



APPLICANT'S GUIDE TO ACCREDITATION

APRIL 2026

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BACKGROUND

The Emergency Management Accreditation Program (EMAP) is a standards-based voluntary assessment and accreditation process for state and local government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural and human-caused disasters. EMAP is a non-profit organization headquartered in Falls Church, Virginia.

In 1997, EMAP began work under a charter by the National Emergency Management Association (NEMA) to develop an emergency management program standard to unite federal, state, and local governments in the program's interests. EMAP was designed to serve as a mechanism for evaluating and improving emergency management capabilities. Organizations representing a diverse range of officials and emergency managers have supported EMAP to date, including the International Association of Emergency Managers (IAEM), National Association of Counties (NACo), National Governors Association (NGA), The Council of State Governments (CSG), International City/County Management Association (ICMA), and others. The EMAP Commission and its Committees consist of partners representing these agencies to date. Currently, there are over seventy-two federal, state, local, tribal nations, higher education institutions, and international programs accredited through EMAP.

The Emergency Management Accreditation Program is the only organization that assesses and accredits state, federal, territorial, tribal, regional, and local-level emergency management programs against the EMAP 5-2022 Emergency Management Standard and US&R Resources against the EMAP US&R 2-2022, Urban Search & Rescue Standard. The EMAP 5-2022, Emergency Management Standard, is an American National Standard (ANS) designated by the American National Standards Institute (ANSI) that delineates 73 individual standards organized around 17 functional areas of emergency management:

FUNCTIONAL AREAS	# OF STANDARDS	CHAPTER
Emergency Management Program	10	3
Hazard Identification, Risk Assessment and Consequence Analysis	3	4.1
Hazard Mitigation	5	4.2
Prevention	3	4.3
Continuity Planning and Procedures	7	4.4
Operational Planning and Procedures	7	4.5

Incident Management	6	4.6
Resource Management, Mutual Aid and Logistics	8	4.7
Communications and Warning	5	4.8
Facilities	3	4.9
Training	6	4.10
Exercises, Evaluations and Corrective Actions	3	4.11
Emergency Public Information and Education	7	4.12

The EMAP US&R 2-2022, Urban Search & Rescue Standard, is an American National Standard (ANS) designated by the American National Standards Institute (ANSI) that delineates 49 individual standards organized around 7 functional areas of emergency management:

FUNCTIONAL AREAS	# OF STANDARDS	CHAPTER
Program Management	7	3.1
Finance	5	3.2
Membership	7	3.3
Incident Management	3	3.4
Notification and Deployment	7	3.5
Training and Exercise	8	3.6
Resource Management and Logistics	12	3.7

EMAP is the cornerstone of the national standards assessment program due to the extensive work completed in standards development, self-assessment, peer-review assessment processes, and accreditation. The EMAP assessment process provides an evaluation of an entity's emergency preparedness and response system against established national standards; a structure for identifying areas in need of improvement and benchmarking progress; a methodology for organizing strategic planning, corrective actions, and accountability in prioritizing resources; a catalyst for improved interoperability and continuity; and strengthened state, territorial, and local preparedness. EMAP provides quality, third-party assessments of emergency management programs based on collaboratively developed national standards.

EMAP considers the whole community when reviewing and applying standards for assessment and accreditation. EMAP appeals to all partners and stakeholders within the community to implement the standards throughout their areas of authority.

The benefits of undergoing an assessment and accreditation effort for programs include the following examples, as cited by the programs:

- Sustainment of the emergency management program's capabilities to ensure public safety;
- Examination of efficiencies within the program; and
- Promotion of the emergency management program to all stakeholders, government officials, and citizens.

Directors' motivation to commit to the accreditation process comes from the desire to:

- Have in place a premier program that can be seen as a model to other jurisdictions;
- Provide preparation measures for citizen safety;
- Validate the program's capabilities; and
- Benchmark the successes within the program.

ROLES AND RESPONSIBILITIES: EMAP COMMISSION AND STANDING COMMITTEES

THE COMMISSION

The purpose of the EMAP Commission is to evaluate and improve the delivery of Emergency Management and Urban Search & Rescue (US&R) services to the public through the Accreditation of Emergency Management Programs and the Certification of US&R Resources. The Commission's objectives include the following:

- To establish and maintain standards for Emergency Management Programs and US&R Resources.
- To administer Accreditation and Certification processes that encourage applicants to bring their Emergency Management Program and/or US&R Resource into compliance with those standards.
- To oversee or conduct the processes of self-assessment, documentation, and on-site assessment of the applicant's compliance with established standards.
- To formally acknowledge compliance of a program by issuance of Accreditation and/or Certification.
- To accept fees, grants, gifts, bequests, and other contributions that support the objectives of the Commission.
- To develop and maintain close working relationships with international, national, federal, regional, state, tribal, local, and private associations and agencies in the Emergency Management and US&R fields for mutual growth and benefit.
- To educate the legislative and executive branches of government and the public on the importance of fully capable Emergency Management Programs and US&R Resources based upon high standards.
- To ensure that the business affairs and the programs of the Commission and its affiliates are conducted on a nondiscriminatory basis.
- To promote the concept of voluntary self-regulation inherent in the accreditation process.
- To cooperate with other private and public agencies in a manner that will lead to the improvement of the Accreditation and Certification program and the delivery of services.

Composition

The Commission is composed of thirteen (13) commissioners, appointed by the International Association of Emergency Managers (IAEM) and the National Emergency Management Association (NEMA); each organization will appoint five (5) commissioners. Commissioners represent a broad

spectrum of public and private sector groups and are appointed according to the following categories of stakeholders:

- State Emergency Management (2, *NEMA*)
- Local Emergency Management (2, *IAEM*)
- State government elected official's representative (*NEMA*)
- Local government elected official's representative (*IAEM*)
- State government official, emergency responder, planner, or public safety representative (*NEMA*)
- Local government official, emergency responder, planner, or public safety representative (*IAEM*)
- Academic from the Emergency Management discipline/field (*IAEM*)
- Private sector Emergency Management representative (*NEMA*)

Three (3) Commissioners will be appointed by the IAEM and NEMA representatives of the EMAP Commission to serve as "At-Large" members. The three (3) representatives will serve in the following categories:

- International Emergency Management representative (1, *EMAP, Non-US*)
- Federal Emergency Management representative (1, *EMAP*)
- Urban Search and Rescue representative (1, *EMAP*)

The Commission Chairperson and Vice-Chairperson are selected from within the Commission and are chosen by the members. No Chairperson shall be elected to more than two (2) consecutive terms, but may serve unlimited non-consecutive terms. The Chairperson and Vice-Chairperson shall be from different appointing associations. Each Commissioner holds office for three (3) years, or until a successor is appointed. To ensure continuity on the 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.

The Standing Committees

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

Program Review Committee

The Program Review Committee is responsible for considering Emergency Management Programs being presented for Accreditation and US&R Resources for Certification, using assessment reports prepared by assessment teams, and making recommendations regarding Accreditation/Certification

status. The Program Review Committee contains the US&R Program Review Subcommittee and Assessment Subcommittee.

Technical Committee

The Technical Committee is responsible for developing new and/or revised language for the Standards and the process, reviews, appeals, interpretations, compliance enforcement, on-site assessment materials, assessor training, self-assessment guidance, and other training and education activities. The Technical Committee contains the Standards Subcommittees and Training Subcommittee.

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

CONFLICT OF INTEREST POLICY

ADOPTED BY EMAP COMMISSION ON MAY 10, 2019

Effective governance requires deliberate, thoughtful, and unbiased decision-making by directors and staff members. At the same time, the Emergency Management Accreditation Program's (Corporation) ability to make wise decisions is strengthened by each individual's personal and professional interests.

Commissioners and staff members have the duty of complete, undivided allegiance to the Corporation's mission when acting on behalf of the Corporation. This duty requires that commissioners and staff members recognize and respond appropriately to any real or perceived conflict of interest. A conflict may exist when a Commissioner or staff member participates in the deliberation and resolution of an issue on behalf of the Corporation. At the same time, the individual has, or previously had, other professional, business, or volunteer responsibilities outside the Corporation that could cause the individual to address the issue with less than complete, undivided allegiance to the Corporation.

Circumstances that may result in an actual or perceived conflict of interest include, but are not limited to:

- Granting funds to a charitable nonprofit organization on which a Commissioner, staff member, or their families are serving as staff, board members, or volunteers;
- Participating in fundraising committees or in fundraising efforts for an organization seeking a grant from the Corporation;
- Investing Corporation funds;
- Hiring vendors or consultants for the Corporation;
- Employing a Commissioner or a relative of a director or staff as staff or as a consultant for a project;
- Divestiture of prohibited financial interests;
- Disclosure of financial interests;
- Outside activities; and
- Awards.

It is the Corporation's policy to address such conflicts openly and directly. In accordance with this policy, all commissioners and staff members are required to disclose any actual or perceived conflict (to be recorded in the minutes) and to remove themselves from any related discussions or decision-making by the Corporation. However, a Commissioner or staff member may, upon request by the Commission or a Commission committee, provide factual information that may assist the Commission or the committee in its deliberations. A Commissioner or staff member may seek

guidance from the Commission or a committee of the Commission as to whether a particular activity or relationship constitutes an actual or perceived conflict of interest.

A copy of this policy shall be provided to all prospective Commissioners and staff members. By accepting an appointment as a Commissioner or employment as a staff member, an individual agrees to adhere strictly to this policy.

EMAP Confidentiality

The value of accreditation and certification depends to a large degree upon the work and credibility of the assessors who conduct on-site assessments of applicants and the committee members who make recommendations regarding accreditation and certification status. To be meaningful, assessments must be conducted with maturity, objectivity, diplomacy, discretion, and dedication.

Assessors and committee members must project a demeanor of professionalism in conduct and appearance and must respect the confidential nature of the task.

Contributing to successful service as an assessor are initiative, expertise, cooperative spirit, flexibility, analytic approach, and tact. The following are guidelines to be acknowledged and followed by all EMAP assessors and Program Review Committee members. Provisions of sections II through V also apply to EMAP Commission members.

I. Knowledge

- a. Assessors have sufficient training and experience in emergency management and US&R and keep themselves up to date regarding issues and practices in emergency management, US&R, and/or their specific area of expertise. Assessors may be generalists or subject-matter experts who are practitioners in emergency management, US&R, or a related discipline with emergency functions. They have a thorough understanding of emergency management and US&R principles, the Emergency Management Standard by EMAP, or the US&R Standard by EMAP, and have completed the Emergency Management Standard/US&R Standard Training Course.

II. Appropriate Roles

- a. Assessors are a key component of the accreditation and certification process, as they gather and provide information that determines an applicant's compliance with EMAP standards. Assessors must assume this responsibility conscientiously, recognizing and putting aside personal and organizational biases and needs. Assessors analyze documentation presented in relation to the (ANSI/EMAP EMS 5-2022) Emergency

Management Standard by EMAP and the (ANSI/EMAP US&R 2-2022) US&R Standard by EMAP rather than in comparison to personal convictions or practices.

- b. Assessors socialize with applicant personnel only to the extent that does not compromise the integrity and credibility of the assessment, accreditation, and certification process.
- c. Assessors refrain from consulting or advising applicants on accreditation or certification preparation, corrective actions, follow-up, or related subjects for a minimum of 12 months before or after an on-site assessment.
- d. Assessors respect the applicant's personnel and avoid exploiting any eagerness to please the assessor team as an opportunity to develop personal or business relationships.

III. Respect for Others

- a. Assessors conduct themselves and their responsibilities in a manner that is at all times respectful of others.

IV. Confidentiality

- a. Assessors respect the confidential nature of applicant materials and refrain from revealing confidential information or an applicant's weaknesses to any individual outside the assessor team, except as required to fulfill their role as assessors.
- b. Assessors respect the value and possible confidential nature of materials they review in the accreditation and certification process and refrain from collecting or removing materials for use in his/her program or US&R Resource or for any other reason unrelated to the assessment at hand during the assessment process. This does not preclude the assessor from requesting, at his/her own expense, materials he/she found of interest from applicant personnel.
- c. Assessors acknowledge the security limitations and distractions caused by mobile electronic devices and social networking and will limit their use while participating in an on-site assessment. Due to the sensitive and private nature of the EMAP Assessments, under no circumstances will any Team Member provide any information on Facebook, Twitter, or other social media platforms, either before, during, or after an engagement on behalf of EMAP.

V. Conflict of Interest/Bias

- a. Assessors serve on assessor teams evaluating applicants only when they can do so objectively and without bias. They recuse themselves from teams for applicants with whom they have a relationship or history (e.g., former employee/employer or contractor of the Program or program personnel, or a relative of program personnel). This means an assessor will inform EMAP that a potential conflict of interest or bias exists and will not serve on a team assessing that Program. While professional acquaintances will be

difficult to avoid, assessors are expected to use good judgment in evaluating real and perceived conflicts of interest that could taint the credibility of the assessment process.

- b. Assessors maintain the integrity of the accreditation and certification process and avoid behavior that could create the perception of other motives for serving as an assessor, including recruiting personnel from an applicant to his/her own Program or US&R Resource, or offering his/her own services to the applicant.
- c. While it is expected that assessors will gain valuable experience and information in serving, an assessor refuses and/or makes it clear that he/she would not accept a gift or item from an applicant or its personnel, unless such item would be offered to any other visiting professional.

Current Membership

EMAP Commission

- Erica Bornemann (*NEMA*)
AC Disaster Consulting
- Marcia Deppen (*NEMA/NGA*),
Secretary-Treasurer
Maryland Emergency Management
- Robert Ezelle (*NEMA*)
Washington Emergency Management
- Jody Ferguson (*IAEM*), Chairperson
Pierce County Emergency Management
- Brad Gilbert, (*IAEM/NACO*)
Union County Emergency
Management (OH)
- Dr. Donald Keith (*IAEM*)
University of Alabama
- Amanda Loach (*IAEM*)
Anchorage Emergency Management
(AK)
- Kevin Lyne (*EMAP US&R*)
Illinois Task Force 1
- Peter Rzeszotarski, (*Federal Agency
position*)
Centers for Disease Control &
Prevention
- Patrick Sheehan (*NEMA*)
Tennessee Emergency Management
Agency
- William (Bill) Turner (*NEMA*), Vice-
Chairperson
Connecticut Division of Emergency
Management & Homeland Security
- Ryan Turner (*IAEM*)
City of Henderson (NV)
- *International position vacant*

Program Review Committee

- Ryan Turner, Chairperson
City of Henderson (NV)
- Kerre Avery
Centers for Disease Control &
Prevention

- Marcia Deppen, Vice-Chairperson
Maryland Emergency Management
- Thomas Dunn
Hilton Head Island Emergency
Management (SC)
- Robert Ezelle
Washington Emergency Management
- Vlad Ibarra
Houston Emergency Management
(TX)
- Steven Lerner
Seminole County Emergency
Management (FL)
- Donald Keith
University of Alabama
- Angee Morgan
Kansas Emergency Management
- Patrick Sheehan
Tennessee Emergency Management
Agency
- Greg Swanson
Gwinnett County Emergency
Management (GA)

Assessment Subcommittee

- Steven Lerner, Chairperson
Seminole County Emergency
Management (FL)
- Chad Beam
South Carolina TF-1
- Doug Cooper
Alabama Task Force 1
- Nancy Freeman
Innovative Emergency Management
- Jeff Hescok
University of Massachusetts Amherst
- David Liebman
Hamilton County (OH) Emergency &
Homeland Security Agency
- Ryan McEwan
Hamilton County (OH) Emergency &
Homeland Security Agency
- Chasity Schmelzenbach
Buckeye Hills Regional Council
- Marcia Deppen
Maryland Department of Emergency
Management

Technical Committee

- Mr. Kevin Lyne (Category 3),
Chairperson
MABAS-Illinois
- Mr. Brendan McCluskey (Category 1)
Vice-Chairperson
King County (WA) Emergency
Management
- Ms. Michelle Anderson (Category 1)
Orange County (CA) Emergency
Management
- Ms. Kathleen Donahue (Category 1)
North Dakota Emergency Services
- Mr. John Ford (Category 3)
FEMA National Integration Center
- Ms. Nancy Freeman (Category 2)
Elite Business Strategies

- Ms. Kerry Hinds (Category 3)
Barbados Department of Emergency Management
- Ms. Elizabeth Thomas (Category 2)
ThomasTechSolutions, LLC
- Mr. Ron Perry (Category 2)
ABS Group
- Mr. Peter Rzeszotarski (Category 3)
Centers for Disease Control & Prevention
- Mr. John Shaw (Category 2)
Ernst & Young, LLP
- Mr. Michael Shaw (Category 1)
Gwinnett County (GA) Office of Emergency Management

Technical Committee Alternate Members

- Mr. William Turner (Category 1)
Connecticut Division of Emergency Management
- Mr. Ethan Brown (Category 1)
Orange County (CA) Emergency Management
- Mr. Eric Upton (Category 1)
North Dakota Emergency Services
- Ms. Tiffany Hudgins (Category 3)
FEMA National Integration Center
- Ms. Necole Holton-Jacobs (Category 2)
Elite Business Strategies
- Ms. Evangeline Inniss-Springer (Category 3)
Disaster Risk Reduction Centre, UWI, Barbados
- Mr. Chelston Thomas (Category 3)
ThomasTechSolutions, LLC
- Mr. Robert Walker (Category 2)
ABS Group
- Mr. Mark Channer (Category 3)
Centers for Disease Control & Prevention
- Mr. Branch Strickland (Category 2)
Ernst & Young LLP
- Ms. Stephanie Swanson (Category 1)
Gwinnett County (GA) Office of Emergency Management

Emergency Management Standards Subcommittee

The Standards Subcommittee is responsible for the *Emergency Management Standard*.

- Mr. Brendan McCluskey, Chairperson
King County (WA) Emergency Management
- Ms. Chasity Schmelzenbach, Vice-Chairperson
Buckeye Hills (OH) Regional Council
- Ms. Tammy Little, Parliamentarian
Retired/EMAP SME, State of Ohio
- Mr. Jeffrey Hescoek
University of Massachusetts Amherst, Emergency Management & Business Continuity
- Mr. Scott Hudson
Cypress-Fairbanks Independent School District Office of Emergency Management

- Mr. Steven Lerner
Seminole County (FL) Emergency Management
- Mr. Ryan McEwan
Hamilton County (OH) Emergency Management
- Mr. Christopher Murtha
Delaware Emergency Management Agency
- Mr. Jason Redlarski
Ontario (CAN.) Emergency Management
- Ms. Stephanie Swanson
Gwinnett County (GA) Office of Emergency Management
- Mr. Bill Turner
Connecticut Division of Emergency Management & Homeland Security
- Ms. Keila Walker-Denis
Greater Orlando Aviation Authority Emergency Management

US&R Standards Subcommittee

The Standards Subcommittee is responsible for the *US&R Urban Search and Rescue Standard*.

- Mr. Kevin Lyne, *Chairperson*
MABAS- Illinois Task Force 1
- Mr. Chad Beam
South Carolina State Fire
- Mr. Doug Cooper
Mobile County (AL) Emergency Management Agency
- Mr. Patrick Hardin
MABAS- Illinois Task Force 1
- Mr. Joe Moore
MABAS - Illinois Task Force 1

Training Subcommittee

The Training Subcommittee is responsible for training curriculum review and resource development.

- Peter Rzeszotarski, *Chairman*
Centers for Disease Control and Prevention
- Brendan McClusky
King County, WA.
- Greg Swanson
Gwinnett County, GA.
- Doug Cooper
City of Mobile, AL.
- Nancy Coltrin
Gwinnett County, GA. Retired
- William Turner
State of Connecticut
- Luke Meyers
State of Hawaii
- Paola Parenti
City of Ottawa, ON, CA.
- Scott Hudson
City of Cypress, TX.
- Kerre Avery
Centers for Disease Control and Prevention

ASSESSMENT PROCEDURES

The Initial Accreditation Process

The EMAP Accreditation Process is comprised of the following steps:

1. Subscription and Training;
2. Self-Assessment;
3. Application for Accreditation;
4. Assessment;
5. Committee Review and Commission Decision; and
6. Continuous Accreditation Maintenance

STEP 1: Subscription and Training

The EMAP Accreditation Process begins when an Emergency Management Program/US&R Resource subscribes to EMAP. The Subscription is valid for one (1) calendar year and applies to the entire jurisdiction or organization. The annual subscription fee is \$900.00. It provides access to a variety of tools and resources to support the accreditation effort, including:

- Unlimited license to the EMAP Assessment Platform for one (1) calendar year. The EMAP Assessment Platform is an online system, accessed through PowerDMS (PowerStandards Tool), used by the Program throughout the self-assessment and accreditation process;
- Complimentary webinar/training sessions through PowerDMS on utilizing the Assessment Platform;
- Unlimited access to the EMAP best practice library via the EMAP Content Hub;
- Access to online forums and recorded webinars on topics such as the Standard, self-assessment guidance, rationale development, and use of the PowerStandards Tool;
- Networking opportunities through EMAP's community of Accreditation Managers; and
- Opportunities to participate in Standards development work groups.

Once a Program/Resource subscribes, an EMAP Staff Member will initiate contact to provide an introduction and coordinate access to the EMAP PowerStandards Assessment Platform. At this stage, the Program/Resource should designate an Accreditation Manager who will serve as the primary point of contact and be responsible for guiding the Program/Resource through the Accreditation Process, including maintaining an active subscription.

As an essential first step in preparing for the accreditation effort, EMAP requires that each Program's/Resource's designated Accreditation Manager attend the *Emergency Management Standard/Urban Search & Rescue Standard Training*. This training should occur as early in the process as possible, ideally shortly after subscription is initiated. EMAP also encourages other Program/Resource stakeholders—especially those with identified responsibilities for accreditation—to attend the training or to host a session in their jurisdiction to ensure a shared understanding of the Standard across the Program.

The Emergency Management Standard/Urban Search & Rescue Standard Training provides participants with the knowledge and tools necessary to assess Program capabilities, documentation, and compliance with the Standard. The course covers:

- An introduction to EMAP, including its background, purpose, and future direction;
- The structure and application of the Emergency Management Standard/Urban Search & Rescue Standard;
- A detailed overview of the EMAP Accreditation Process;
- Roles and responsibilities of Accreditation Managers, assessors, and team leaders;
- Guidance on documenting compliance through rationale development;
- How assessors evaluate compliance and develop findings; and
- Optional certification as an Accreditation Manager or Assessor.

Information on upcoming training opportunities is available on the EMAP website. Following the training and after reviewing available resources, the Accreditation Manager should lead the development of an accreditation plan and begin organizing the self-assessment effort.

A Subscribed Emergency Management Program/US&R Resource may continue to use the EMAP Assessment Platform for as long as the subscription remains active. Programs/Resources should be aware that the Standards are revised and republished every four years. A Program/Resource that wishes to proceed with an accreditation effort must submit its Assessment Application prior to the publication of a new Standard edition to continue under the current version. If a Program/Resource allows its subscription to lapse, it should contact EMAP to ensure that any work completed within the EMAP Assessment Platform is properly archived.

When the Program/Resource determines it is ready to proceed with its formal assessment, the Accreditation Manager and/or Program Director should notify EMAP to initiate planning, request a cost estimate, and establish a projected timeline for the assessment and Commission review.

With training completed and resources in place, the Program/Resource is positioned to begin its self-assessment by evaluating capabilities, identifying documentation, and determining compliance with the *Emergency Management Standard/Urban Search & Rescue Standard*.

STEP 2: Self-Assessment

The self-assessment is a foundational component of the EMAP Accreditation Process. It enables the Subscribed Emergency Management Program/US&R Resource to evaluate its policies, plans, procedures, and capabilities against the Emergency Management Standard/Urban Search & Rescue Standard and to organize proofs of compliance for formal assessment. A thorough and well-organized self-assessment directly impacts the success of the Emergency Management Program's/US&R Resource's accreditation effort. The purpose of the self-assessment is to:

- Evaluate compliance with each Standard based on the Program's/Resource's structure, responsibilities, and operations;
- Identify and compile written documentation and supporting information that demonstrate compliance; and
- Upload all proofs of compliance into the EMAP Assessment Platform for review by the assessment team.

DETERMINING COMPLIANCE

The *Emergency Management Standard/Urban Search & Rescue Standard* defines *what* a high-quality Emergency Management Program/US&R Resource should do, rather than prescribing *how* it must be done. It is the Program's/Resource's responsibility to determine how compliance is best demonstrated. Many Standards extend beyond the emergency management department/Authority Having Jurisdiction and apply jurisdiction- or organization-wide. Therefore, Programs/Resources must take a strategic approach to assessing compliance across all Standard Areas. Appropriate proofs of compliance must support each Standard and its corresponding elements. Within the EMAP Assessment Platform, the Program/Resource must provide a brief rationale for each uploaded item demonstrating compliance.

PROOFS OF COMPLIANCE

Compliance with the Emergency Management Standard/US&R Standard is primarily demonstrated through written documentation, which interviews and demonstrations may supplement during the on-site assessment.

Written Documentation (Required)

Written documentation is the primary form of compliance and is required as proof of compliance for all Standards. Written documentation includes, but is not limited to, plans,

policies, procedures, manuals, directives, memorandums, meeting minutes, reports, websites, and official correspondence that govern how the Emergency Management Program/US&R Resource operates. To be accepted, documentation must be:

- Final (not in draft form);
- Implemented and in current use;
- Distributed or made available to relevant personnel.

Programs/Resources are encouraged to create working files organized by Standard to streamline document collection and review.

Draft documentation will not be accepted as proof of compliance for any Standard. The documentation submitted as proof of compliance must be implemented, distributed, and promulgated by the Emergency Management Program/US&R Resource to be accepted.

Interviews (Supplemental)

Interviews may support or verify compliance and provide additional context for documentation. Programs/Resources should identify appropriate interviewees (e.g., personnel or stakeholders) and describe their role and relevance to each Standard. Names, titles, and affiliated organizations must be listed in the EMAP Assessment Platform along with an explanation of how each interview will support the rationale. Interviews alone are not sufficient to demonstrate compliance with any Standard.

Demonstrations (Supplemental)

Demonstrations may provide tangible evidence of compliance, such as the observation of equipment, systems, training, or resource deployments. Programs/Resources should provide the location's name and address, a point of contact, and a description of the demonstration to be observed during the on-site assessment. The Applicant Emergency Management Program/US&R Resource should be prepared to schedule an opportunity for the assessment team to observe the items and/or activities during the on-site assessment. Like interviews, demonstrations may supplement but cannot replace written documentation as the primary form of proof.

Demonstration 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 the on-site assessment team can observe; and (3) the demonstration of resource management and training systems.

RATIONALE REQUIREMENTS

Each proof of compliance uploaded into the EMAP Assessment Platform must include a brief rationale explaining how the item supports the specific Standard or element. Rationales should:

- Reference specific chapters, sections, pages, or paragraphs within the documentation;
- Highlight or clearly identify relevant portions of the document;
- Address all elements of the Standard when multiple are present.

Clear rationales help assessors understand the context and application of each document, interview, or demonstration.

USING THE EMAP POWERSTANDARDS ASSESSMENT PLATFORM

The EMAP Assessment Platform guides the Programs/Resources through each Standard and provides tools to manage the self-assessment process. These tools include compliance tracking, documentation status reports, and summary views that support internal coordination.

Programs/Resources must upload complete copies of each proof of compliance, even if a document is reused for multiple Standards. This encourages deliberate evaluation of how each document supports compliance in different contexts.

To ensure completeness and readiness for the assessment:

- Include all relevant documentation, interviews, and demonstrations;
- Provide a rationale for each uploaded item;
- Verify that all Standards and elements are addressed;
- Organize documentation to mirror the Standard's structure.

All proofs of compliance and rationales must be uploaded and submitted through the EMAP Assessment Platform no later than three (3) weeks prior to the scheduled on-site assessment. Submitting by this deadline signifies the completion of the Program's/Resource's self-assessment and begins the Assessment Application phase.

AVAILABLE SUPPORT AND RESOURCES

To assist with the self-assessment, EMAP provides the following resources to Subscribed Emergency Management Programs/US&R Resources:

- Standard Review Webinars that explore each Standard Area and provide real-world examples;
- Crosswalk tools to show overlap between EMAP Standards and other emergency management/US&R frameworks;
- Opportunities to observe on-site assessments with permission from host Programs (travel costs assumed by observer's Program);
- Online forums and recorded webinars covering self-assessment strategies, rationale development, and use of the EMAP Assessment Platform;
- Direct support from EMAP Staff Liaisons to answer questions and offer guidance throughout the process.

Once the self-assessment is complete and all required documentation has been uploaded and submitted in the EMAP Assessment Platform, the Program/Resource is ready to take the next step in the Accreditation Process. By submitting the Assessment Application, the Program formally begins its path to assessment and recognition of its commitment to excellence in emergency management.

STEP 3: Application for Accreditation (Initial Accreditation Only)

Once the Emergency Management Program/US&R Resource has completed its self-assessment, it may initiate the formal assessment process by submitting the Application for Accreditation and paying the Application Fee. This step officially begins EMAP's external evaluation of the Program's/Resource's compliance with the Emergency Management Standard/US&R Standard.

APPLICATION TIMELINE AND PAYMENT REQUIREMENTS

To proceed with an initial on-site accreditation assessment, the Program must:

- Submit the Application no later than twelve (12) months prior to the anticipated on-site assessment date.
- Pay the Application Fee (\$12,000) within thirty (30) business days of receiving the EMAP invoice.

APPLICATION REQUIREMENTS

The Application for Accreditation includes the Program's/Resource's acknowledgment of the Code of Conduct, which outlines the Applicant Program's roles and responsibilities, fee schedules, and payment timelines, and required conduct throughout the assessment process. The Emergency Management Program/Authority Having Jurisdiction Director must sign the Application before submission. Once accepted by EMAP, the Application becomes binding for the duration of the assessment and accreditation effort.

EMAP SUPPORT UPON APPLICATION APPROVAL

After EMAP receives the signed Application and payment, the Program/Resource is assigned an EMAP Staff Liaison (ESL) and an Assessment Team Leader (ATL). The Program then receives the following support and resources:

- Initial Assessment and Accreditation Overview Call;
- Technical assistance throughout the assessment and accreditation process;
- Monthly review calls with the Assessment Team Leader;
- A copy of the Continuity of Operations (COOP) matrix;
- Peer document reviews, including:
 - One required review for Standard Area 4.1: Hazard Identification, Risk

- Assessment (HIRA), and Consequence Analysis;
 - One additional peer document review of the Program's choice;
 - Virtual discussion with assessors for each review;
 - Note: All peer document reviews must be completed at least six (6) months prior to the scheduled on-site assessment. Additional reviews may be requested for an added fee.
- Team Call participation to coordinate the on-site assessment;
 - On-Site Assessment After-Action Call to review preliminary findings;
 - Assistance with Conditional Accreditation planning, if applicable; and
 - Support in preparing for Program Review Committee meetings.

The Resources then receives the following support and resources:

- Initial Assessment and Accreditation Overview Call;
- Technical assistance throughout the assessment and accreditation process;
- Monthly review calls with the Assessment Team Leader;
- A copy of the position description checklist;
- Two (2) Peer document reviews, excluding:
 - 3.3 Membership, 3.6 Training and Exercises, and 3.7 Resource Management and Logistics. These standard areas must be assessed during an assessment.
 - Note: All peer document reviews must be completed at least six (6) months prior to the scheduled on-site assessment. Additional reviews may be requested for an added fee.
- Team Call participation to coordinate the on-site assessment;
- On-Site Assessment After-Action Call to review preliminary findings;
- Assistance with Conditional Accreditation planning, if applicable; and
- Support in preparing for Program Review Committee meetings.

Assessment Types

TIERED ACCREDITATION ASSESSMENT

The Tiered Accreditation process allows a Program/Resource to be assessed in defined Standard Areas, resulting in certification valid for four (4) years per tier. If a Program/Resource achieves all four tiers within that timeframe, it may upgrade to full

EMAP Accreditation through a 2-day visit by two assessors. For more details, see the Tiered Accreditation Overview.

STANDARD AREA ENDORSEMENT

Programs/Resources may choose to pursue endorsement in specific Standard Areas to demonstrate capabilities without seeking full accreditation. These endorsements are not eligible for accreditation credit but highlight specific strengths aligned with the EMAP Standard. For more details, see the Standard Area Endorsement Overview.

STEP 4: On-site Assessment

The on-site assessment is a critical phase of the EMAP Accreditation Process. It allows a trained team of assessors to review documentation, conduct interviews, observe demonstrations, and develop findings that support a recommendation to the EMAP Commission. An EMAP Staff Liaison will work directly with the Accreditation Manager to schedule and coordinate the on-site assessment and guide the Program through the logistics and expectations of the process.

SCHEDULING THE ON-SITE ASSESSMENT

To initiate scheduling, the Applicant Emergency Management Program/US&R Resource must submit a Request for On-Site Assessment and Logistics Worksheet to the EMAP Staff Liaison at least six (6) months prior to the desired assessment timeframe. The Logistics Worksheet provides essential information such as:

- Preferred assessment dates (3-week window),
- Travel and lodging logistics,
- Local arrangements for meals and site access.

The EMAP Staff Liaison will confirm receipt and coordinate with the Program/Resource and assessment team to establish a mutually agreeable assessment week. The confirmed assessment date will be emailed.

COST AND PAYMENT REQUIREMENTS

The Applicant Emergency Management Program/US&R Resource is responsible for all costs associated with the on-site assessment. EMAP will prepare an estimate that includes:

- Airfare or mileage,
- Ground transportation,
- Lodging,
- Meal expenses, based on federal or U.S. State Department per diem rates.

Invoicing and Payment

- The assessment estimate will be invoiced.
- The invoice must be paid no later than thirty (30) days before the scheduled on-site assessment.
- Failure to meet this deadline will halt the process and may result in rescheduling fees.

Adjustments

- If actual costs are lower than the estimate, EMAP will issue a refund following the supplemental period.
- If actual costs exceed the estimate, the Program/Resource will be invoiced for the difference. This must be paid prior to the Program Review Committee meeting to avoid delay in accreditation.

ASSESSMENT WEEK OVERVIEW

The traditional on-site assessment typically spans five (5) business days, beginning on a Monday and concluding by 12:00 p.m. on Friday. The assessment team arrives the day before and may visit additional sites for interviews and demonstrations.

Accreditation Manager Responsibilities

Prior to and during the assessment, the Accreditation Manager should:

- Coordinate the logistics and working schedule with the EMAP Staff Liaison;
- Provide a facilities tour on Day 1;
- Ensure workspaces and support resources are available;
- Supply a contact roster of key personnel; and
- Be present for daily check-ins and the final on-site briefing.

ASSESSMENT TEAM ROLES

Assessment Team Leader

The Assessment Team Leader (ATL) serves as the primary point of contact throughout the assessment. The ATL:

- Leads the assessment team;
- Manages workflow and scheduling;
- Delivers daily updates to the Accreditation Manager;
- Conducts entry and exit briefings; and
- Oversees documentation and finding development.

Assessors

EMAP assembles a team of qualified, conflict-free assessors. Each must adhere to the EMAP Assessor Code of Conduct.

- Programs/Resources will be notified of the selected assessors in advance.
- Objections due to conflict of interest must be submitted in writing prior to the assessment.
- EMAP makes final decisions regarding assessor selection.

Assessors receive access to uploaded documentation three (3) weeks prior to the on-site assessment to begin preliminary review.

DAILY PROCESS AND COMMUNICATION

Monday Morning: Entry Briefing

- The ATL provides an overview of the process and expectations.
- The Program/Resource may share an overview of its mission, hazards, structure, and priorities.
- A tour of the facilities is conducted.

Tuesday–Thursday: Assessment Activities

- Assessors review uploaded proofs of compliance;
- Conduct interviews and observe demonstrations; and
- Record findings and determine preliminary compliance.

If the team identifies preliminary non-compliance, the Accreditation Manager may submit existing, previously promulgated documentation to resolve the issue. This must be uploaded no later than Thursday at 1:00 p.m., allowing time for review.

Newly developed documentation will not be accepted during the on-site assessment. If documentation is significantly revised, the Program/Resource must demonstrate that it has been approved, distributed, and implemented in accordance with its policies.

Friday: Conclusion of On-Site Assessment

- The assessment concludes by 12:00 p.m.
- The ATL and EMAP Staff Liaison begin compiling the Preliminary Assessment Report.

VIRTUAL EXIT BRIEFING

The ATL and EMAP Staff Liaison will schedule a Virtual Exit Briefing within two to three (2-3) weeks of the on-site assessment. The briefing provides a summary of preliminary non-compliant elements and items requiring supplemental documentation. This briefing is informational only; it is not a forum for debating findings or submitting additional documents. If concerns remain, the Program/Resource may:

- Submit supplemental documentation;
- Provide comments on the Preliminary Assessment Report; and

- Present information to the Program Review Committee.

SUPPLEMENTAL PERIOD

The Supplemental Period begins on the day of the Virtual Exit Briefing and lasts thirty (30) business days, excluding holidays. During this time, the Program/Resource may submit revised or missing documentation for review and clarify existing proofs of compliance. New plans, procedures, or documents should not be created during this time. The supplemental period is intended for resolving minor gaps or clarifications—not building compliance from scratch. Assessors will review the submitted materials, write supplemental findings, and update the Preliminary Assessment Report.

PRELIMINARY ASSESSMENT REPORT

Following the supplemental period, the ATL and EMAP Staff Liaison finalize the Preliminary Assessment Report. The report includes:

1. Preliminary findings of compliance or non-compliance;
2. References to reviewed documentation;
3. Noteworthy practices and observations; and
4. Interview and demonstration summaries.

The ATL provides assessors with feedback on their findings and may revise content if assessors are unavailable. For unresolved non-compliance, the Program/Resource may submit a Compliance Planning Document outlining how issues will be addressed during a nine (9)-month Conditional Accreditation period. The Planning Document and comments on the report are submitted to the Program Review Committee along with the Preliminary Assessment Report.

STEP 5: Committee Review and Commission Decision

Once the Preliminary Assessment Report is complete, the Applicant Emergency Management Program/US&R Resource is placed on the Program Review Committee agenda within thirty (30) days. The Program Review Committee is responsible for reviewing the assessment team's findings and making a recommendation to the EMAP Commission regarding the Program's/Resource's accreditation status. The committee receives and evaluates the Applicant Program's/Resource's Assessment Application, Preliminary Assessment Report, comments submitted by the Program/Resource, any additional materials relevant to the review, and, if applicable, the Program's/Resource's Compliance Planning Document.

A representative from the Applicant Program/Resource is required to attend the Program Review Committee meeting. The representative should be knowledgeable about the Program's/Resource's operations, the on-site assessment process, and any planned corrective

actions to address non-compliant areas. During the meeting, the representative may be asked to provide clarifying information and respond to questions from the committee. Following this discussion, the Program's/Resource's representative will be excused while the Program Review Committee enters executive session to deliberate and vote on its recommendation. The committee's confidential recommendation is then forwarded to the EMAP Commission for final consideration.

The EMAP Commission serves as the governing and decision-making body for the EMAP Accreditation Process. Its role is to advance and assure the quality of emergency management/US&R practices by reviewing recommendations and determining whether Applicant Programs/Resources meet the Emergency Management Standard/US&R Standard. After receiving the materials and recommendation from the Program Review Committee, the EMAP Commission deliberates in executive session and votes to assign one of the following accreditation designations:

1. **Accredited** – The Program/Resource is found to be in full compliance with all EMAP Standards. *For US&R Resources:* Accredited Type 1; Accredited Type II; Accredited Type III; or Accredited Type IV.
2. **Conditionally Accredited** – The Program/Resource has not yet achieved full compliance but is determined to be capable of doing so within a nine (9) month period. Conditional Accreditation is a probationary designation that requires the Program/Resource to follow the Compliance Planning Document it submitted to address specific areas of non-compliance. During this time, the Program/Resource is not permitted to claim accredited status publicly.
 - If the Program/Resource has five (5) or fewer unresolved non-compliant Standards, it may be eligible for a virtual conditional assessment.
 - If the Program/Resource has six (6) or more non-compliant Standards, or if EMAP determines that the complexity of issues requires in-person review, a conditional on-site assessment will be required.
 - In either case, the Applicant Program/Resource is responsible for the Conditional Assessment Fee and any associated travel costs. EMAP will attempt to assign the original assessors for continuity.
3. **Accreditation Denied** – The Commission determines that the Program/Resource does not meet the Emergency Management Standard/US&R Standard and is not eligible for Conditional Accreditation. In this case, EMAP provides feedback identifying deficiencies and encourages the Program/Resource to continue working toward future compliance.

The EMAP Commission's decision is communicated to the Program/Resource by the EMAP Executive Director or an EMAP Commissioner. The date of this decision becomes the official accreditation date, marking the start of the five-year accreditation cycle and setting the timeline for any future consecutive accreditation efforts. Once granted, the Program/Resource joins the group of Emergency Management Programs/US&R Resources accredited at that same Commission meeting. EMAP does not assign ranked designations (e.g., "first," "third") within each accreditation cycle.

DEFERRAL OPTION

If the Applicant Emergency Management Program/US&R Resource experiences a disaster or other significant disruption in the time leading up to its scheduled Program Review Committee meeting, it may request a deferral. This request must be submitted no later than three (3) days before the scheduled meeting. A deferral allows the Program/Resource to delay its review and decision until the next Program Review Committee conference call or meeting, whichever occurs first.

During the meeting in which the Program/Resource was originally scheduled for review, the committee may still review the Preliminary Assessment Report and any submitted materials, but will delay its recommendation until the rescheduled meeting. This option provides flexibility for Programs/Resources managing emergent operational demands without compromising the integrity of the review process.

EXTENSION REQUEST OPTION

The Assessment Application is valid for eighteen (18) months from the date of submission. If a Program/Resource experiences a disaster or other extenuating circumstances that prevent it from completing the accreditation process within that timeframe, it may submit a one-time extension request for up to six (6) months.

INITIAL ACCREDITATION APPLICATIONS

Initial accreditation applicants may request an extension to complete their self-assessment, upload documentation, or conduct the on-site assessment. All extension requests must be submitted in writing and include a detailed explanation of the delay, along with a proposed work plan to achieve compliance within the extended timeframe. Programs/Resources must coordinate with their assigned EMAP Staff Liaison to complete the work plan and include it in the request. The rationale should be based on documented extenuating circumstances, such as disaster response or other mission-critical operations, and not solely on internal staffing or personnel turnover. Once reviewed, EMAP will notify the Program/Resource in writing regarding the decision.

Following the EMAP Commission's decision to grant Accreditation, the Emergency Management Program/US&R Resource will receive a formal letter from the Commission, along with an Accreditation Award and additional visibility materials. The Accredited Program/Resource may choose to host a recognition ceremony to celebrate its achievement and acknowledge the contributions of stakeholders. While EMAP Commissioners may be available to attend, the cost of their participation is the responsibility of the Accredited Program/Resource. EMAP will also distribute a media release announcing the Programs/Resources accredited at that Commission meeting and will provide access to promotional materials and tools that support internal and external communication.

USE OF EMAP ACCREDITATION INSIGNIA

Upon receiving Accredited status, a Program/Resource is granted a license to use the EMAP Accreditation Insignia throughout its five-year accreditation period. The Insignia may be used to represent the Program's/Resource's achievement publicly and may be displayed on letterhead, forms, presentations, vehicles, equipment, and agency materials. Use of the Insignia is not limited to the emergency management agency/Authority Having Jurisdiction alone; it may also be used by partner agencies that participate in the Accredited Program, provided it is made available equitably across the Program's/Resource's stakeholder agencies.

The EMAP Accreditation Insignia is a registered trademark. It may not be printed or reproduced on apparel, lapel pins, challenge coins, or other merchandise without written authorization from EMAP. Official merchandise bearing the Insignia may be purchased directly through EMAP's website. Conditionally Accredited Programs/Resources are not permitted to display or reference the EMAP Accreditation Insignia in any public or internal materials.

Should a Program's/Resource's Accreditation be revoked or allowed to lapse, it must immediately discontinue all use of the Insignia and remove it from all physical, digital, and printed materials associated with the Program. The Insignia may not be used in a manner that implies immunity from disaster or operational infallibility.

LOSS/REVOCAION OF ACCREDITATION

An Accredited Emergency Management Program/US&R Resource may lose its Accredited status for documented substantial and/or ongoing non-compliance with the *Emergency Management Standard/US&R 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/US&R Resource may lose its conditional status if it fails to comply with the *Emergency Management Standard/US&R Standard* within the time period specified by the EMAP Commission.

The revocation of the EMAP Accreditation will occur only after the Emergency Management Program/US&R Resource 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/US&R Resource's Accredited status intact, may grant the Emergency Management Program/US&R Resource Conditional Accreditation, or may revoke the Emergency Management Program's/ US&R Resource's Accreditation.

ACCREDITATION PROCESS FEEDBACK

Accredited Emergency Management Programs are encouraged to provide feedback on their experience with the EMAP Accreditation Process. At the conclusion of the process, the EMAP Staff Liaison will provide the Accreditation Manager with an evaluation form to capture the Program's observations and recommendations. This feedback may address the Emergency Management Standard, accreditation procedures, support materials, and any other aspect of the process. Input received through the evaluation process is used to inform continuous improvement efforts across EMAP operations and does not influence the assessment or accreditation outcome.

APPEALING A COMMISSION DECISION

Emergency Management Programs may appeal certain decisions made by the EMAP Commission. The appeal must be submitted in writing by the Program's executive leadership within thirty (30) business days of the Commission's decision. The appeal must include a clear statement of the grounds for appeal and must be accompanied by a nonrefundable Appeals Fee. Once submitted, the appeal will be reviewed by the Appeals Panel of the EMAP Commission, which serves as the final appeal authority for accreditation decisions.

The appeal process is not a new or secondary review of the Program's assessment or compliance status. Rather, it is a review of the Commission's decision based on the existing record, including the Application for Assessment and the Final Assessment Report. The process does not allow for new corrective actions, documentation, or evidence beyond what was originally presented to the Commission.

The following EMAP Commission decisions may be appealed:

- Denial of eligibility to apply for Accreditation;
- Denial of Accreditation;
- Conditional Accreditation; and
- Revocation of Accreditation.

Within thirty (30) business days of receiving the written appeal, the EMAP Commission will appoint an ad hoc Appeals Panel composed of three members and three alternates. Panel members must have no prior involvement or affiliation with the Appellant Program or its assessment team. EMAP will confirm the availability of panelists and provide the Appellant Program with a list of proposed Appeals Panel members and the scheduled review date. The Appellant Program has the opportunity to challenge the composition of the Appeals Panel for due cause, including concerns about conflict of interest, bias, or other forms of prejudice. All such challenges must be submitted in writing, and the EMAP Commission will review and issue a final determination regarding the panel's composition.

The scope of the appeal is limited to the issues identified in the original appeal letter. The Appeals Panel will review only those materials and documentation that were presented to the EMAP Commission at the time of its decision. No new documents or supplementary materials will be accepted.

At least thirty (30) business days prior to the Appeals Panel's scheduled review, EMAP will provide the Appellant Program with a list of documents included in the review file. If the Appellant Program believes any of the listed documents are inaccurate or inappropriate for inclusion, it must submit any objections to EMAP no later than fifteen (15) business days before the review date.

The Appeals Panel will convene—either in person or by conference call—no later than ninety (90) business days after receipt of the appeal. The Panel's role is to determine whether the Commission followed appropriate procedures and whether its decision was reasonable and supported by the evidence on record. The Commission's original decision will be upheld unless the Appeals Panel finds that:

- A procedural error occurred that impacted the outcome; or
- The Commission's decision was plainly wrong or unsupported by the available evidence.

Following its review, the Appeals Panel will either:

- Affirm the original decision of the EMAP Commission; or
- Return the matter to the EMAP Commission for reconsideration, accompanied by a written explanation of the procedural or substantive errors identified.

The Appeals Panel will issue a written report summarizing the basis for its decision within thirty (30) business days of its review. Copies of this report will be provided to the EMAP Commission and to the Appellant Program. If the matter is remanded for reconsideration, the Commission will review the Appeals Panel's findings and take further action as appropriate.

COMPLAINTS AGAINST ACCREDITED PROGRAMS

The EMAP Commission recognizes the importance of maintaining the integrity of the EMAP Accreditation. It provides a formal process for reviewing complaints regarding potential non-compliance by Accredited Emergency Management Programs. Upon receipt of a valid complaint, EMAP will notify the Program and provide a complete copy of the complaint documentation.

It is important to note that the EMAP complaint process is not intended to resolve disputes between individuals and Emergency Management Programs. Instead, it focuses specifically on allegations of non-compliance with the Emergency Management Standard. If a complaint relates to a matter under active litigation, EMAP will defer consideration of the complaint until the legal proceedings are concluded.

To be eligible for processing, a complaint must be submitted in writing within one (1) year of the alleged non-compliance or of the discovery, whichever is later. The complaint must meet the following criteria:

- Be written and signed by the complainant;
- Clearly identify the individual, group, or legal entity submitting the complaint;
- Present specific facts and evidence, including supporting documentation, demonstrating how the Accredited Emergency Management Program is not in compliance with one or more elements of the Emergency Management Standard;
- Disclose the status of any legal action related to the matter, if applicable; and
- Include written consent to share the complaint in full with the Accredited Emergency Management Program in question.

Once received, EMAP will acknowledge the complaint within thirty (30) business days, provided it meets the above criteria. At the same time, EMAP will forward the full complaint to the Accredited Emergency Management Program for response. The Program has thirty (30) business days to submit a written response. This response must come directly from the Program and not from a third party acting on its behalf.

In some cases, the complainant may be invited to respond to the information provided by the Program. The EMAP Commission will review the full record at its next regularly scheduled meeting following receipt of the Program's response. After review, the Commission may choose to take immediate action, request further information, or defer action to a future meeting.

The EMAP Commission may dismiss complaints it determines to be frivolous or non-substantive. If a complaint is submitted against an Applicant Program or an Accredited

Program currently undergoing the assessment process, the information will be considered as part of the on-site assessment or the Program Review Committee review, rather than being handled separately by the Commission.

All complaint-related materials—including the original complaint, the Program's response, and any follow-up communication—will be placed in the Program's official EMAP file. Once a final decision is reached, the EMAP Commission will notify both the complainant and the Program in writing. The outcome of the complaint review will also be documented in the Program's file for future reference.

STEP 6: Continuous Accreditation Maintenance

Following Accreditation, Programs/Resources will immediately transition into the Continuous Administrative Compliance Process (CACP).

The CACP offers accredited Emergency Management Programs and Urban Search & Rescue Resources a structured, predictable, and sustainable pathway to maintain compliance with the Standards between accreditation cycles. The CACP is intentionally designed for Programs/Resources seeking to reduce administrative burden, stabilize costs, and institutionalize continuous improvement rather than relying on episodic, high-intensity accreditation efforts.

CACP shifts accreditation maintenance from a reactive, deadline-driven exercise to a deliberate, multi-year governance process. By assessing all Standards over a defined four-year cycle, Programs/Resources avoid the operational and organizational disruption associated with revalidating their entire Program/Resource at once. This approach promotes sustained executive oversight, earlier identification of compliance risks, and stronger internal accountability.

Ultimately, CACP supports a culture of continuous improvement, operational readiness, and professional accountability. It reinforces the intent of the Standard not as a periodic test, but as a living framework that guides daily program management and long-term resilience. The CACP is not a shortcut to accreditation. It is a disciplined, transparent, and sustainable method for maintaining it.

Within ninety (90) calendar days of the EMAP Commission's Accreditation decision, the Program/Resource will submit a CACP Application. This application must be signed by both the Program's/Resource's executive leadership and the designated Program Director/Authority Having Jurisdiction. EMAP Staff Liaisons will provide CACP guidance and assist Programs/Resources in planning the four-year cycle.

Programs/Resources will adhere to the following:

- Maintenance of the EMAP Annual Subscription through the entire CACP effort;
- Utilize the PowerStandards Platform through the entire CACP effort;
- Provide payment for the Annual Subscription and Annual Administrative Compliance Fees through the entire CACP effort;
- Provide an Annual Requirements Work Plan for the entire CACP effort;
- Maintain the provision of all Annual Review Documentation based on the provided timelines;
- Participate in a structured virtual assessment that includes virtual interviews and demonstrations;
- Remain in communication with the EMAP Staff Liaison (ESL) and/or the Assigned Assessment Team Lead (ATL);
- Receive Program Review Committee annual reaffirmation; and
- Advance to the Commission for electronic voting.

The Program/Resource will begin the CACP on the current version of the Standard and must attend a Virtual Cohort EMS/US&R Training or conduct a Host EMS/US&R Training Course on the current standard if they do not have a trained Accreditation Manager who has been trained on the current Standard. The Program/Resource Accreditation Manager must attend Standard training and pay all associated costs.

The Program/Resource will submit an Annual Requirements Work Plan that will guide the ATL, the Assessors, and the Program/Resource throughout the CACP. The Program/Resource Annual Requirements Work Plan will span four years and include all Standard Elements, primary proofs of compliance, and annual submission dates.

Each year, the Program/Resource will coordinate with its assigned Assessment Team Leader and EMAP Staff Liaison to assess a portion of the Standard. Assessors will provide findings for each assessed Standard, and any areas found to be compliant will not be reassessed in the fifth year. If any Standards remain unassessed or are found to be non-compliant during the four-year CACP cycle, they will be addressed during a fifth-year Abbreviated On-Site Assessment.

The Program/Resource must use the PowerStandards Assessment Tool along with the PowerAccred Platform. Once the Program/Resource has submitted its documentation in the PowerStandards Tool, the ESL will notify the ATL and the Assessors. The Assessors will review all the Standard documentation, conduct virtual interviews, and attend virtual demonstrations, planned and conducted in partnership with the ATL and the ESL. The ATL will review all findings to ensure comprehensive and complete support of compliance. Once Standards are determined to be Compliant or Non-Compliant, the ATL will notify the Program/Resource.

To receive the maximum benefit from the maintenance process, all Standard Elements must be assessed within the four years and spaced evenly within that timeframe to allow the ATL and Assessors the maximum time needed 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 5th year of Accreditation. If the Program/Resource has been found Compliant with all Standards, the Program/Resource 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 Accreditation does not lapse.

If any Standards are not assessed during the four-year review period or some Standards 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 5th year through an Abbreviated On-Site Assessment. The Abbreviated On-Site Assessment will be tailored to the number of Standards that need to be assessed prior to their Consecutive Accreditation date so that Accreditation does not lapse.

Following this final site visit, a comprehensive Preliminary Assessment Report will be developed that combines findings from the CACP and the Abbreviated On-Site Assessment. This report will be presented to the Program Review Committee and EMAP Commission for final review and Accreditation decision.

Annual Accreditation Sustainment Fees (Required Under CACP)

- Small Local ($\leq 75,000$ population): \$4,000
- Mid-Size (75,001–400,000): \$5,500
- Large Pop. / State & University: \$7,500
- Federal: \$10,000
- Atypical CONUS: \$12,000
- Atypical OCONUS: \$15,000
- US&R Resource Type III or Type IV: \$4,000
- US&R Resource Type II or Type 1: \$5,500

Conditions That May Trigger An Accreditation Verification

A Program/Resource may be required to host a focused on-site assessment if it is found non-compliant for two (2) consecutive annual review cycles.

The Accredited Program/Resource shall bear all costs associated with a triggered on-site accreditation verification.

STANDARD ACCREDITATION TIMELINES

- Subscription — One calendar year
- Self-Assessment — Program-driven 6-12 months
- On-Site Assessment Invoice — 3 months prior
- Preliminary Report — PRC Interview — Within 30 days
- Commission Vote — Next available electronic vote
- Entry into Continuous Compliance — Immediately following accreditation
- CACP Annual Reviews — Once per calendar year

COMMITTEE AND COMMISSION REVIEW POLICIES

Accreditation Extension Policy: Basis for Extension Requests

(effective October 13, 2020)

Extension Request Option

Should the Applicant Program/Resource experience a disaster or other event(s) that would challenge its ability to conduct a self-assessment and an on-site assessment in accordance with the established schedule with EMAP, an extension request may be submitted. The *Application for Assessment* is valid for eighteen (18) months. An Applicant Program/Resource 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.

Initial accreditation applicants may request an extension to complete their self-assessment, upload documentation, or conduct the on-site assessment. All extension requests must be submitted in writing and include a detailed explanation of the delay, along with a proposed work plan to achieve compliance within the extended timeframe. Programs/Resources must coordinate with their assigned EMAP Staff Liaison to complete the work plan and include it in the request. The rationale should be based on documented extenuating circumstances, such as disaster response or other mission-critical operations, and not solely on internal staffing or personnel turnover. Once reviewed, EMAP will notify the Program/Resource in writing regarding the decision.

DEFERRAL OPTION

An applicant typically wants a representative available by conference call at the respective Program Review Committee meeting, where its application and report will be considered for accreditation or certification status recommendation. The applicant will also be expected to respond to its assessment report and provide EMAP with a plan for correcting any areas of noncompliance within nine months.

Given the nature of the discipline of emergency management and US&R, it is understood that the timing of a committee meeting and the materials to be prepared for it may conflict with disaster or other urgent duties of the applicant and/or its director, program manager, and lead staff. Should an applicant choose to do so, it may notify EMAP no later than three (3) days before the respective Program Review Committee meeting that it requests a deferral of a decision on its application and report for up to three (3) months.

At the meeting at which the applicant is initially scheduled to be reviewed, the Program Review Committee may review and discuss the report and materials related to the applicant before it but will defer a recommendation on accreditation or certification status for up to three (3) months, in advance of which the applicant will have provided its response and plan for addressing noncompliant areas, and may have a representative available to participate on its behalf.

EMAP COMMISSION STATEMENT ON "DRAFT" DOCUMENTS

At its June 2003 meeting, the EMAP Commission discussed the issue of assessor review of compliance documentation marked or otherwise recognized as "draft" or "working draft". All three of EMAP's standing committees had discussed the issue in prior meetings and provided comments or recommendations to inform the Commission's discussion.

The following statement is provided as guidance to programs and assessors:

If a document is submitted for compliance, the document can be considered in determining compliance with standards requirements only if the documentation in question has/have been approved or otherwise authorized for use in accordance with the jurisdiction's policy/protocol regarding promulgation or approval of that type of document. This includes documents marked "draft" or otherwise recognized as "draft", "working draft", or other similar interim status, meaning there must be documentation that the document has been accepted or authorized and distributed for use pending completion of the promulgation/approval process.

If a jurisdiction does not have a policy or procedure for promulgation or approval of plans or other documents, assessors will consider the following factors in determining whether to consider "draft" or competing documents in determining compliance:

- The length of time a document has been "draft" (just created? ever implemented?)
- How widely known and accepted is the document or procedure as
 - documentation showing approval or recognition as an operating document?
 - documentation showing distribution, dissemination, exercise?
- What is the process utilized by the program/resource for policy development, including review and vetting? Is there documentation of the status of that process? Has it been followed and completed?

To avoid the appearance of impropriety, proof-of-compliance documentation developed during the on-site assessment by the Program/Resource stakeholders will not be reviewed or considered during the on-site assessment. Newly developed proof-of-compliance documentation that has been promulgated 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/Resource must show how that document has been promulgated or approved per the Program/Resource policy or procedures, distributed, and implemented.

PROGRAM REVIEW POLICIES

The Program Review Committee is responsible for considering applicants being presented for accreditation, using assessment reports prepared by assessment teams, and making recommendations regarding accreditation status to the EMAP Commission.

The review of assessment reports will be in closed or executive session, except that a representative from each program/resource seeking accreditation will be afforded the opportunity to make opening comments about the assessment and assessment report when the applicant's assessment report is presented to the committee. The representative would also be available to answer questions that arise during the committee's review and consideration of the report.

A representative of the assessment team will be available via conference call, if possible, to address questions regarding each assessment report. The applicant representative would be excused during the committee's deliberation and vote on its recommendation regarding the

applicant's accreditation status. Each applicant will be scheduled a time to appear before the committee for review of their application and report. The committee's recommendation regarding accreditation status for each applicant will remain confidential. Neither committee members nor staff will divulge the committee's recommendation for accreditation or certification status to an applicant representative or anyone else not part of the executive session.

The assessment team provides its findings to the Program Review Committee in a preliminary assessment report that includes summaries of all activities conducted during the on-site assessment, the team's findings on compliance, and references to key supporting documentation. EMAP provides a copy of the report to the applicant.

The assessment team will provide the applicant with the opportunity to correct deficiencies and/or submit additional evidence of compliance within thirty (30) days after the last day of the on-site assessment. Should an additional on-site assessment to determine compliance be required, costs would be borne by the applicant.

A copy of the preliminary assessment report is provided to the applicant in advance of the respective Program Review Committee meeting. The applicant may prepare a response or comments regarding the assessment report to be included in the materials to be reviewed by the Program Review Committee. The applicant is invited to attend a portion of the Program Review Committee meeting at which its accreditation or certification application will be considered. Applicant representatives will be excused from the deliberation portion of Program Review Committee meetings. The committee's recommendation regarding accreditation or certification status will be decided by majority vote. The Program Review Committee renders one of the following recommendations for an initial accreditation application:

Accredited. The applicant Program or US&R Resource is in full compliance with all standards.

Conditionally Accredited. The applicant program or US&R Resource has not achieved the required compliance with all standards, but appears to be in a position to do so. The Commission confers probationary accreditation or certification status, not to exceed nine (9) months, requiring that the applicant take specified measures to address conditions that threaten or prevent compliance. The Commission monitors the applicant as appropriate. During the specified conditional accreditation/certification period, the applicant must remedy deficiencies by pursuing a plan of action submitted to and approved by the Commission. A conditionally accredited/certified program or US&R

Resource may not hold itself out to the public as having achieved accreditation or certification.

Accreditation. The Commission determines that the applicant has not complied with the *Emergency Management Standard by EMAP* or the *US&R Standard by EMAP*, and the factors described above are not applicable or appropriate. Feedback regarding deficiencies is provided to the applicant with encouragement to work toward improvement and compliance.

The Program Review Committee's recommendation is forwarded to the EMAP Commission's next meeting for action. The Commission's decision will be determined by majority vote. If the applicant is accredited, the Commission provides a letter, a certificate of accreditation, and other visibility materials. Conditional accreditation may be granted where there are areas of non-compliance that can be corrected within a short period specified by the Commission, not to exceed nine (9) months. (The Program/US&R Resource would have submitted a plan for correcting noncompliant areas before its report went before the Program Review Committee.) If accreditation is denied, the applicant will be informed of the reasons for this decision.

CONDITIONAL REVIEW POLICIES

An applicant who has done an EMAP assessment and whose Assessment Report will go before the Program Review Committee with an area, or areas of non-compliance, may be in a posture of seeking conditional accreditation. Conditional accreditation is an interim step toward full accreditation that involves a nine (9) month period to bring the applicant into compliance with standards in which it was found non-compliant.

To be eligible for conditional accreditation, the applicant must show the committee that it can correct all areas of non-compliance within 9 months. To do that, the applicant must provide the committee with a plan to address any non-compliant areas in the Assessment Report within 9 months. While the conditional period would begin on the date of an EMAP Commission decision granting conditional accreditation, the applicant's compliance or corrective action plan should begin on the date of the Program Review Committee meeting or earlier (ideally before, so that it shows steps/work already underway and completed).

A spreadsheet is provided to each applicant as an example of the information the committee seeks. For its compliance/corrective action report, by Standard, an applicant should provide:

- Compliance issues and, for each issue or non-compliant aspect
- Brief description of the approach for reaching compliance as to that aspect;
- The steps needed to reach compliance, and for each step
 - responsible organization or individual;

- resources needed (personnel, funding, expertise, etc.) and whether available or secured;
- start date and milestones (could be quarterly or step-specific);
- projected completion date; and
- potential challenges and means to address them.

Applicant representatives appearing before the committee (in person or by telephone) should be knowledgeable and able to explain the compliance plan to committee members. They should be able to answer questions about the applicant's compliance activities.

The applicant's compliance plan and any supporting documentation, comments to the Assessment Report, or additional compliance documentation, must be provided to the EMAP office no later than three (3) weeks before the date of the Program Review Committee meeting at which the applicant's application for accreditation and report will be considered.

When an applicant seeking accreditation completes its on-site assessment and identifies several areas of likely non-compliance, it is advised to submit a plan for addressing those areas within a period of no more than 9 months. These procedures outline how EMAP will review and verify an applicant's activities, addressing/correcting areas of non-compliance as part of the accreditation and certification process. Conditional accreditation/certification is not granted based on the plan submitted to address the remaining noncompliant standards, nor on a given number of compliant versus noncompliant standards.

An applicant granted conditional accreditation by the EMAP Commission has up to 9 months to address areas of noncompliance outlined in an action plan submitted by the applicant. Once an applicant has completed the remedial steps in its plan and can document compliance with areas of the *Emergency Management Standard* or the *US&R Standard* previously not found in compliance, the applicant must notify EMAP of its request for conditional accreditation compliance review and provide EMAP with Proof of Compliance Record (PCR) forms describing steps taken and documentation supporting compliance for each standard for which the applicant was previously found non-compliant.

An applicant's remedial steps must be completed, and the PCR forms must be submitted to EMAP within nine (9) months of the EMAP Commission's conditional accreditation decision. The PCR forms must list and explain the available documentation supporting compliance. It is the policy of the EMAP Commission that conditionally accredited applicants shall, upon

submission of PCR forms documenting their compliance with the standards at issue during the conditional period (those found non-compliant at the time conditional accreditation was granted), make their documentation available for on-site review. This will include EMAP sending one or more EMAP assessors to the conditionally accredited applicant's location to review compliance documentation.

The presumption will be that an on-site review will occur, with the applicant paying the associated expenses. EMAP will work with conditionally accredited applicants to keep such assessor review costs to a minimum.

REMOTE CONDITIONAL ASSESSMENT

Conditionally Accredited applicants who are granted remote reviews (having only 5 Standards or less to review during the conditional period) from the Commission agree to and understand that during the weeks designated as "remote review" conference calls will be scheduled between the applicant, the assessors, and EMAP staff no less than every other day, if not daily, to report the progress of the assessment. This will help ensure that assessors can ask questions and obtain clarification from the applicant about the information provided. This would be considered an interview if this assessment were taking place on-site.

The Commission granted _____ applicant a remote conditional assessment on _____. The remote view will be conducted from _____ to _____. During this time, the applicant agrees to regular conference calls (as defined in the remote conditional assessment policies) with the team of assessors and EMAP staff. Once the exit briefing has been completed, the applicant has thirty (30) days of supplemental until _____ to submit any additional information. The applicant will receive the report 30 days after the supplemental period has ended by_____.

EMAP will form an assessment team sufficient to review the information submitted, with a preference for assessors who served on the initial assessment team, and coordinate dates and arrangements with applicant staff. The costs of an assessment team visit to an applicant for verification of conditional accreditation compliance will be borne by the applicant seeking accreditation, with payment made in advance of an estimate provided by EMAP. Cost reconciliation will be completed after the assessment activity is completed. (This process also will be followed should an applicant complete its planned remedial actions by the date of the

Program Review Committee review of its assessment report (but after the thirty (30) day period for submission of supplemental compliance documentation). A report of compliance assessor(s)' findings would be included in materials provided to the Program Review Committee.)

ADDITIONAL SERVICES

Standard Training

The Training & Standard Orientation Workshop serves as a foundational step in preparing Emergency Management Programs/US&R Resources for accreditation. This interactive workshop provides program/resource staff and stakeholders with a structured introduction to the Standard and the accreditation process. Designed to support a program's self-assessment, the workshop helps participants evaluate current capabilities and documentation against the Standard.

The workshop is tailored to the hosting Program/Resource, allowing for the integration of real documentation into the curriculum. By incorporating both internal and external stakeholders, the Training & Standard Orientation Workshop fosters early engagement and builds a shared understanding of the accreditation effort across the Program/Resource. Participants in the course will:

- Gain a foundational understanding of EMAP, its background, mission, and vision for the future;
- Explore the purpose, structure, and application of the Standard;
- Learn about each phase of the accreditation process;
- Clarify the roles and responsibilities of Accreditation Managers, Assessors, and Assessment Team Leaders;
- Understand how to demonstrate compliance through effective documentation and rationale development;
- Learn how assessors evaluate compliance and write findings;
- Identify and prioritize gaps in compliance with the Standard; and
- Begin developing an action plan for conducting the Program's/Resource's self-assessment.

To host a Training & Standard Orientation Workshop, the Program/Resource must be actively subscribed to EMAP. The cost of the course includes a Training & Standards Orientation Fee, along with travel expenses for the EMAP Training Coordinator, an EMAP Trainer, and the EMAP Staff Liaison, as applicable. Travel expenses generally include airfare (if required), local

transportation, lodging, and meals based on the United States federal per diem rate for the training location.

Host Emergency Management Standard Training

The Host Emergency Management Standard Training provides a valuable opportunity to evaluate their capabilities and documentation through the lens of the Standard. This two-day training introduces participants to the Standard and its application throughout the accreditation process. The course also allows the hosting jurisdiction or agency to invite stakeholders and neighboring jurisdictions to participate, fostering broader awareness, collaboration, and buy-in for the accreditation effort.

Instruction is led by the EMAP Training Coordinator and an EMAP Trainer and is based on the current Standard. The training promotes active discussion and engagement as participants explore key aspects of accreditation, including:

- An introduction to EMAP, its history, purpose, and vision for the future;
- The structure and application of the Standard;
- A step-by-step review of the EMAP Accreditation Process;
- Roles and responsibilities of Accreditation Managers, Assessors, and Assessment Team Leaders;
- The importance of documenting compliance through well-developed rationales;
- How assessors evaluate compliance and develop findings; and
- The opportunity for participants to become certified as Accreditation Managers and/or Assessors, if desired.

To host this course, a Program/Resource must be subscribed to EMAP. While only subscribed Programs may sponsor the training, registration may be opened to both subscribed and unsubscribed Programs/Resources at the host's discretion. The cost includes the Host Standard Training Fee and travel costs for the EMAP Training Coordinator and EMAP Trainer. Travel expenses typically include airfare (if applicable), ground transportation for the duration of the course, lodging, and meals based on the United States federal per diem rate for the training location.

Workshops

EMAP offers a variety of workshops to support Programs/Resources throughout the accreditation process. These workshops are designed to meet the needs of Programs/Resources where they are, whether at the start of their accreditation journey or in need of targeted technical assistance to address specific challenges. Each workshop provides customized support

from EMAP-trained subject matter experts and is tailored to the Program's/Resource's needs and stage in the process.

Standard Element Workshops

Standard Element Workshops provide targeted technical assistance focused on individual elements of the Standard. These workshops are ideal for Programs/Resources seeking support with a specific standard—such as hazard identification, continuity planning, resource management, or training—regardless of their overall progress in the accreditation process.

Each workshop includes a structured three-phase approach:

1. Documentation Review: EMAP reviews all relevant plans, procedures, and supporting documentation associated with the selected standard(s). The review identifies areas of strength and determines whether documentation meets the intent and application of the standard.
2. Non-Compliance Analysis and Recommendations: If gaps or deficiencies are identified, EMAP provides narrative findings aligned with EMAP assessment protocols, along with clear recommendations and rationales. These findings help the Program/Resource understand what is missing and why.
3. Document Development and Enhancement Support: EMAP works directly with the Program/Resource to build or enhance necessary documentation, provide templates or examples, and support implementation planning. This phase may also include stakeholder facilitation to ensure the documentation reflects jurisdictional realities.

Standard Element Workshops are available for each element of the Standard and can be tailored to meet the Program's/Resource's unique needs. Whether preparing for an initial assessment, addressing prior non-compliant findings, or strengthening program documentation, this service offers focused, practical support.

Planning Workshop

The Planning Workshop is available to Programs/Resources seeking additional technical assistance in developing or refining specific plans and procedures. EMAP deploys trained assessors, who are also subject matter experts, to work directly with Program/Resource personnel. This hands-on workshop provides focused guidance on aligning plans and procedures with specific EMAP Standards, supporting the Program's/Resource's efforts to build and document compliance.

Gap Analysis Workshop

The Gap Analysis Workshop supports Programs/Resources in identifying and addressing documentation and performance gaps. During this session, participants are introduced to EMAP's Gap Analysis Spreadsheet, Plan of Action, and Timeline Template. Through practical exercises, participants learn how to implement the spreadsheet to identify areas for improvement and use the template to develop a strategic plan of action to close compliance gaps.

Proof of Compliance Workshop

The Proof of Compliance Report Development Workshop provides Programs/Resources with essential tools to assess and document compliance. Participants are introduced to the Proof of Compliance Report Guide and Rationale Review Guide. They are guided through practical exercises that demonstrate how to evaluate supporting documentation and build robust, clear Proof of Compliance Reports. The workshop also includes sample reports and best practices to strengthen the Program's/Resource's ability to articulate compliance during the assessment process.

Executive Leaders Workshop

The Executive Leaders Workshop introduces EMAP and the Standard to a Program's executive leadership. This session is designed to align leadership with the accreditation effort and provide clarity on their roles in supporting compliance. By engaging executive leaders early in the process, the Program/Resource strengthens organizational buy-in, promotes shared ownership of the accreditation goals, and reinforces the importance of strategic and operational support across departments.

Atypical Executive Briefing

Programs that are exploring EMAP Accreditation and seeking executive leadership endorsement may request an Atypical Executive Briefing. This briefing provides a high-level overview of the EMAP Accreditation Process, outlines the benefits of Accredited Programs, and introduces the resources available to support Programs throughout their accreditation journey. The Executive Briefing is an effective tool to foster leadership commitment early in the process.

Business Consultant Initiative

Emergency Management Programs across all levels of government and the private sector frequently rely on consultants to support the development of plans, procedures, and capabilities. In many cases, Emergency Management Programs reach out to EMAP Staff for guidance on effectively managing consultants awarded contracts. While some Programs

incorporate the Emergency Management Standard into their requests for proposals (RFPs), many consultants lack the knowledge and familiarity with the Standard necessary to meet the RFP's requirements. This can ultimately hinder a Program's ability to demonstrate compliance.

To effectively contribute to a Program's accreditation effort, consultants must possess more than subject matter expertise—they must also have a comprehensive understanding of the Emergency Management Standard, its cascading structure, and how it applies across the Program's full scope of responsibilities. Without this foundational knowledge, even well-intentioned efforts may fall short of meeting accreditation expectations.

The Business Consultant Initiative was created to bridge this gap. Consultants who complete EMAP's specialized training will be featured on the Business Consultant Initiative section of the EMAP website. Each participating consultant will have a professional profile that includes a current photograph (to support networking at conferences and trainings), contact information, and the name of their consulting firm. Consultants will also have access to a secure login to manage their profiles and describe the specific services they offer to Emergency Management Programs.

For more information about the Initiative, please visit <https://emap.org/bci/>.

Additional Document Reviews

As part of the Traditional On-Site Accreditation process, Applicant Programs are provided with two (2) Peer Document Reviews—one for Standard Area 4.1: Hazard Identification, Risk Assessment (HIRA), and Consequence Analysis (required), and one additional Standard Element of the Program's choice. If the Program wishes to receive further technical assistance by reviewing additional Standard Elements, it may request Additional Document Reviews.

All document reviews, including the two (2) Peer Document Reviews and any additional requests, must be completed within the first nine (9) months of the Application period. This timeline ensures EMAP has adequate time to assess documentation, plan accordingly, and adjust the size and composition of the On-Site Assessment Team if needed. It also allows for necessary adjustments to the cost of the On-Site Assessment.

Additional Document Reviews are conducted by the Assessment Team Leader (ATL) or an assessor qualified in the selected Standard Element(s). The cost for each additional review covers the reviewer's time evaluating the documentation and developing formal findings. For Standard Elements reviewed during this period, any that are determined to be Preliminarily Compliant by the ATL or assessor and affirmed by the Program Review Committee will not be reassessed during the On-Site Assessment. Instead, they will be reflected as Compliant within the Preliminary Assessment Report.

Pre-Assessment

Applicant Programs may elect to participate in a Pre-Assessment to receive an early evaluation of their preparedness and response capabilities. The Pre-Assessment offers Programs the opportunity to assess up to three (3) Standard Elements in advance of the scheduled On-Site Assessment. This process helps identify strengths and areas for improvement, and may reduce the number of Standards requiring review during the formal assessment.

To initiate the process, the Program must submit a Program On-Site Pre-Assessment Application, identifying the specific Standard Elements—up to three (3)—to be evaluated. Participation in the Pre-Assessment is limited to Programs that maintain a current EMAP Subscription, have completed the Standard 4.1: Hazard Identification, Risk Assessment, and Consequence Analysis Peer Document Review, and have finalized the Self-Assessment for each selected Standard Element.

During the Pre-Assessment, the assigned Assessment Team will reference the completed Standard 4.1 Peer Document Review and evaluate documentation and implementation for the selected Standards. Any Standard Element found Compliant during the Pre-Assessment will not be reassessed during the scheduled On-Site Assessment and will be carried forward as Compliant in the Preliminary Assessment Report.

EMAP FEES

The following fee schedule outlines EMAP Subscription, Training, Assessment, Accreditation, and other service fees. Fees are listed by program type and service area and are subject to change. Please contact EMAP for the most current rates or to request an estimate or a payment plan.

SLTTs, Federal Agencies, & Atypical Subscriptions

Valid for one (1) calendar year for an entire jurisdiction or agency: \$900 USD

Virtual Cohort Training Courses

Per participant: \$450 USD

Host Emergency Management Trainings & Standard Orientation Workshops

Travel costs for training (airfare or mileage, ground transportation, hotel accommodations, and per diem) are billed separately based on U.S. federal or State Department rates. Payment must be received 30 business days prior to the training; otherwise, the event will be canceled.

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

Standard Element Peer Document Reviews & Pre-Assessments

The EMAP Peer Document Review and Pre-Assessment services provide Applicant Emergency Management Programs/US&R Resources with the opportunity to enhance their preparedness prior to the formal On-Site Assessment. These services are optional and must be completed within the first nine (9) months of the Application period. For the EMAP 5-2022, *Emergency Management Standard*, the following is applicable:

Item	Cost
Standard Element Document Reviews (Ch. 3, 4.1, 4.2, 4.3, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, & 4.12)	\$1,500.00 USD
Standard Element Document Reviews (4.4 & 4.5)	\$2,000.00 USD
Pre-Assessment (3 Standard Areas)	\$5,000.00 USD

For the EMAP US&R 2-2022, *Urban Search and Rescue Standard*, the following is applicable:

Item	Cost
Standard Element Document Reviews (3.1, 3.2, 3.4 & 3.5)	\$1,500.00 USD
Standard Element Document Reviews (3.3, 3.6 & 3.7)	\$2,000.00 USD
Pre-Assessment (3 Standard Areas)	\$5,000.00 USD

SLTTs Applications for Accreditation

When a State, Local, Tribal, or Territorial (SLTT) Emergency Management Program/US&R Resource submits its Assessment Application to begin the EMAP Accreditation process, it must pay the Assessment Application Fee.

Item	Cost
Assessment Application (with technical assistance)	\$12,000.00 USD
Assessment Application (no technical assistance)	\$8,000.00 USD

Federal Agency & Atypicals Assessment Applications

Federal Agencies and Atypical Programs are subject to a bundled application fee that includes the Application for Assessment Fee, the Training and Standard Orientation Workshop

(T&SOW) Fee, the On-Site Assessment Fee, and the Accreditation Fee. The fee structure is based on program classification and location.

Item	Cost
Federal Agency	\$55,000.00 USD
Atypical Program (Inside CONUS)	\$65,000.00 USD
Atypical Program (Outside CONUS)	\$100,000 USD

SLTTs Conditional Assessments

Programs/Resources that receive Conditional Accreditation are responsible for the associated Conditional Assessment Fee, which varies depending on the number of Standards that remain non-compliant. Conditional Assessments may be conducted virtually or on-site, and the fee structure is tiered accordingly.

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 Conditional Assessments

Federal Agencies and Atypical Emergency Management Programs that are granted Conditional Accreditation are responsible for covering the associated Conditional Assessment Fees. These fees apply whether the conditional assessment is conducted virtually or on-site. The fee structure is determined by the number of Standards that remain non-compliant following the initial assessment.

Item	Cost
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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)	\$10,000.00 USD

Tiered Accreditation Process

The Tiered Accreditation Process provides Emergency Management Programs/US&R Resources with an opportunity to pursue certification in specific areas of the Emergency Management Standard/US&R Standard. This modular approach enables Programs/Resources to demonstrate their compliance in selected functional areas and gradually work toward full EMAP Accreditation, based on their readiness and available resources. Programs/Resources may choose from the following certification tracks:

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 its certifications to 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 30 days prior to the on-site assessment.

Urban Search & Rescue Standard

ITEM	COST
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Program Management & Finance Certification	\$5,000.00 USD
Membership, Training & Exercise Certification	\$7,500.00 USD
Resource Management Certification	\$9,000.00 USD Plus, the costs of 2 assessors
Incident Management & Notification and Deployment Certification	\$7,500.00 USD

The US&R Resource will be invoiced for the costs of the Resource Management Certification because of on-site verification of the resource cache. The on-site expenses for Types 3 and 4 include flights, per diem for 2 days, a hotel stay for 1 night, and 1 team rental car. The on-site expenses for Types 1 and 2 include flights, per diem for 2 days, a hotel stay for 2 nights, and 1 team rental car. The US&R Resource will be invoiced 30 days prior to the verification visit.

Standard Element Endorsement Process

The Standard Element Endorsement Process offers Emergency Management Programs/US&R Resources the opportunity to seek formal endorsement of specific Standard Elements within the EMAP Emergency Management Standard/US&R Standard. This process allows Programs/Resources to demonstrate compliance and showcase capabilities in targeted functional areas, even outside of a full accreditation effort. Programs/Resources may request endorsement for one or more Standard Elements at the following rates:

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

Each endorsed Standard Element provides recognition of a Program’s/Resources alignment with the associated section(s) of the Emergency Management Standard/US&R Standard. Programs/Resources seeking endorsement must submit the required documentation and will undergo a review process conducted by EMAP assessors. Approved endorsements offer Programs/Resources a way to validate their strengths, support continuous improvement efforts, and prepare for potential future accreditation.

On-Site Assessments

Applicant Emergency Management Programs/US&R Resources are responsible for covering all travel-related costs associated with their pre-assessment, on-site assessment, and/or conditional on-site assessment. These travel costs include airfare and/or mileage, ground transportation, hotel accommodations, and daily per diem expenses for each member of the EMAP Assessment Team. For domestic assessments, travel costs are calculated using the current United States federal per diem rates. For international assessments, the United States Department of State per diem rates apply. All associated fees for the pre-assessment, on-site assessment, and/or conditional on-site assessment must be paid in full no later than thirty (30) days prior to the scheduled event. This ensures logistics coordination and confirms EMAP’s ability to deploy qualified assessors for the evaluation.

Hybrid and Virtual Assessments

In specific circumstances, EMAP offers alternative assessment formats designed to provide flexibility and reduce travel-related costs for domestic (CONUS) Programs. These include Hybrid and Virtual Assessments, which allow a portion or all of the assessment team to conduct the assessment remotely. These formats must be approved in advance by EMAP and are only available to Programs/Resources located within the continental United States (CONUS).

Item	Description	Cost
Hybrid Assessment	One EMAP Staff Liaison and one assessor are on-site; remaining assessors participate virtually. Communications occur in person and via platforms such as Zoom, etc.	\$7,500.00 USD
Virtual Assessment	The EMAP Staff Liaison and all assessors participate virtually. All interviews and document reviews are conducted remotely via platforms such as Zoom, etc.	\$5,000.00 USD

Extensions

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

Continuous Administrative Compliance Process

The Annual Accreditation Sustainment Fees Required for CACP Maintenance.

Classification	Cost
Small (≤75,000 population)	\$4,000.00 USD
Mid-Size (75,001-400,000 population)	\$5,500.00 USD
Large (400,001+ population)	\$7,500.00 USD
State	\$7,500.00 USD
Colleges & Universities	\$7,500.00 USD
Federal	\$10,000.00 USD
Atypical CONUS	\$12,000.00 USD
Atypical OCONUS	\$15,000.00 USD
US&R Type III or IV	\$4,000.00 USD
US&R Type I or II	\$5,500.00 USD

Workshops & Services

To support Emergency Management Programs/US&R Resources in their efforts toward successful assessment and accreditation, EMAP offers a variety of workshops tailored to meet specific needs. These workshops provide technical assistance, strategic planning, and education on the accreditation process. Workshop fees are outlined below and do not include travel costs for the EMAP facilitators or trainers, unless otherwise stated. Travel expenses such as airfare, mileage, ground transportation, hotel accommodations, and per diem are billed separately and calculated using applicable federal or U.S. State Department per diem rates based on the location.

Two of EMAP’s most customizable workshops — the Planning Workshop and Standard Element Workshop — are now offered as fee-for-service (FFS) engagements due to the highly tailored nature of the support provided:

- Standard Element Workshop – This workshop offers targeted technical assistance on one or more specific elements of the Emergency Management Standard/US&R Standard. It includes documentation review, compliance analysis, and the development or refinement of plans and procedures to support alignment with the selected standard(s). Pricing is determined by factors such as the number and complexity of standards addressed, the volume of documentation to be reviewed, the delivery format (virtual or on-site), and the level of technical assistance required.
- Planning Workshop – The Planning Workshop supports Programs/Resources in developing or enhancing emergency management/US&R plans and procedures in accordance with a range of standards. EMAP-trained subject matter experts work directly with Program/Resource personnel to provide guidance, recommendations, and technical development support. Pricing is determined by the number and type of plans or procedures to be addressed, the status of existing documentation, the delivery format (virtual or on-site), and the depth of support needed (review, revision, or full development).

Type	Fee
Standard Element & Planning Workshops	FFS – Programs/Resources interested in these workshops should contact EMAP to discuss their specific needs and receive a custom estimate.
Gap Analysis Workshop	\$3,000.00 USD
Proof of Compliance Workshop	\$3,000.00 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

Payment Options

To help reduce the financial burden of the On-Site Assessment, EMAP offers a variety of payment plans tailored to the needs of individual Emergency Management Programs/US&R Resources. These flexible options are designed to support Programs/Resources in managing accreditation-related expenses and planning their budgets effectively. Programs/Resources may also request cost estimates in advance to assist in their internal financial planning and

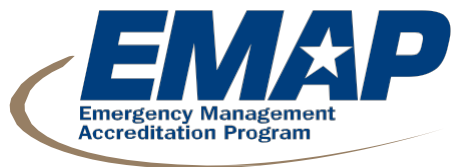
procurement processes. For more information or to explore available payment plan options, Programs/Resources are encouraged to contact EMAP personnel directly.

EMAP Delinquent Fees Policy

EMAP accepts payments via check, credit card, and purchase order. Full payment is due upon receipt of the invoice. Services—including, but not limited to, document reviews, on-site assessments, and accreditation issuance—may be delayed or withheld until payment is received. Accounts not paid within 30 days of the invoice date will be subject to a 1.5% monthly late fee (18% annually). EMAP reserves the right to report past-due accounts to credit reporting agencies.

Appeals

Emergency Management Programs/US&R Resources that choose to appeal an Accreditation decision made by the EMAP Commission actively will be invoiced a nonrefundable Appeal Fee of \$2,500 USD. This fee must be submitted when the written appeal is filed.



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