: (4) a maintenance process which includes a method and schedule for evaluation...”

- Please describe how the Strategic Plan is evaluated.
- Please describe when the Strategic Plan is evaluated.

“...multi-year Strategic Plan...includes the following: (4) a maintenance process which includes a method and schedule for...revision.”

- Please describe how the Strategic Plan is revised.
- Please describe when the Strategic Plan is revised.

Proof of Compliance Types

Compliance with the *Emergency Management Standard* can be demonstrated in accordance with the following:

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, email, websites, and/or other guidance and direction to Emergency Management Program personnel about how the Program’s functions are conducted.

Draft documentation will not be accepted as a proof of compliance for any Standard. The documentation submitted as proofs of compliance must be implemented, distributed, and promulgated by the Emergency Management 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 compliance documentation that exists within the Emergency Management Program.

Interviews. Written documentation can be supplemented and/or verified by verbal explanation and details obtained through interviews by the on-site assessment team with Emergency Management Program personnel and stakeholders. The Applicant Emergency Management Program should provide names, titles, organizations, and relevance to the Standard for individuals who will be valuable interviewees for that Standard. The Applicant Emergency Management Program will be expected to make the interviewee available and/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 in the rationale. Interviews are helpful in clarifying and verifying compliance issues; however, information gathered verbally in interviews is not, by itself, sufficient to meet compliance with any Standard.

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 PowerStandards Tool. Examples could include the following: (1) performance of equipment or systems, such as communications equipment and/or computer software; (2) scheduled activities such as training sessions that can be observed by the on-site assessment team; and (3) the demonstration of resource management and training systems. The Applicant Emergency Management Program should be prepared to schedule an opportunity for the assessment team to observe the items and/or activities during the on-site assessment. For each demonstration listed, a rationale 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 for compliance.

Organizing, Uploading, and Submitting Proofs of Compliance into the PowerStandards Tool

The PowerStandards Tool via PowerStandards will help guide the Applicant Emergency Management Program’s self-assessment through the Standards, providing compliance tracking reports that includes status, steps, and completion if the Emergency Management Program populates the relevant fields. If non-compliance is identified for a Standard(s), the Accreditation Manager may want to work with the Emergency Management Program Director or stakeholders to determine compliance.

Written documentation is required for each Standard and any interviews and demonstrations conducted during the on-site assessment will supplement the written documentation. With each listed proof of compliance, the Emergency Management Program should provide a brief rationale for how the written document, interview, and/or observation demonstrates Standard compliance. In the proofs of compliance, the Accreditation Manager should also cite the specific chapters, sections, pages, and paragraphs relevant to the Standard. Uploaded proof of compliance documentation will include a copy of the source with the relevant sections highlighted or prominently noted. For Standards containing several elements, each element should be identified in the proof of compliance.

Documents should be organized in the PowerStandards Tool to demonstrate compliance with the Standards. The Applicant Emergency Management Program should upload complete copies of each proof of compliance for each Standard, even if copies have already been provided for other Standards. This encourages the Applicant Program to consider whether the documentation supports compliance. The descriptions of the documentation and rationales will be compiled by the PowerStandards Tool into a Proof of Compliance Report that lists all proofs of compliance for each Standard. The Proof of Compliance Report helps assessors navigate through the proofs of compliance provided by the Applicant Emergency Management Program.

The Emergency Management Program must upload and submit all Standard proofs of compliance documentation and rationales through the PowerStandards Tool three (3) weeks before their scheduled on-site assessment. The proofs of compliance submitted by the Emergency Management Program signify the completion of the self-assessment. The uploaded documentation will be reviewed by assessors remotely and during the on-site assessment.

STEP 3: On-Site Assessment

The EMAP Staff Liaison works with the Accreditation Manager to schedule the on-site assessment. An Applicant Emergency Management Program should submit the [Request for an On-Site Assessment and Logistics Worksheet](#) to the EMAP Staff Liaison six (6) months before it intends to conduct its on-site assessment. The Applicant Emergency Management Program should contact their EMAP Staff Liaison to confirm receipt of the completed form and to schedule the on-site assessment based on the three (3) weeks identified on the form. The on-site assessment date chosen will be mutually acceptable to the EMAP Staff Liaison, the assessment team, and the Applicant Emergency Management Program. The date of the on-site assessment is confirmed via email by the EMAP Staff Liaison.

The Applicant Emergency Management Program bears the expense of the on-site assessment costs. EMAP will provide an estimate for the cost of conducting the on-site assessment. Estimates are valid for thirty (30) days. The on-site assessment travel costs will include the following: (1) airfare and mileage; (2) ground transportation; (3) accommodations; and (4) meal expenses for the on-site assessment team using the federal

per diem rate for domestic assessments and the United States State Department per diem rates for international assessments.

EMAP will prepare an invoice for the estimated travel costs and the Accreditation Fee (*Appendix C*) and will forward it to the Applicant Emergency Management Program for payment. The Applicant Emergency Management Program must pay the invoice thirty (30) days prior to the on-site assessment. Failure to pay the on-site assessment invoice within this time frame will halt the assessment and accreditation process and may result in additional charges to reschedule the on-site assessment. If the pre-paid amount exceeds the actual cost of the on-site assessment travel costs, EMAP will refund the difference to the Applicant Emergency Management Program at the conclusion of the supplemental period. If the actual costs are higher than the provided estimate, the Applicant Emergency Management Program will be invoiced by EMAP for the additional cost. The Applicant Emergency Management Program must pay for any additional travel costs before their presentation to the Program Review Committee. Failure to pay the additional travel costs before the Program Review Committee meeting will halt the assessment and accreditation process.

The on-site assessment is typically accomplished in one (1) work week at the Applicant Emergency Management Program's location. The on-site assessment team will arrive the day before the on-site assessment begins and will work to complete the on-site assessment in five (5) working days. The assessment team will visit other locations and/or offices for interviews and demonstrations.

EMAP engages a team of assessors from its established pool of trained and experienced emergency managers. Assessors serving on the on-site assessment team should be free of any conflict of interest with the Applicant Emergency Management Program. EMAP Assessors must abide by the *EMAP Committee and Assessor Code of Conduct*. The Applicant Emergency Management Program is notified of the members of the on-site assessment team in advance of the on-site assessment. The Applicant Emergency Management Program may object to an assessor, in writing, in advance of the on-site assessment, if a conflict of interest is present. If changes to the assessment team are warranted, additional assessors may be offered by EMAP. The EMAP Staff Liaison will arrange or rearrange responsibilities. EMAP reserves the right to make the final decision on the selection of assessors.

The Applicant Emergency Management Program's primary point of contact with the assessment team during the on-site assessment is the Assessment Team Leader (ATL). The ATL manages the on-site assessment and the work of the assessment team. Members of the assessment team are supplied information about the Applicant Emergency Management Program in advance of the on-site assessment, including copies of the *Application for Assessment*, and will be granted access to the Applicant Emergency Management Program's uploaded proof of compliance documentation in the PowerStandards Tool three (3) weeks in advance of the on-site assessment.

The Applicant Emergency Management Program works with the EMAP Staff Liaison to develop a working schedule for the on-site assessment. The schedule allows the Applicant Emergency Management Program and the EMAP Staff Liaison to coordinate their respective activities. During the on-site assessment, the Assessment Team Leader coordinates with the Accreditation Manager to adjust the working schedule, as necessary, to ensure that the assessment team completes its work on time and with appropriate detail and consistency.

The assessment team will arrive at the Applicant Emergency Management Program's location at the start of

business on Monday. The Accreditation Manager and the Assessment Team Leader will conduct an entry briefing with the assessment team, Accreditation Manager, and the Applicant Emergency Management Program personnel, as determined by the Applicant Emergency Management 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 about the Applicant Emergency Management Program such as hazards, organizational and operational structures, key facilities, programs, 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 on-site assessment and the location of some of the Applicant Emergency Management Program personnel with whom they will interact. During the tour, the assessment team should be shown the location of the working area, supporting equipment or administrative support, restrooms, and break areas for performing the on-site assessment. The Accreditation Manager should also provide the assessment team with a roster of employees and agency points of contact appropriate for interviews and demonstrations. The remainder of the first day will be spent reviewing proof of compliance documentation to determine compliance with the Standards.

The on-site assessment is conducted in accordance with EMAP Commission-approved policies and procedures. Assessors' primary activities include examining proof of compliance documentation, conducting interviews and observing demonstrations, and recording findings. The assessment team will be utilizing the PowerStandards Tool to review the Applicant Emergency Management Program's documentation and Google Docs to record and coordinate findings.

Prior to the conclusion of each day, the Accreditation Manager and, if so desired, the Director or Chief Executive, will meet with the Assessment Team Leader to gain information about the progress of the on-site assessment. If the Applicant Emergency Management Program is preliminarily non-compliant with a Standard, the Assessment Team Leader will communicate this to the Accreditation Manager, allowing the Applicant Emergency Management Program the opportunity to provide additional, existing compliance documentation while the assessment team is on-site, if appropriate. If the Program does have the need to provide additional, existing proof of compliance documentation, it must be received by NLT, 1:00 p.m. on Wednesday afternoon of the on-site assessment. This timeframe provides the assessment team with the ability to have time to review the additional documentation during the on-site assessment and provide compliance information to the Program by the end of the assessment week.

To avoid the appearance of impropriety, proof of compliance documentation that is developed during the on-site assessment by the Program stakeholders will not be reviewed and/or considered during the on-site assessment. Newly developed proof of compliance documentation that has been promulgated and/or approved, distributed and implemented can be provided in the supplemental or conditional phase. In addition, if a proof of compliance document has been substantially changed during an on-site assessment, the Program must show how that document has been promulgated and/or approved per the Program's policies or procedures, distributed and implemented.

It should be understood by the Accreditation Manager, the Director, and the Chief Executive that any communication regarding findings from the assessment team during the on-site assessment is preliminary, as the findings are not complete until after the EMAP Commission has made an accreditation decision.

The Assessment Team Leader will provide a final on-site briefing to the Director and the Accreditation

Manager on Thursday afternoon. The on-site assessment typically concludes by 12:00 p.m. on the Friday. The EMAP Staff Liaison will coordinate with the Assessment Team Leader and the Accreditation Manager to schedule a virtual exit briefing within two (2) weeks following the conclusion of the on-site assessment.

During the time between the conclusion of the on-site assessment and the virtual exit briefing, the Assessment Team Leader, and the EMAP Staff Liaison, will review the Preliminary Assessment Report for content. Additional documentation will be requested, as necessary, from the Applicant Program during the virtual exit briefing.

The focus of the virtual exit briefing is the outcome of the on-site assessment, providing the Applicant Emergency Management Program with a clear understanding of the preliminarily non-compliant elements that can be addressed in the supplemental period. If the Program is non-compliant with a Standard(s), a verbal description of non-compliance will be provided during the briefing. The briefing is not designed as a forum to debate compliance, Standard application issues, or to submit additional proofs of compliance. If the executive leadership of the Applicant Emergency Management Program or Accreditation Manager is dissatisfied with the findings and recommendations of the assessment team, the Assessment Team Leader will refer the individual to the remaining Accreditation steps, including the opportunity to submit supplemental documentation during the supplemental period, to respond to the Preliminary Assessment Report, and to send a representative(s) to the Program Review Committee.

The Applicant Emergency Management Program's supplemental period will begin on the day of the virtual exit briefing. The supplemental period is comprised of thirty (30) business days, not including holidays. The EMAP Staff Liaison will provide the appropriate supplemental period timeline. The Applicant Emergency Management Program can submit additional and/or revised documentation during the supplemental period for review by the assessment team. It is important to note that the supplemental period is intended to accommodate minor revisions to the Applicant Emergency Management Program's documentation; it is not intended to be a period where new plans, processes, and/or procedures are created, reviewed, and promulgated. Once the Applicant Emergency Management Program has submitted supplemental documentation into the PowerStandards Tool, the respective assessor(s) will analyze the proofs of compliance and write a supplemental finding. The supplemental finding will be incorporated into the Preliminary Assessment Report.

For the benefit of the Applicant Emergency Management Program, the Assessment Team Leader will discuss how findings are presented to the Program Review Committee in the Preliminary Assessment Report. The EMAP Staff Liaison will provide the Accreditation Manager and Program Director with evaluation forms to capture feedback on the on-site assessment and the *Emergency Management Standard*. The Applicant Emergency Management Program evaluation forms will be used to improve the assessment process and the Standard.

After completion of the on-site assessment, the Assessment Team Leader and the EMAP Staff Liaison will prepare a draft Preliminary Assessment Report. The Preliminary Assessment Report will include the following: (1) preliminary findings regarding compliance with the *Emergency Management Standard*; (2) references to proofs of compliance reviewed; (3) information about programs, plans, processes, and/or procedures that the assessment team considered noteworthy; and (4) the names, titles, organizations, dates, and the contents of interviews and demonstrations. The assessors will be provided with feedback on their preliminary findings by the Assessment Team Leader, the Report Reviewer, and EMAP Staff Liaison. Assessors are expected to respond to the feedback and enhance their findings, if appropriate. If an assessor is unable to address the feedback and/or review supplemental documentation, the Assessment Team Leader will be responsible for addressing the

remaining items.

For any non-compliant Standards that were not addressed in the supplemental period, the Applicant Emergency Management Program should create a plan to address those areas within a nine (9) month conditional period. The Compliance Planning Document should be provided to EMAP with the Applicant Emergency Management Program's comments on the Preliminary Assessment Report. The Compliance Planning Document and the Preliminary Assessment Report will be submitted to the Program Review Committee and the EMAP Commission and will serve as the basis for granting Conditional Accreditation.

STEP 4: Committee Review and Commission Decision

After the Preliminary Assessment Report is complete, the Applicant Emergency Management Program is placed on the agenda for the next scheduled Program Review Committee meeting. Members of the Program Review Committee will receive and review the Applicant Emergency Management Program's *Application for Assessment*, the Preliminary Assessment Report, the Applicant Emergency Management Program's comments, materials submitted for the Program Review Committee's review, and the Applicant Emergency Management Program's compliance planning document, if appropriate. The Applicant Emergency Management Program may provide comments to the Preliminary Assessment Report, which will be provided to the Program Review Committee for review. If there are areas of non-compliance noted in the Preliminary Assessment Report, the Applicant Emergency Management Program should provide the Program Review Committee with the Compliance Planning Document depicting how it will address all areas of non-compliance within a nine (9) month period.

Applicant Emergency Management Program representatives will be invited to attend the Program Review Committee meeting. It is recommended that a representative(s) of the Applicant Emergency Management Program participate in the Program Review Committee meeting. The representative(s) should be knowledgeable of the Program, the details of the on-site assessment, and the plans for addressing any areas of non-compliance, if appropriate. Keep in mind that for Conditional Accreditation, the Applicant Emergency Management Program must show that it can reasonably address all areas of non-compliance within nine (9) months from the date of the EMAP Commission's decision to grant Conditional Accreditation. The Applicant Emergency Management Program should notify the EMAP Executive Director if it will have a representative(s) present for the Program Review Committee meeting. The representative(s) will be invited to present any information that may be relevant to the Program Review Committee's decision and will be available to answer any questions from the Program Review Committee. The Program Review Committee's deliberation and vote on recommendations will be held in executive session; thus, the Applicant Emergency Management Program representative(s) will be excused from the deliberation portion of the Program Review Committee meeting. The Program Review Committee's confidential recommendation will then be provided to the EMAP Commission for consideration at its next meeting.

Since the EMAP Commission is the only committee that can grant the EMAP Accreditation to Applicant Emergency Management Programs, the Program Review Committee provides a recommendation to the EMAP Commission. After review of the *Application for Assessment* and the Preliminary Assessment Report for the Applicant Emergency Management Program, and after appropriate deliberation in executive session, the EMAP Commission shall decide, by majority vote, its recommendation of one (1) of the following designations:

Accredited. The Applicant Emergency Management Program is in full compliance with all Standards.

Conditionally Accredited. The Applicant Emergency Management Program has not achieved the required compliance with all of the Standards but appears to be in a position to do so within nine (9) months. The EMAP Commission confers this probationary Accreditation status, not to exceed nine (9) months, requiring that the Applicant Emergency Management Program take specific measures to address conditions preventing compliance. During the Conditional Accreditation period, the Applicant Emergency Management Program must remedy deficiencies by implementing the Compliance Planning Document submitted to the Program Review Committee and the EMAP Commission. A Conditionally Accredited Emergency Management Program may not state or indicate publicly that it has achieved Accreditation (*Appendix B*).

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

The EMAP Commission’s deliberations culminate in a motion to grant or deny the EMAP Accreditation using the designations above. If the EMAP Accreditation is granted, an EMAP Commissioner or EMAP Staff Liaison will notify the Accredited Emergency Management Program. The date of this decision becomes the Accredited Emergency Management Program’s Accreditation date, which will serve as the basis from which all future consecutive accreditation timelines will be calculated. The EMAP Accreditation is valid for five (5) years. Please note that once the EMAP Commission has made a decision regarding the Accreditation status of an Emergency Management Program, that Program will be incorporated into the group or class of other Emergency Management Programs granted the EMAP Accreditation 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.

Deferral Option

Should the Applicant Emergency Management Program experience a disaster during the time leading up to the Program Review Committee meeting, delaying its preparation for participation in the Program Review Committee’s review, a deferral may be requested. No later than three (3) days before the Program Review Committee meeting, an Applicant Emergency Management Program may choose to request a deferral of a decision on its *Application for Assessment* and Preliminary Assessment Report until the next Program Review Committee conference call or meeting, whichever comes first. At the meeting during which the Applicant Emergency Management Program is initially scheduled for review, the Program Review Committee may review and discuss the Preliminary Assessment Report and the materials related to the Applicant Emergency Management Program before it will defer a recommendation on Accreditation status until its next conference call or meeting.

Extension Request Option

Should the Applicant Emergency Management Program experience a disaster or other event(s) that would challenge its ability to conduct a self-assessment and an on-site assessment based on the established schedule with EMAP, an extension request may be requested. The *Application for Assessment* is valid for eighteen (18) months. An Applicant Program may only request one six (6) month extension during the accreditation process and the extension must not exceed six (6) months beyond the original *Application for Assessment* date. An extension request must be submitted in writing to EMAP for consideration of the following issues:

Initial Accreditation Applications. An Applicant Emergency Management Program may submit one

six (6) month extension request for the *Application for Assessment* for initial accreditation in order to complete the accreditation process. The timeline to complete the accreditation process will be based on the extension request decision.

Consecutive Accreditation Applications. A currently conditional or consecutively accredited Program may submit one six (6) month extension request for their conditional or consecutive *Application for Assessment* in order to complete the accreditation process. A consecutively accredited program extension request will not exceed six (6) months past the accreditation expiration date.

For both initial and consecutive accreditation extension requests, the Applicant Program must provide a detailed explanation of why the extension request is being requested and include a proposed work plan for achieving compliance within the timeline. The Applicant Program must work with their assigned EMAP Staff Liaison to complete the work plan so that it can be included in the extension request. The explanation should be based on specific criteria detailing the need for the extension based on extenuating disaster situations and should not be based solely on personnel turnover. Once the extension request and the proposed work plan have been provided to EMAP, it will be reviewed and considered. Once EMAP has considered the extension request, the Applicant Emergency Management Program will be notified in writing of the decision.

Conditional Accreditation

If the EMAP Accreditation is denied, the EMAP Commission advises the Applicant Emergency Management Program of the decision and the remaining areas of non-compliance. If the Applicant Emergency Management Program is granted Conditional Accreditation, it will be provided information about the Conditional Accreditation and the Standards to be addressed during its conditional period (*Appendix B*).

If an Applicant Emergency Management Program is granted Conditional Accreditation by the EMAP Commission, the assigned EMAP Staff Liaison will coordinate with the Conditionally Accredited Emergency Management Program to establish a timeline for the conditional period. The Conditional Accreditation elapses nine (9) months after the EMAP Commission's decision to grant Conditional Accreditation.

If a Conditionally Accredited Emergency Management Program is found to be non-compliant with five (5) or less Standards following their supplemental period, then the Conditionally Accredited Emergency Management Program may be eligible for the virtual conditional assessment. The complexity of certain Standard Areas may require a conditional on-site assessment. EMAP reserves the right to require a Conditionally Accredited Emergency Management Program to host a conditional on-site assessment. The EMAP Staff Liaison will try to secure the same assessors from the on-site assessment to conduct the remote review. The Conditionally Accredited Emergency Management Program is responsible for paying the *Conditional Assessment Fee* (*Appendix C*).

If a Conditionally Accredited Emergency Management Program has six (6) or more non-compliant Standards, a conditional on-site assessment will be conducted at the Conditionally Accredited Emergency Management Program's location. The number of non-compliant Standards will dictate the size of the assessment team and the length of the conditional on-site assessment. The conditional on-site assessment must be conducted before the Conditional Accreditation period has lapsed. The EMAP Staff Liaison will try to secure the same assessors from the on-site assessment. The Conditionally Accredited Emergency Management Program is responsible for paying the *Conditional Assessment Fee* (*Appendix C*) and the travel costs associated with the conditional on-site assessment.

Assessors will review the conditional proof of compliance documentation uploaded into the PowerStandards

Tool for compliance and write a conditional finding(s). The conditional finding(s) is incorporated into the Preliminary Assessment Report below the supplemental and/or the on-site assessment finding(s) in Google Docs.

After the conditional on-site assessment findings have been incorporated into the Preliminary Assessment Report, the Conditionally Accredited Emergency Management Program is placed on the agenda for the next scheduled Program Review Committee meeting. Members of the Program Review Committee will receive the revised Preliminary Assessment Report, any comments from the Conditionally Accredited Emergency Management Program, and materials submitted for the Program Review Committee's review. Conditionally Accredited Emergency Management Program representative(s) will be invited to attend the next appropriate Program Review Committee meeting.

The Conditionally Accredited Emergency Management Program should notify the EMAP Executive Director if it will have a representative(s) present. The representative(s) will be invited to present any information that may be relevant to the Program Review Committee's decision and be available to answer any questions from the Program Review Committee. The Program Review Committee's deliberation and vote on recommendations will be held in executive session; thus, the Conditionally Accredited Emergency Management Program representative(s) will be excused from the deliberation portion of the Program Review Committee meeting. The EMAP Commission's deliberation and vote will also take place in executive session and will be based on the Accredited or Accreditation Denied designation.

STEP 5: Accreditation and Maintenance

Accredited Emergency Management Programs will be provided with a formal letter from the EMAP Commission conferring the Accreditation status, along with a plaque and other appropriate visibility items soon after the EMAP Commission meeting. An Accredited Emergency Management Program may conduct a recognition ceremony to publicize its achievement. Representatives of the EMAP Commission may be available to participate in the recognition ceremony; the cost of such participation is borne by the Accredited Emergency Management Program. EMAP will distribute a media release announcing the achievement of all Emergency Management Programs granted the EMAP Accreditation by the EMAP Commission at that time and provide access to the marketing tools.

Use of EMAP Accreditation Insignia

The EMAP Accreditation Insignia is provided by EMAP to recognize Emergency Management Programs that have achieved the EMAP Accreditation. Conditionally Accredited Emergency Management Programs are not permitted to display the EMAP Accreditation Insignia. The EMAP Accreditation Insignia is intended to be used as a visible sign of an Emergency Management Program's achievement of the EMAP Accreditation. It may be used on letterheads, forms, presentations, and equipment, etc. The EMAP Accreditation Insignia should be used by all agencies with roles in the Emergency Management Program rather than only the emergency management agency or department. Use of agency printed materials is appropriate as long as it is offered for use to the broad set of agencies involved in the Accredited Emergency Management Program.

License to use the EMAP Accreditation Insignia is granted to Accredited Emergency Management Programs during the Accreditation period. Should an Emergency Management Program's Accreditation lapse or be revoked, the Emergency Management Program must immediately remove the EMAP Accreditation Insignia from all materials and locations associated with the Program. Accredited Emergency Management Programs cannot represent the EMAP Accreditation Insignia or EMAP Accredited status as a guarantee of safety from disaster. The EMAP Accreditation Insignia is registered as a trademark and may not be printed or stamped on

apparel, lapel pins, or other items for individual distribution without express authorization from EMAP. Accredited Emergency Management Programs may purchase apparel, lapel pins, and challenge coins with the EMAP Accreditation Insignia on the EMAP website, www.emap.org.

Loss/Revocation of Accreditation

An Accredited Emergency Management Program may lose its Accredited status for documented substantial and/or ongoing non-compliance with the *Emergency Management Standard*, fraud or deception, including the administration of funds, and/or fraud in obtaining the EMAP Accredited status, as determined by the EMAP Commission. A Conditionally Accredited Emergency Management Program may lose its conditional status if it fails to comply with the *Emergency Management Standard* within the time period specified by the EMAP Commission.

The revocation of the EMAP Accreditation will occur only after the Emergency Management 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 Program Review Committee and EMAP Commission may leave the Emergency Management Program's Accredited status intact, may grant the Emergency Management Program Conditional Accreditation, or may revoke the Emergency Management Program's Accreditation.

Consecutive Accreditation

The EMAP Accreditation is valid for five (5) years. During the fourth year of the EMAP Accreditation, the Accredited Emergency Management Program must decide whether to pursue a consecutive Accreditation. If it chooses to pursue a consecutive accreditation, the Accredited Emergency Management Program must complete the entire assessment and accreditation process over again, beginning with the self-assessment. If the Accredited Emergency Management Program decides to no longer maintain the EMAP Accreditation, it may allow its EMAP Accreditation to lapse following the end of the five (5) year accreditation period.

In order to avoid a lapse in the EMAP Accreditation, Accredited Emergency Management Programs must conduct their on-site assessment and appear before the Program Review Committee before their five (5) year anniversary date. For example, if an Accredited Emergency Management Program was granted the EMAP Accreditation by the EMAP Commission on April 19, 2018, the Accredited Emergency Management Program must schedule their on-site assessment in the fall of 2022 in order to appear before the Spring 2023 Program Review Committee meeting.

Continuous Administrative Compliance Process

Programs may choose to enter the Continuous Administrative Compliance Process upon the EMAP Commission's Accreditation Decision. Programs will be provided with the Continuous Administrative Compliance Process (CACP) guidance and given NLT 60 calendar days to provide an EMAP Continuous Administrative Compliance Process Application. The Application will expand on the annual requirements. The Application will be completed and signed by the Program Executive Leadership and the designated Emergency Management Program Director. All signed Applications must be submitted within two (2) months of their Accreditation decision from the EMAP Commission.

Once acceptance of the Application, EMAP will invoice the Program for an EMAP annual subscription for the Standards Platform with PowerDMS to utilize the tools to be incorporated within the Continuous Administrative Compliance Pilot Process. The Program must use the Standards Platform along with the PowerAccred Platform for inclusion of EMAP's tools within PowerDMS and must agree and pay the

PowerDMS Annual Subscription in the four-year period in order to participate in the CACP (within 30 calendar days of acceptance into the Pilot Program).

The Program will begin the CACP on the current version of *Emergency Management Standard* and must attend a EMAP training on the current version of the standard. The Program Accreditation Manager must attend training and pay all associated costs for Standard training. *note: If a Program chooses to participate in the CACP but does not adhere to the training requirements, the CACP will be halted, and the Program will be moved to the current Annual Reports format for the remainder of the accreditation period.*

Once a Program's application is accepted, an EMAP Staff Liaison (ESL) and Assessment Team Leader (ATL) will be assigned. The ESL and ATL will host a virtual conference call with the Program to review the CACP and determine the annual maintenance requirements for each individual Program. The annual maintenance requirements will be based on the Program's continuous compliance process planning cycles for their Program documentation.

Once the Program Annual Requirements Work Plan has been developed by the Program, it will be used to guide the ATL, the Assessors, and Program through the CACP. For those Programs accepted into the CACP by January, the Workplans will be due April 1. For Programs accepted by July, the Workplans will be due August 1. The EMAP Program Annual Requirements Work Plan will span four years and include all Standard Elements, and primary proofs of compliance, and annual submission dates.

The Program must use the Standards Platform along with the PowerAccred Platform for the inclusion of EMAP's tools within PowerDMS. Once the Program has submitted its documentation in the Platform, the ESL will notify the ATL and the Assessors. The Assessors will review all the Standard documentation, conduct interviews, and attend demonstrations planned and conducted in partnership with the ATL and the ESL. The ATL will review all findings to ensure comprehensiveness and completeness towards compliance. Once Standards are determined to be Compliant or Non-Compliant, the ATL will notify the Program.

In order to receive maximum benefit of the maintenance process, all thirteen (13) Standard Elements must be assessed in four years and should be spaced evenly between the four-year timeframe to allow for the maximum time needed for the ATL and Assessors to write comprehensive findings for no more than four (4) Standard Elements annually.

All Standards found to be Compliant in the CACP will not be assessed in the fifth year of Accreditation. If any Standards are not assessed during the four-year review period or there are Standards that have been assessed and determined to be Non-Compliant in the Annual Requirements, those Standards and associated Standards, if needed, will be assessed in the fifth year through an Abbreviated On-Site Assessment.

If the Program has been found Compliant with all Standards, the Program will conduct an Abbreviated On-Site Assessment in the 5th year over a 2 or 3-day period to enable the ATL and one (1) Assessor to verify the findings prior to their Consecutive Accreditation date so that their Accreditation does not lapse.

If the Program has any Standards that have been found to be non-compliant or have not been assessed in the four years, the Program will conduct an Abbreviated On-Site Assessment in the 5th year tailored to the number of Standards that need to be assessed prior to their Consecutive Accreditation date so that their Accreditation does not lapse.

Upon completion of the Abbreviated On-Site Assessment, a final Preliminary Assessment Report would be provided to the Program. The Preliminary Assessment Report will include all CACP findings along with the Virtual/Abbreviated On-Site findings and will go before the Program Review Committee and Commission for an Accreditation Decision.

If the Accredited Program is unfamiliar with its current accreditation year, contact EMAP at emap@emap.org.

Accreditation Process Critique

Applicant Emergency Management Programs are afforded an opportunity to critique the EMAP Accreditation Process. An evaluation form will be provided to the Emergency Management Program's Accreditation Manager by the EMAP Staff Liaison to solicit feedback on the *Emergency Management Standard* and the EMAP Accreditation Process. Feedback from Applicant Emergency Management Programs will be used to adjust and improve processes, the Standard, and materials. The critique process does not affect the assessment and accreditation effort.

Appealing an EMAP Commission Decision

Certain EMAP Commission decisions may be appealed within thirty (30) business days after the decision was made by the EMAP Commission. The Appellant Emergency Management Program's executive leadership must submit the appeal in writing and must specify the grounds on which the appeal is being made. A nonrefundable *Appeals Fee (Appendix C)* must be submitted with the Appellant Emergency Management Program's letter of appeal. The Appeals Panel of the EMAP Commission serves as the appeal agent for EMAP Accreditation decisions.

An appeal is not a new review of the Appellant Emergency Management Program's assessment and accreditation effort; it is a review of the EMAP Commission's decision regarding the Appellant Emergency Management Program's Application and Final Assessment Report. 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 thirty (30) business days of the receipt of the Appellant Emergency Management Program's letter of appeal, the EMAP Commission shall appoint an ad hoc Appeals Panel of three (3) members and three (3) alternates, none of whom will have had affiliation with the Appellant Emergency Management Program filing the appeal or with the Accredited Emergency Management Program's assessment and accreditation effort. EMAP will confirm the willingness and availability of the Appeals Panel members and alternates to serve and notify the Appellant Emergency Management Program of the proposed date for review of the appeal. The Appellant Emergency Management Program will have the opportunity to review the names of the prospective members of the Appeals Panel and challenge the Appeals Panel composition for due cause such as conflict of interest, bias, or other prejudice. The EMAP Commission will rule on any identified challenges. Procedural and substantive issues addressed by the Appeals Panel will be limited to those stated in the Appellant Emergency Management Program's appeal letter. The Appeals Panel will only consider facts and materials that were

presented before the EMAP Commission at the time of its decision. At least thirty (30) business days before the Appeals Panel's review, EMAP will provide the Appellant Emergency Management Program with a list of documents and materials included in the file that will be considered by the EMAP Commission. Objections regarding materials or documentation provided must be made to EMAP no later than fifteen (15) business days before the scheduled review of the appeal. The Appeals Panel will consider the appeal, either physically or via conference call, no later than ninety (90) business days after receipt of the Appellant Emergency Management Program's appeal letter.

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 the decision that was made.

The Appeals Panel will decide either to uphold the EMAP Commission decision or to return the matter to the EMAP Commission for reconsideration in light of the Appeals Panel's ruling regarding the procedural violation(s) and/or substantive error(s). The Appeals Panel's report, including the basis of their decision related to the records, shall be provided to the EMAP Commission within thirty (30) business days of the Appeals Panel's review. Copies of the report shall be provided to the Appellant Emergency Management Program.

Complaints Against Accredited Programs

A complaint is not a mechanism for adjudication of disputes between individuals and Accredited Emergency Management Programs. Procedures for handling a complaint against an Accredited Emergency Management Program are based on the purported lack of consistency with the *Emergency Management Standard*. A complaint that raises issues regarding pending litigation will not be processed until after the litigation has been concluded. Complaints must be filed in writing within one (1) 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 Accredited Emergency Management Program is not in compliance with one (1) or more elements 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 Emergency Management Program against which the complaint is made.

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

The EMAP Commission has the authority to dismiss complaints determined to be non-substantive or frivolous. Receipt of a complaint regarding an Applicant or Accredited Emergency Management Program undergoing an

assessment and accreditation effort will be processed as part of the on-site assessment and/or Program Review Committee review rather than going first to the EMAP Commission.

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

EMAP Services

The Training & Standard Orientation Workshop provides the Program's employees and stakeholders' 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:

- Obtain a basic understanding of EMAP, its background, history and future;
- Explore the need and application of the standards;
- Gain an understanding of the accreditation process;
- Explore the roles and responsibilities of accreditation managers, assessors, and assessment team leaders;
- Understand the value of documenting compliance through the writing of Program rationales;
- Understand how assessors analyze compliance and write findings;
- Identify and prioritize gaps based on the *Emergency Management Standard*; and
- Develop a plan of action for the Program's self-assessment to address the identified gaps.

A Program must be subscribed to EMAP in order to host the Training & Standards Orientation Workshop. The cost associated with this course is a Training & Standards Orientation fee and the travel cost for the EMAP Training Coordinator, an EMAP Trainer, and the EMAP Staff Liaison, as needed. Primary travel costs of the Training & Standard Orientation Workshop include airfare (if applicable), ground transportation for the duration of the course, hotel accommodations, and meals (typically using the United States federal per diem rate for the location).

Host Emergency Management Standard Training

The Host *Emergency Management Standard* Training provides a jurisdiction/agency with information and tools that will assist them in evaluating their capabilities and documentation by way of the *Emergency Management Standard*. Specifically, the hosting jurisdiction/agency 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 jurisdiction/agency 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:

- Obtain a basic understanding of EMAP, its background, history and future;

- Explore the need and application of the standards;
- Gain an understanding of the accreditation process;
- Explore the roles and responsibilities of accreditation managers, assessors, and assessment team leaders;
- Understand the value of documenting compliance through the writing of Program rationales;
- Understand how assessors analyze compliance and write findings; and
- Certify 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.

A Program must be subscribed to EMAP in order to sponsor the Host *Emergency Management Standard* Training. However, the Program may choose to open up the course registration to subscribed and unsubscribed programs. The cost associated with this course is the Host *Emergency Management Standard* Training fee and the travel cost for the EMAP Training Coordinator and the EMAP Trainer. Primary travel costs of the Host *Emergency Management Standard* Training include airfare (if applicable), ground transportation for the duration of the course, hotel accommodations, and meals (typically using the United States federal per diem rate for the location).

Business Consultant Initiative

Emergency Management Programs at all levels of government and the private sector utilize consultants to develop plans, procedures, and capabilities. Emergency Management Programs frequently reach out to Emergency Management Accreditation Program (EMAP) Staff for guidance regarding the management of consultants that have been awarded contracts. Some Emergency Management Programs have incorporated the *Emergency Management Standard* into request for proposals (RFP); however, many consultants do not have a strong enough background in the *Emergency Management Standard* to address the RFP's requirements, thus affecting the Emergency Management Programs' compliance.

Many consultants have specializations that they advertise to their customers. However, in order to understand how the *Emergency Management Standard* can apply to specific projects and/or plans, consultants need to have a holistic understanding of the *Emergency Management Standard*, the cascading nature of the standards, and the role of the Emergency Management Program.

Consultants that successfully complete the training will be featured on the Business Consultant Initiative website. Each consultant will have their own profile, which will feature a current picture, contact information, and their consulting firm.

Peer Document Review & Pre-Assessment

This process assists Applicant Programs with additional document reviews of Standard areas prior to an onsite assessment. The process would allow a peer review Assessor or Assessment Team Leader to complete additional document reviews against the standard during the Application phase so that fewer standards need to be assessed during the on-site assessment, thus a cost saving on the on-site assessment. The costs associated with additional document reviews would cover the costs for the Assessors to complete the findings and corresponding report.

A pre-assessment is an optional service catered towards an Applicant Program to provide an initial evaluation of their Program's preparedness and response capabilities. It will concentrate on corrective actions needed for the applicant to work through prior to undergoing a full EMAP on-site assessment. Once an Applicant Program submits an Application for Accreditation and completes a pre-assessment, they have nine (9) months to undergo an on-site assessment for accreditation.

Use of the Peer Document Review (PDR) and Pre-Assessment Processes will:

- Streamline a Programs Accreditation or Consecutive Accreditation process;
- Incorporate the new PowerDMS Platform technologies to provide cost-effectiveness, efficiencies, ease of use, and enhance the capabilities of EMAP staff, Assessment Team Leads, Assessors, the Program Review Committee, Commissioners, new Programs, and Consecutively Accredited Programs;
- Provide annual processes that will enable Programs with the ability to move through the Accreditation process in a stair-step approach; and
- Provide a maintenance process for Accredited Programs to maintain Accreditation.

These processes will be offered to every State, Local, Tribal, Territorial, Federal, and Atypical Program that has completed the following:

- Applicant Programs must use the Standards Platform along with the PowerAccred Platform for inclusion of EMAP's tools within PowerDMS and must agree and pay the PowerDMS Annual Subscription (*Appendix C*);
- Submitted both the Assessment Application, the On-Site Assessment Application, and a Pre-Assessment Application, if requested;
- Paid the Assessment Application Fee (*Appendix C*); and
- The Program Accreditation Manager must attend a Virtual Cohort Training or EMAP EMI Training, or conducted a Host Emergency Management Standard.

Once an Applicant Emergency Management Program has completed the pre-assessment, it has nine (9) months to undergo an on-site assessment.

Once an Assessment Application has been approved by EMAP, the Applicant Emergency Management Program is assigned an EMAP Staff Liaison (ESL) and an Assessment Team Leader (ATL). Once the ATL has been assigned, the ESL and ATL will host a virtual Assessment and Accreditation Overview Call to review the ESL/ATL technical assistance, the PDR Process and the Pre-Assessment Process that the Program can take advantage of in the 12-month Self-Assessment timeframe. The ESL will:

- Ensure that the Applicant Program has a current PowerDMS Annual Subscription;
- Provide the approved Assessment Application and the On-Site Assessment Application to the ATL;
- Ensure that the Applicant Program has paid the Assessment Application Fee;
- Ensure that the Applicant Program has attended Accreditation Manager Training;
- Provide the Applicant Program with the current Standard that they will use to be Assessed and Accredited;
- Host and lead the Assessment and Accreditation Overview Call;
- Develop the Applicant Program Assessment and Accreditation timeline and provide it to the Applicant Program Accreditation Manager and the ATL;
 - If the Applicant Program chooses to host a Pre-Assessment, the ESL will provide the Program On-Site Pre-Assessment Application and the Pre-Assessment Invoice to the Applicant

Program;

- Once the Program On-Site Pre-Assessment Application has been approved by the ATL and ESL and the Program has paid the Pre-Assessment Invoice, the Program Pre-Assessment will be added to the Applicant Program Assessment and Accreditation timeline.
- Provide administrative and Standard (application and intent) technical assistance to the Applicant Program Accreditation Manager and the ATL;
- Deliver the On-Site Assessment Invoice;
- Identify and confirm Assessors for the Applicant Program Peer Document Reviews and/or Pre-Assessment, as needed;
- Identify and confirm Assessors for the Applicant Program On-Site Assessment;
- Partner with Altour to confirm Pre-Assessment and/or On-Site Assessment Team logistics;
- Host the Applicant Program Pre-Assessment and/or On-Site Assessment Team Call;
- Provide the ATL with the EMAP Travel Policy, Entry Briefing PowerPoint, Daily Briefing Charts, Style Guide, and Assessor Reimbursement Forms;
- Process Pre-Assessment and/or On-Site Assessment Reimbursements;
- Host Virtual Peer Document Review meetings with the Applicant Program to review the Preliminary findings;
- Host the Virtual Exit Briefing with the Applicant Program to review the Pre-Assessment and/or On-Site Assessment Preliminary findings;
- Deliver the Applicant Program Peer Document Reviews, and/or the Pre-Assessment and/or On-Site Assessment Preliminary Assessment Reports;
- Deliver the Accreditation Fee Invoice;
- If an Applicant Program is seeking Conditional Accreditation, deliver the Compliance Planning Document; and
- Prepare the Program for the upcoming PRC and Commission meeting.

The ATL will:

- Participate in the Applicant Program Assessment and Accreditation Overview Call;
- Ensure that the Applicant Program is uploading all Program documentation and rationales in the PowerDMS Platform;
- Follow-up with the Applicant Program to request any additional Program documentation;
- Provide technical assistance throughout the Applicant Program Assessment and Accreditation process;
- Schedule and conduct monthly technical assistance calls with the Applicant Program;
- Host Virtual Meetings with the Applicant Program to review the EMAP Continuity of Operations Matrix, Gap Analysis Spreadsheet, and the Processes, Procedures and Checklists Webinar Presentation;
- Direct the Applicant Program to take advantage of the EMAP Standard Review Webinars, as needed;
- Complete the Applicant Program Standard Element 4.1 Peer Document Review in the first three (3) months of the 12-month Self-Assessment time frame;
- Determine and complete one (1) additional Applicant Program Standard Element Peer Document Review in the first six (6) months of the 12-month Self-Assessment time frame;
- Host Virtual Meetings with the Applicant Program to review the two (2) Standard Element Peer Document Reviews;
- If the Applicant Program chooses to host a Pre-Assessment, review the Program On-Site Pre-Assessment Application and work with the ESL to confirm the On-Site Pre-Assessment dates;

- Prepare the Applicant Program for the Pre-Assessment and/or On-Site Assessment;
- Lead the Pre-Assessment On-Site Assessment Team Call and/or the On-Site Assessment Team Call;
- Lead the Pre-Assessment On-Site Assessment and/or the On-Site Assessment Team;
- Serve as an Assessor during the Pre-Assessment and/or the On-Site Assessment;
- Review and verify all Assessor findings;
- Lead the Virtual Exit Briefing to review the Pre-Assessment and/or On-Site Assessment Preliminary findings with the Applicant Program;
- Prepare and deliver the Applicant Program Peer Document Reviews, and/or the Pre- Assessment and/or On-Site Assessment Preliminary Assessment Reports to the ESL;
- Prepare and deliver the Applicant Program Executive Summary to the ESL;
- If an Applicant Program is seeking Conditional Accreditation, deliver the Compliance Planning Document; and
- Participate in the upcoming PRC and Commission meeting.

Peer Document Review Options

Aside from the two (2) Standard Elements included for review to the Applicant Program, additional Standard Elements may be selected for a Peer Document Review. Any document reviews completed must be completed within the first nine (9) months of the Application period. This nine (9) months would encompass the two (2) Peer Document Reviews, as noted above, and any additional document reviews. This gives EMAP adequate time to adjust the assessment team size and adjust the costs for the On-Site Assessment. All Peer Document Reviews found to be preliminary compliant by the ATL/Assessor, and the Program Review Committee, will not be reviewed by the On-Site Assessment Team and will reflect Compliant findings within the Preliminary Assessment Report.

The Additional Standard Element Peer Document Reviews will cover the costs of the ATL, or the appropriate assessor assigned to the Standard Elements to review the documentation and complete findings for the standards. The Peer Document Review costs for the Applicant Program for the following Standard Elements would be \$1,500.00 each: Chapter 3, 4.2, 4.3, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, and 4.12. Programs cannot request that individual Standards be assessed within Standard Elements. The Peer Document Review costs for the Applicant Program for the following Standard Elements would be \$2,000.00 each: 4.4 and 4.5.

The following Standard cascade will be provided to the Applicant Program so that they are aware:

- No additional document reviews will be provided until Standard Element 4.1 Peer Document Review has been completed, and preliminary findings have been verified by the ATL and the PRC. Standard 4.1.1 identification of the Program hazards cascades into all Standard Elements;
- Standard Elements 4.6 and 4.10 have similar Standard requirements regarding incident management system personnel assignments and training. Standard 4.10 cannot be assessed until Standard 4.6 has been assessed; and
- Standard Element 4.11 has Standard requirements regarding personnel, plans, procedures, equipment and facilities that must be identified in Standard Elements 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9. Standard 4.11 cannot be assessed until Standards 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9 have been assessed.

Pre-Assessment Options

Applicant Programs that choose to take advantage of a Pre-Assessment to provide an initial evaluation of their

Programs preparedness and response capabilities, will submit a Program On-Site Pre-Assessment Application that details up to three (3) Pre-Assessment Standards to be assessed during an On-Site Pre-Assessment. The Applicant Program must have a current PowerDMS Annual Subscription, and must have completed the Standard 4.1 Peer Document Review, and the Self-Assessment for each of the Standard Elements that will be assessed during the On-Site Pre-Assessment. The Standard 4.1 Peer Document Review will be used by the Assessment Team during the Pre-Assessment.

The following Standard cascade will be provided to the Program so that they are aware:

- A Pre-Assessment will not be scheduled until the Standard Element 4.1 Peer Document Review has been completed, and preliminary findings have been verified by the ATL and the PRC. Standard 4.1.1 identification of the Program hazards cascades into all Standard Elements;
- Standard Elements 4.6 and 4.10 have similar Standard requirements regarding incident management system personnel assignments and training. Standard 4.10 cannot be assessed until Standard 4.6 has been assessed; and
- Standard Element 4.11 has Standard requirements regarding personnel, plans, procedures, equipment and facilities that must be identified in Standard Elements 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9. Standard 4.11 cannot be assessed until Standards 4.4, 4.5, 4.6, 4.7, 4.8 and 4.9 have been assessed. This Standard is not offered in a Pre-Assessment.

Pre-Assessment Standard Options:

- Ch. 3 Emergency Management Program = 10 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.2 Hazard Mitigation and Standard 4.3 Prevention = 8 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.4 Continuity Planning and Procedures = 7 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.5 Operational Planning and Procedures = 7 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.6 Incident Management and Standard 4.10 Training = 12 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.7 Resource Management, Mutual Aid and Logistics = 8 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.8 Communications and Warning = 5 Standards; One (1) Assessor for up to a 5-day period;
- Standard 4.9 Facilities = 3 Standards; One (1) Assessor for up to a 5-day period; and
- Standard 4.12 Emergency Public Information and Education = 7 Standards; One (1) Assessor for up to a 5-day period;

Applicant Programs that complete Peer Document Reviews and/or a Pre-Assessment and are found to be compliant with any Standards, those Compliant Standards will not be assessed during the scheduled On-Site Assessment.

Applicant Programs that complete Peer Document Reviews and/or a Pre-Assessment and are found to be non-compliant with any Standards, those Non-Compliant Standards will be assessed during the scheduled On-Site Assessment.

The Applicant Program is responsible for paying Pre-Assessment and/or On-Site Assessment travel costs. Travel costs associated with the Pre-Assessment and/or On-site Assessment includes airfare and/or mileage,

ground transportation, hotel accommodations, and per diem, using federal per diem rates for domestic assessments and the United States State Department international per diem rates for international assessments, for each member of the assessment team.

Tiered Accreditation Process

A Program that chooses to have specific standard areas assessed for certification can choose to undertake the Tiered Accreditation approach towards accreditation. A Program will need to maintain an Annual Subscription Fee to have access to the PowerDMS PowerStandards Tool. A Program will provide a certification application identifying the standard areas that the application applies to.

Emergency Management Standard

Program Management, HIRA & Mitigation Certification

- Chapter 3: Emergency Management Program, Administration & Finance, & Laws & Authorities
- 4.1: Hazard Identification, Risk Assessment & Consequence Analysis
- 4.2: Hazard Mitigation

Prevention, Continuity Planning & Operations & Recovery Planning Certification

- 4.3: Prevention
- 4.4: Continuity Planning & Procedures
- 4.5: Operations & Recovery Planning and Procedures

Incident Management, Resource Management, Communications & Facilities Certification

- 4.6: Incident Management
- 4.7: Resource Management, Mutual Aid & Logistics
- 4.8: Communications, Warning, Alerts & Notifications
- 4.9: Facilities

Training, Exercise, Evaluation, Public Education & Information and Program Maintenance Certification

- 4.10: Training
- 4.11: Exercises, Evaluations & Corrective Actions
- 4.12: Public Education & Information
- Program and Documentation Maintenance

A Program may select any level of certification to achieve with a set fee structure (*Appendix C*). Each certification would be valid for a four (4) year period. If a Program achieves all four (4) levels of certification over a four (4) year period; the Program may choose to upgrade the Program's certifications to an EMAP Accreditation. The Program would submit a Request for an On-Site Assessment with this path. EMAP would identify two (2) assessors to visit the Program and complete a checklist of demonstrations (i.e., visiting primary and alternate facilities, reviewing communications testing logs, etc.) over a 2-day time frame.

Standard Element Approved Process

A Program will provide an "endorsement" application identifying the standard areas that the application applies to. Initial Standard 4.1.1: Hazard Identification Review- This is not an endorsement area; it is a requirement that must be completed due to the cascading nature. The initial standard 4.1.1 review will only be current for as long as the Program's documentation remains current. Once standard 4.1.1 has been completed; the Program can proceed into the remainder of the following Standard Element Endorsements.

Program Administration, Coordination & Evaluation Endorsed

- Ch. 3: 3.1 – 3.5

Hazard Identification, Risk Assessment & Consequence Analysis, Mitigation & Prevention Endorsed

- 4.1: Hazard Identification, Risk Assessment & Consequence Analysis
- 4.2: Hazard Mitigation
- 4.3: Prevention

Continuity & Operational Planning & Procedures Endorsed

- 4.4: Continuity Planning & Procedures
- 4.5: Operations & Recovery Planning & Procedures

Training & Exercises Endorsed

- 4.6: Incident Management
- 4.10: Training
- 4.11: Exercises, Evaluations & Corrective Actions

Resource Management, Communications & Facilities Endorsed

- 4.7: Resource Management, Mutual Aid & Logistics
- 4.8: Communications, Warning, Alerts & Notifications
- 4.9: Facilities
- 4.12: Public Education & Information

A Program may select any level of certification to achieve with a set fee structure. (*Appendix C*). The endorsements will not be used towards an EMAP Accreditation effort.

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Workshops

EMAP offers several Workshops to assist Programs towards Assessment and Accreditation efforts.

Planning Workshop

EMAP will provide a Planning Workshop to Programs that wish to have additional technical assistance in the development of specific plans and/or procedures. The Planning Workshop will entail sending subject matter experts that are trained EMAP assessors to work with Program personnel on the development and/review of plans and procedures against specific EMAP standards.

Executive Leaders Workshop

EMAP will provide an Executive Leaders Workshop to introduce EMAP and the standards to Executive Leaders of a Program. This helps to align all stakeholders within a Program around their role within a Program and compliance documentation against the EMAP standard.

Virtual Gap Analysis Workshop

EMAP will provide a Virtual Gap Analysis Workshop to Programs. The Virtual Gap Analysis Workshop will introduce the *Gap Analysis Spreadsheet* and the *Plan of Action and Timeline Template*, include practical exercises for implementing the Gap Analysis Spreadsheet, and address how the Gap Analysis Spreadsheet can be utilized to address gaps in planning products developed by the Program.

Virtual Proof of Compliance Workshop

EMAP will provide a Virtual Proof of Compliance Report Development Workshop to Programs. The Virtual Proof of Compliance Report Development Workshop will introduce the *Proof of Compliance Report Guide* and *Rationale Review Guide*, include practical exercises for assessing documentation and building strong Proof of Compliance Reports, and provide Proof of Compliance Report samples.

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Appendix A

EMAP Committee Structure

The EMAP Commission

The EMAP Commission is the governing and decision-making body of EMAP. The EMAP Commission works to assure and improve the delivery of emergency management services to the public through the assessment and accreditation of Emergency Management Programs. Its purpose is to set minimum acceptable standards and encourage the achievement of the EMAP Accreditation. Other EMAP 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 compliance of Applicant Emergency Management Programs during on-site assessments;
- Acknowledging the compliance of Emergency Management 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 EMAP 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 EMAP 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 thirteen (13) members on the EMAP 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 three (3) additional members as international, federal agency representatives and urban search and rescue representatives. Each member's term is three (3) years.

The EMAP Commission Chairperson and Vice-Chairperson are selected from within the EMAP Commission and are chosen by the members. No EMAP Commission Chairperson shall be elected to more than two (2) consecutive terms but may serve unlimited non-consecutive terms. The EMAP Commission Chairperson and Vice-Chairperson shall be from different appointing associations. Each EMAP Commissioner holds office for three (3) years or until a successor has been appointed. To ensure continuity on the EMAP Commission, the terms of office are staggered, with three (3) seats expiring each year. Appointments are generally made each fall with service beginning on January 1.

EMAP Committees

The EMAP Commission has established two (2) standing committees to consider its various activities and to make recommendations to the EMAP Commission. Final decisions are the responsibility and purview of the EMAP Commission. The committees are listed below. The EMAP Commission also appoints an ad hoc Appeals Panel upon receipt of an appeal.

Program Review Committee

The Program Review Committee is responsible for considering Emergency Management Programs applying for the EMAP Accreditation, reviewing Preliminary Assessment Reports prepared by assessment teams, and making recommendations regarding accreditation.

Technical Committee

The Technical Committee is comprised of the Standards Subcommittee and the Training Focus Groups. 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 EMAP Commission, upon receipt of an appeal, will appoint an ad hoc Appeals Panel. The Appeals Panel is responsible for hearing, reviewing, and deciding appeals of EMAP Accreditation decisions and Standards language in accordance with EMAP policies and procedures.

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Appendix B

Conditional Accreditation

If an Applicant Emergency Management Program is granted Conditional Accreditation by the EMAP Commission, the assigned EMAP Staff Liaison will coordinate with the Conditionally Accredited Emergency Management Program to establish a timeline for the conditional period. The Conditionally Accredited Program must submit the Compliance Planning Document and has up to nine (9) months to correct areas of non-compliance, and have EMAP conduct either a virtual conditional assessment or a conditional on-site assessment.

If a Conditionally Accredited Program chooses not to continue through the Conditional Accreditation Process, the Director must submit a formal letter to the EMAP Commission via the EMAP Executive Director. Once the letter is received, the Program Review Committee and the EMAP Commission will affirm the findings contained within the Assessment Report and the EMAP Accreditation will be denied.

Virtual Conditional Assessment

If a Conditionally Accredited Emergency Management Program is found to be non-compliant with five (5) or less Standards following their supplemental period, then the Conditionally Accredited Emergency Management Program may be eligible for the virtual conditional assessment. The complexity of certain Standard Areas may require a conditional on-site assessment. EMAP reserves the right to require a Conditionally Accredited Emergency Management Program to host a conditional on-site assessment.

A Conditionally Accredited Emergency Management Program's remedial steps must be completed, and rationales and proofs of compliance documentation submitted via the PowerStandards Tool a minimum of three (3) weeks prior to the start of the virtual conditional assessment. During the virtual conditional assessment, the Accreditation Manager will work with the assigned EMAP Staff Liaison to schedule and arrange a period of time in which the assessors will virtually review conditional proof of compliance documentation. EMAP will try to ensure that the original assessors participate in the virtual conditional assessment. The EMAP Staff Liaison will develop a remote assessment team to review the conditional documentation submitted.

The conditional remote assessment will be paid for by the Conditionally Accredited Emergency Management Program. EMAP will work with Conditionally Accredited Emergency Management Programs to keep costs to a minimum. EMAP will provide an invoice for the Conditional Assessment (<5 Standards) Fee (Appendix C).

Conditional On-Site Assessment

If an Applicant Emergency Management Program is found to be non-compliant with six (6) or more Standards, then it must complete a conditional on-site assessment. A Conditionally Accredited Emergency Management Program's remedial steps must be completed, and rationales and proof of compliance documentation submitted via the PowerStandards Tool three (3) weeks prior to the start of the conditional on-site assessment. During this process, the Accreditation Manager will work with the assigned EMAP Staff Liaison to schedule and arrange a conditional on-site assessment at the Conditionally Accredited

Emergency Management Program's location. The EMAP Staff Liaison will develop an assessment team to review the conditional documentation submitted. EMAP will try to secure the same assessors from the on-site assessment for the conditional on-site assessment.

The conditional on-site assessment will be paid for by the Conditionally Accredited Emergency Management Program. EMAP will work with Conditionally Accredited Emergency Management Programs to keep costs to a minimum. EMAP will provide an invoice for the Conditional Assessment (>6 Standards) Fee (*Appendix C*) and the travel costs associated with the conditional on-site assessment. If the paid invoice exceeds the actual cost of the conditional on-site assessment, EMAP will refund the difference to the Conditionally Accredited Emergency Management Program at the conclusion of the conditional supplemental period. If the costs are higher than the invoice, the Conditionally Accredited Emergency Management Program will be invoiced for the additional costs. The Conditionally Accredited Emergency Management Program must remit payment of the invoice as soon as possible and no later than thirty (30) business days before the conditional on-site assessment. Failure to pay the additional costs within the appropriate timeframe will halt the conditional accreditation process.

In cases of extreme hardship and depending upon the complexity of the Standard, a Conditionally Accredited Emergency Management Program may petition the EMAP Commission, in writing, to allow for a virtual conditional assessment in lieu of a conditional on-site assessment. A virtual conditional assessment will not be considered if the number of Standards to be reviewed is more than five (5). The petition must be received no later than one (1) month prior to the end of the Conditional Accreditation period and must include the basis for the waiver of the conditional on-site assessment. Approval of such requests is at the discretion of the EMAP Commission. In cases where the virtual conditional assessment is approved, all compliance materials will be submitted by the Conditionally Accredited Emergency Management Program via the PowerStandards Tool three (3) weeks in advance of the remote conditional period to allow the assessment team access to conditional documentation.

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Appendix C

EMAP Fees

SLTTs EM Federal Agencies, & Atypical Subscriptions Fees

Valid for one (1) calendar year: \$900 USD

The EMAP Subscription is applicable for an entire jurisdiction or agency.

Virtual EM Cohort Training Fee

To participate in the quarterly virtual EM Cohort Training Course is \$450 USD a participant.

Host EM Training Fee & Standard Orientation Workshops

To host the *Emergency Management Standard* Training and/or the Training and Standards Orientation Workshop, payment of the appropriate Training Fee below and the travel costs of the EMAP Training Coordinator, the EMAP Trainer, and/or the EMAP Staff Liaison to conduct the training will be invoiced. The primary travel costs associated with the trainings include airfare or mileage, ground transportation, hotel accommodations, and per diem, federal per diem rates for domestic trainings and United States State Department per diem rates for international trainings.

Item	Cost
Host EMS Training	\$5,000.00 USD
Training & Standard Orientation Workshop	\$8,000.00 USD

Payment of the training must be received thirty (30) business days prior to the start of the Host *Emergency Management Standard* Training or the Training & Standard Orientation Workshop. If payment is not received, then the Host Training or Training & Standard Orientation Workshop will be canceled.

Application Fees

EMAP Peer Document Review & Pre-Assessment Fees

The EMAP Peer-Document Review and Pre-Assessment are services, provided by EMAP, that allows an Applicant Emergency Management Program the opportunity to either additional standard areas reviewed remotely or have three (3) Standard Areas assessed during an on-site assessment prior to the Applicant Emergency Management Program's official on-site assessment.

Item	Cost
Document Reviews (Cost Dependent on Standard Areas)	\$1,500.00-\$2,000.00 USD
Pre-Assessment (3 Standard Areas)	\$5,000.00 USD

SLTTs EM Assessment Application Fee

The Application for Assessment Fee is paid by the Applicant Emergency Management Program when it submits the Application for Assessment to EMAP to start the assessment and Accreditation effort. This includes a peer document review for Chapter 4.1 and one (1) additional Program selected Peer document review for EM Programs.

Item	Cost
Application for Assessment Fee	\$9,000.00 USD

Federal Agency & Atypicals Assessment Application Fees

The Federal Agency & Atypical application for assessment fee includes the Application Assessment Fee, T&SOW Fee, On-Site Fee & Accreditation Fee.

Item	Cost
Federal Agency	\$55,000.00 USD
Atypical in CONUS	\$65,000.00 USD
Atypical outside CONUS	\$100,000 USD

SLTTs EM Conditionally Accredited Fees

A Conditionally Accredited Emergency Management Program is responsible for paying the Conditional Assessment Fees associated with either a virtual conditional assessment or conditional on-site assessment.

Item	Cost
Virtual Conditional Assessment (<5 Standards)	\$2,000.00 USD
Conditional On-Site Assessment (6-10 Standards)	\$3,500.00 USD
Conditional On-Site Assessment (11-20 Standards)	\$5,000.00 USD
Conditional On-Site Assessment (21+ Standards)	\$6,000.00 USD

Federal Agency & Atypicals Conditionally Accredited Fees

A Conditionally Accredited Emergency Management Program is responsible for paying the Conditional Assessment Fees associated with either a virtual conditional assessment or conditional on-site assessment.

Item	Cost
Virtual Conditional Assessment (<5 Standards)	\$5,000.00 USD
Conditional On-Site Assessment (6-10 Standards)	\$6,500.00 USD
Conditional On-Site Assessment (11-20 Standards)	\$8,000.00 USD
Conditional On-Site Assessment (21+ Standards)	\$10,00.00 USD

Tiered Accreditation Process

Emergency Management Standard

Item	Cost
Program Management, HIRA & Mitigation Certification	\$6,500.00 USD
Prevention, Continuity Planning & Operations & Recovery Planning Certification	\$8,000.00 USD
Incident Management, Resource Management, Communications & Facilities Certification	\$9,000.00 USD
Training, Exercises, Evaluation, Public Education & Information and Program Maintenance Certification	\$6,500.00 USD

If the Program chooses to upgrade the Program's certifications to an EMAP Accreditation, the Program will submit a Request for an On-Site Assessment. The costs of two (2) assessors to visit the Program for a total of 2-days on-site will be invoiced to the Program and payment is required thirty (30) days prior to the on-site assessment.

Standard Element Approval Process

ITEM	COST
Initial Standard 4.1.1: Hazard Identification Review	\$2,000.00 USD
Program Administration, Coordination & Evaluation Endorsed	\$3,000.00 USD
Hazard Identification, Risk Assessment & Consequence Analysis, Mitigation & Prevention Endorsed	\$5,000.00 USD
Continuity & Operational Planning & Procedures Endorsed	\$6,100.00 USD
Training & Exercises Endorsed	\$5,000.00 USD
Resource Management, Communications & Facilities Endorsed	\$6,100.00 USD

On-Site Assessment Fees

The Applicant Emergency Management Program pays for the travel costs associated with the pre-assessment, on-site assessment, and/or conditional on-site assessment. Travel costs associated with the pre-assessment, on-site assessment, and/or conditional on-site assessment includes airfare and/or mileage, ground transportation, hotel accommodations, and per diem, using federal per diem rates for domestic assessments and the United States State Department international per diem rates for international assessments, for each member of the assessment team. The pre-assessment, on-site assessment, and/or conditional on-site assessment fees need to be paid thirty (30) days in advance of the pre-assessment, on-site assessment, and/or conditional on-site assessment.

Extension Fees

Programs may choose to file one (1) 6-month extension on the Program's Application. Please see the Extension Policy. The Extension fee is \$3,000.00 USD.

Accreditation Fees

Applicant Emergency Management Programs are responsible for paying the appropriate Accreditation Fee thirty (30) days before the on-site assessment.

State & Territorial Accreditation Fees

The State & Territorial Accreditation Fees are based on population.

Population	Cost
Up to 2,000,000	\$4,500.00 USD
2,000,0001 to 6,000,000	\$6,000.00 USD
6,000,001+	\$7,500.00 USD

Local & Tribal Accreditation Fees

The Local Accreditation Fees are based on population and are applicable to domestic and international tribes, municipalities, counties, parishes, and boroughs. The Local Accreditation Fees are based on population.

Population	Cost
Up to 50,000	\$2,000.00 USD
50,001 to 500,000	\$3,500.00 USD
500,001 to 2,000,000	\$4,500.00 USD
2,000,001+	\$6,000.00 USD

Institutions of Higher Education Accreditation Fees

The Institutions of Higher Education Accreditation Fees are based on the college or university classification and are applicable to domestic and international, private and public, colleges and universities.

Classification	Cost
Baccalaureate & Associate's Colleges	\$4,500.00 USD
Master's Universities	\$6,000.00 USD
Doctoral Universities	\$7,500.00 USD

Workshop & Services Fees

Workshop Fees

EMAP offers several Workshops to assist Programs towards Assessment and Accreditation efforts.

Type	Fee (does not including travel costs for facilitators/trainers)
Planning Workshop	\$13,000.00 USD
Executive Leaders Workshop	\$2,000.00 USD

ATypical Executive Briefing (inside CONUS)	\$3,000.00 USD
ATypical Executive Briefing (outside CONSUS)	\$5,000.00 USD
Virtual Gap Analysis	\$1,500.00 USD
Virtual Proof of Compliance Workshop	\$1,500.00 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.

EMAP Delinquent Fees Policy

EMAP accepts payments via check, credit card, and purchase order. Payment is due in full upon receipt of invoice and services may be withheld pending payment including issuance of accreditation. Past due accounts will be assessed with a 1.5% monthly (18% per annum) fee which will take effect 30 days from the date of the invoice. EMAP may report past due accounts to credit reporting agencies.

Appeals Fee

In the active attempt to appeal an Accreditation decision with the EMAP Commission, a nonrefundable Appeal Fee of \$2,500 USD will be invoiced to the Appellant Program.

Appendix D

EMAP Forms

Subscription Order Form

The document is submitted by an Emergency Management Program interested in purchasing the EMAP Subscription.

Interest Form

The document is submitted by an Emergency Management Program interested in participating in the EMAP Accreditation Process.

Pre-Assessment Application Form

This document is submitted by the Applicant Emergency Management Program once the Program determines it would like to participate in an optional pre-assessment.

Application for Assessment

This document is submitted by the Applicant Emergency Management Program once they have determined their willingness to participate in the EMAP Accreditation Process. This application is usually accompanied within the application fee.

Program Request for On-Site Assessment & Logistics Worksheet

This document is filled out by the Applicant Emergency Management Program at least six (6) months before the Program intends to conduct its on-site assessment.

Compliance Planning Document

This excel document will assist Applicant Emergency Management Programs with tracking the individuals responsible and the milestones in converting non-compliant standards into compliant standards.

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Emergency Management Accreditation Program

Web: www.emap.org

201 Park Washington Court

Falls Church, VA 22046-4527