



FEMA



Event Strategic Review Pilot Methodology

Goal

The Emergency Management Accreditation Program, (EMAP), partnering with stakeholders from the Federal Emergency Management Agency (FEMA), National Emergency Management Agency (NEMA), and International Association of Emergency Managers (IAEM) has developed the Event Strategic Review (ESR). The goal of the ESR is to collect and identify priority issues, corrective actions, lessons learned and best practices for improvement of existing after action processes used for exercises and real world events. The identification of variances from exercise and real world events is paramount for a Program in order to make enhancements to potentially mission critical areas to ensure the program is truly successful and growing.

Objectives

The following pilot objectives will be accomplished:

- Support the following EMAP Strategic Plan Goals and Objectives:
 - Goal I: Expand the utilization of EMAP resources, tools and standards
 - Objective c: Break EMAP into achievable sections to make the Program more achievable by local Programs.
 - Goal II: Strengthen and expand collaboration with diverse partners and stakeholders.
 - Objective b: Capitalize on opportunities to establish partnerships with FEMA, international affiliates, professional emergency management associations and private sector organizations.
 - Goal III: Promote and strengthen standard development.
 - Objective a: Refine standards and review development processes.
 - Goal IV: Build and strengthen the relevance of EMAP
 - Objective c: Establish capability testing as a mechanism of EMAP.
 - Objective d: Develop document templates to provide jurisdictional assistance.
 - Objective e: Provide technical assistance to move Programs further towards compliance.

- Assist the FEMA National Preparedness Assessment Division (NPAD) in meeting their Post Katrina Emergency Management Reform Act of 2006 and Remedial Action Management Program goals by accomplishing the following objectives:
 - Develop a workgroup of Associations for Event Strategic Review development.
 - Conduct, at a minimum, three (3) Event Strategic Review pilots and provide analysis data to partnering stakeholders.

Purpose

The purpose of the pilot Program is to utilize the EMAP independent peer-review process to collect and analyze data that will support and assist the partnering stakeholders to include the participating Program in meeting their mutual missions to benefit both the profession of emergency management and our collective ability to protect the citizens we serve. The ESR pilot expenses are covered through our cooperative agreement with FEMA thus providing participating Programs with a “free” review. The pilot will also provide an opportunity for participating Emergency Management Programs to benefit directly by having a third party review documentation and provide a summary report of aggregate data that may highlight past, current and potential performance measures and capabilities. This would assist in identifying areas of needed improvement and also validate areas of merit.

In addition, the Program will have direct input into the improvement process and testing of the ESR Application (ESRA) currently in development.

Process

The pilot process will follow many of the same components of the proven peer-review process used by EMAP in the Baseline Assessment Program. Participating Programs will complete a Self-Review and an On-site Review. The ESR is not prescriptive in nature, rather the ESR applies existing standards and data analysis inquiry to review event documentation pursuant to *EMAP standards 4.3: Hazard Identification, Risk Assessment and Consequence Analysis* and *EMAP standard 4.14: Exercises, Evaluations and Corrective Actions*. For the purposes of this pilot the following two definitions are provided:

- “*Emergency Management Program*” or “*Program*” is defined as a jurisdiction-wide system that provides for management and coordination of prevention, mitigation, preparedness, response and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, and individuals having responsibilities for these activities.
- An “*Event*” is defined as an occurrence of significant involvement that includes multiple jurisdictions and/or agencies that spans multiple operational periods that produces both

information and formal event documentation. Documents to be reviewed and/or considered:

- Exercise Events (Tabletops, Functional & Full-Scale)
 - State Preparedness Report(s)
 - After Action Report(s)
 - Improvement Plan(s)
 - Corrective Action Plan(s)
 - Training & Exercise Work Plan(s)
- Real World Events
 - Incident Action Plan(s)
 - After Action Report(s)
 - Improvement Plan(s)
 - Corrective Action Plan(s)
- Any documentation that provides for validation of the completion of Corrective Action Plans and Improvement Plan objectives.

Criteria that will be collected and analyzed will span from 2007 to present:

- Event details (date, location, type of event/exercise, etc.)
- Top 10 Corrective Action items currently being improved upon
- Corrective Actions that have been resolved within the last year
- Lessons Learned within the last year
- Agency funding for Exercise(s)
- Identified strengths and areas of improvement
- EMAP Standard 4.3: Hazard Identification, Risk Assessment and Consequence Analysis
- EMAP Standard 4.14: Exercises, Evaluations and Corrective Actions

A candidate Program can select from two (2) different pilot models:

- Integrated – The Integrated pilot model incorporates an additional two (2) EMAP Reviewers into the Assessor Team of an already existing scheduled EMAP Baseline Assessment.
- Freestanding – The Freestanding pilot model will provide for an independent on-site evaluation of the documentation. The Freestanding Team will consist of up to three (3) EMAP Reviewers.

Please note that for the purposes of this pilot an EMAP staff member will be present at the pilot locations to provide pilot guidance and direct observation as measuring ESR pilot delivery, progress and outcomes are a pilot priority

Participating Programs will be given an opportunity to complete a Self-Review by providing event information and documentation sharing into ESR Application. The ESRA is a web-based application utilized for Program Self-Review and documentation. As ESRA is still in production and testing, we encourage feedback to gain detailed enhancements from each participating Program's staff. During the Self-Review portion of the pilot, Programs will use ESRA to guide them through the data criterion and allows for upload of documentation that provides for rationale, or explanation of how or why the document/information provided applies to the criterion.

Upon completion of the Self-Review, EMAP will work with Program personnel to develop an on-site review scheduled in 2011. The on-site review will be conducted by a small group of independent trained reviewers from outside the participating Program. EMAP trained Assessors will be chosen as Reviewers to ensure no conflict of interests exist with the candidate jurisdiction. The Review team will complete the pilot review on-site at the pilot candidate's location. The Reviewers primary activities include examining Event documentation, conducting interviews and observations, and recording their findings.

If, during the on-site review, there are events that require additional data to determine validation of the completion of Corrective Action Plans and Improvement Plan objectives, the Program is provided with 30 days to provide supplemental data. After completion of the on-site review, within 60 days, EMAP will prepare a project report, that will be shared with the Program along with the following stakeholders:

- The ESR Advisory Group. The ESR Advisory Group (ESRAG) is responsible for developing and endorsing the goals and objectives of the Pilot Program Methodology. The AG consists of twelve (12) members representing the EMAP, National Emergency Management Agency (NEMA), International Association of Emergency Managers (IAEM) and Federal Emergency Management Agency (FEMA). EMAP will review and translate the data collected into aggregate format that will be provided to partner organizations. Please note that any Program specific data will be concealed for the ESRAG members in order to protect the privacy of the Program and maintain the trusted relationship between EMAP & national, regional, state and local agencies.

- The EMAP Technical Committee. The Technical Committee is responsible for developing new and revised language for the EMAP Standards and Processes. As the pilot is specifically reviewing the application of EMAP Standards 4.3 Hazard Identification & Risk Assessment and 4.14 Exercise, Evaluation and Corrective Actions, the Committee will be provided with the report for review and consideration.
- The EMAP Commission. The Commission is responsible for evaluating and improving the delivery of emergency management services to the public. In addition, the Commission will utilize the pilot Program to improve EMAP Standards and Processes.

The report will detail the information provided by the Program for review and identify priority issues that may need to be addressed in order to enhance existing Corrective Action Processes. The purpose of the report is to provide a strategic roadmap for a Program to improve their overall Corrective Action Process to assist in improving the holistic nature of the Emergency Management Program.

The pilot will conclude on December 31, 2011.