



Preparedness: A Principled Approach to Return on Investment

EMForum.org Presentation

August 24, 2011

Randall C. Duncan, MPA, CEM[®]

Preparedness:
*A Principled Approach to
Return on Investment*
Version 1.0



August 11, 2011

International Association of Emergency Managers
201 Park Washington Court
Falls Church, VA 22046-4527
www.iaem.com

Document Written for IAEM-USA by:

Jessica Jensen, Ph.D.
North Dakota State University
Center for Disaster Studies and Emergency Management

Executive Summary by:

Randall C. Duncan, MPA, CEM
Director, Sedgwick County Emergency Management, Kansas

This document represents a novel intellectual application by Dr. Jessica Jensen that was further discussed and validated by a working group from the US Council of the International Association of Emergency Managers (IAEM-USA):

Randall C. Duncan, MPA, CEM
Director, Sedgwick County Emergency Management, Kansas

Michael D. Selves, CPM, MSM, CEM
Director, Johnson County Emergency Management and Homeland Security, Kansas (Retired)

H. E. "Eddie" Hicks, CEM
Director, Morgan County Emergency Management Agency, Alabama

Russell J. Decker, MS, CEM
Director, Allen County Office of Homeland Security and Emergency Management, Ohio

Hui-Shan Walker, MPA, CEM
Deputy Coordinator, Chesapeake Office of Emergency Management, Virginia

Jeff Walker, MEP, CEM
Director of the Licking County Office of Homeland Security & Emergency Management, Ohio

Karen Adkins, CEM
Coordinator, McKinney Fire Department Office of Emergency Management, Texas

Charles Kmet
Emergency Management Administrator for the Tohono O'odham Nation Emergency Management, Arizona

Martha Braddock, MA
Policy Advisor, IAEM-USA

Jessica Jensen, Ph.D.
Assistant Professor, North Dakota State University

The Genesis of the Project

- Desire by policy makers to measure “return on investment.”
- “What gets measured gets managed,” Peter Drucker
- “...And that’s okay as long as what you’re measuring is relevant,” Randy Duncan

Background



*Principles of Emergency
Management
Supplement*

September 11, 2007

- The *Principles of Emergency Management* were developed in 2007

Foreword

In March of 2007, Dr. Wayne Blanchard of FEMA's Emergency Management Higher Education Project, at the direction of Dr. Cortez Lawrence, Superintendent of FEMA's Emergency Management Institute, convened a working group of emergency management practitioners and academics to consider principles of emergency management. This project was prompted by the realization that while numerous books, articles and papers referred to "principles of emergency management", nowhere in the vast array of literature on the subject was there an agreed upon definition of what these principles were.

The group agreed on eight principles that will be used to guide the development of a doctrine of emergency management. This monograph lists these eight principles and provides a brief description of each.

Members of the working group are:

Dr. B. Wayne Blanchard, CEM
Higher Education Project Manager
FEMA Emergency Management Institute

Lucien G. Canton, CEM, CBCP, CPP
Emergency Management Consultant
Director of Emergency Services (retired)
City and County of San Francisco, CA

Carol L. Cwiak, JD
Instructor, Emergency Management Program
North Dakota State University

Kay C. Goss, CEM
President
Foundation of Higher Education Accreditation

Dr. David A McEntire
Associate Professor
Emergency Administration and Planning Program
University of North Texas

Lee Newsome, CEM
Emergency Response Educators and Consultants, Inc.
Representative
NFPA 1600 Technical Advisory Committee

Michael D. Selves, CEM, CPM
Emergency Management and Homeland
Security Director
Johnson County, Kansas
President
International Association of Emergency Managers

Eric A. Sorchik
Adjunct Professor, School of Administrative Science
Fairleigh-Dickinson University
State Emergency Management Training Officer
New Jersey State Police (retired)

Kim Stenson
Chief, Preparedness and Recovery
South Carolina Emergency Management Division
Representative
National Emergency Managers Association

James E. Turner III
Director
Delaware Emergency Management Agency
Representative
National Emergency Managers Association

Dr. William L. Waugh, Jr.
Professor, Public Administration and
Urban Studies /Political Science
Georgia State University
Representative
Emergency Management Accreditation Program

Dewayne West, CEM, CCFI
Director of Emergency Services (retired)
Johnston County, North Carolina
Past President
International Association of Emergency Managers

EMERGENCY MANAGEMENT

DEFINITION, VISION, MISSION, PRINCIPLES

Definition

Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters.

Vision

Emergency management seeks to promote safer, less vulnerable communities with the capacity to cope with hazards and disasters.

Mission

Emergency management protects communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

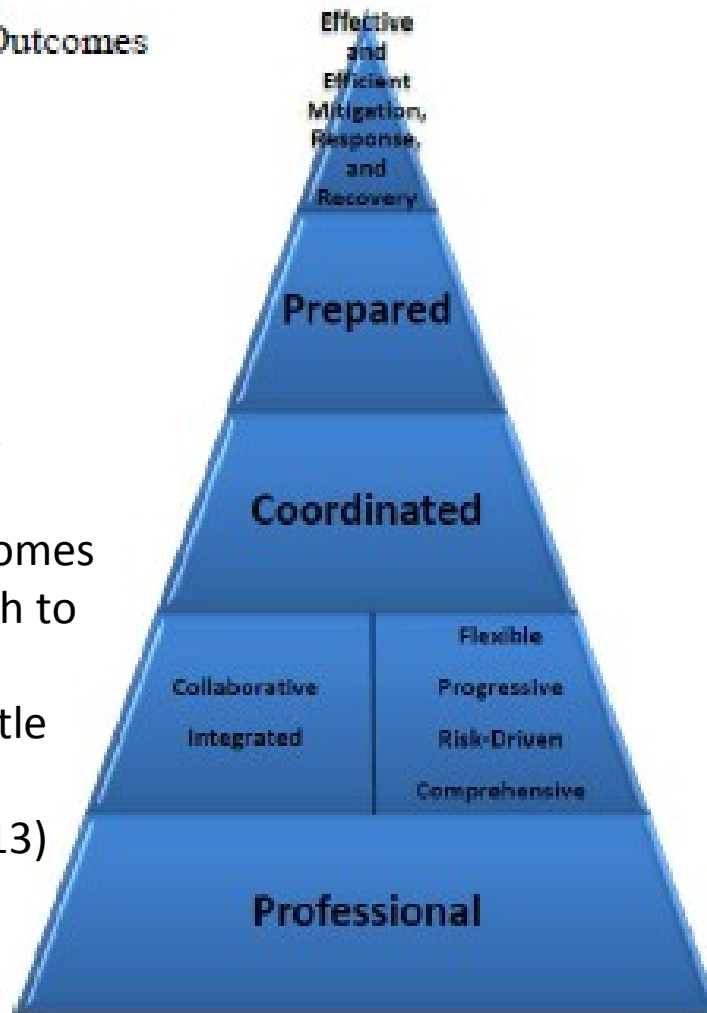
Principles

Emergency management must be:

1. **Comprehensive** – emergency managers consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.
2. **Progressive** – emergency managers anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
3. **Risk-driven** – emergency managers use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
4. **Integrated** – emergency managers ensure unity of effort among all levels of government and all elements of a community.
5. **Collaborative** – emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
6. **Coordinated** – emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.
7. **Flexible** – emergency managers use creative and innovative approaches in solving disaster challenges.
8. **Professional** – emergency managers value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

Figure 1. A Hierarchy of Outcomes

Key breakthrough:
...[W]e tend to collect numbers without a coherent cohesive framework (comprised of outcomes as depicted in Figure 1) in which to Meaningfully interpret their Meaning; and, thus we have little Understanding of the extent to Which we are prepared (Page 13)



Samples of Outcome-Driven Objectives and Measures for EMPG

- Outcome: The jurisdiction engages in preparedness actions guided by professional emergency managers and professional emergency management programs.

Samples (cont'd)

- Objective: Local emergency managers are practicing professionals

Samples (cont'd)

– Sample measures

- The jurisdiction's emergency manager is a certified emergency manager (i.e., Certified Emergency Manager[®], Associate Emergency Manager, state certified emergency manager, and / or has completed FEMA's Emergency Management Foundational Academy
- The jurisdiction's emergency manager holds an emergency management degree.
- The jurisdiction's emergency manager is a member of one or more emergency management professional organizations (i.e., State Associations of Local Emergency Management, US Council of the International Association of Emergency Managers, National Emergency Management Association

Samples (cont'd)

– Sample measures

- The number of general administration or management training courses completed each year by the jurisdiction's emergency manager.
- The number of emergency management specific training courses completed each year by the jurisdiction's emergency manager.

Samples (cont'd)

- Objective: The jurisdiction's emergency management program is administered in keeping with standards for the profession.

Samples (cont'd)

– Sample measures

- The jurisdiction's emergency management program and financial audits are satisfactory based on the jurisdiction's audit standards.
- The jurisdiction program has received accreditation through the Emergency Management Accreditation Program or the jurisdiction is progressing toward achievement of the EMAP standard as measured through the EMAP self-assessment tool.
- The jurisdiction's progress toward achievement of the National Fire Protection Association (NFPA) 1600: Standard of Disaster / Emergency Management and Business Continuity as measured through an NFPA 1600 self-assessment tool (yet to be developed).

To find out more...



- Go to this URL:
<http://www.iaem.com/PreparednessROI/documents/IAEMReleasesReturnonInvestmentMethodology.pdf>
- You will find a news release; the link to the document itself; and a link to a survey monkey tool to provide comments (deadline September 2, 2011).