

EM IDENTITY AND RETURN ON
INVESTMENT:
ADDRESSING AN URGENT NEED

BEING HERE WITH YOU

Passionate *Problem Solvers*

Committed

Thoughtful Resourceful *Servants*

Heros

WHO I AM

Just Jessica

WHY I AM HERE



SO REALLY... WHY?



TAKE A STEP BACK



SOLVE A PROBLEM

How do we articulate EM's
return on investment?

URGENT NEED

- Situation bad out there
 - Funding
 - Positions
 - Understanding and engagement
 - “Others” seek to define
- Urgent need to act

THE ISSUE HAS BEEN URGENT
FOR A LONG TIME



KEEP
IT
REAL

AND STILL

Events

Impacts to People

Complexity

Costs



MOREOVER

Professionalism

Dedication

Examples

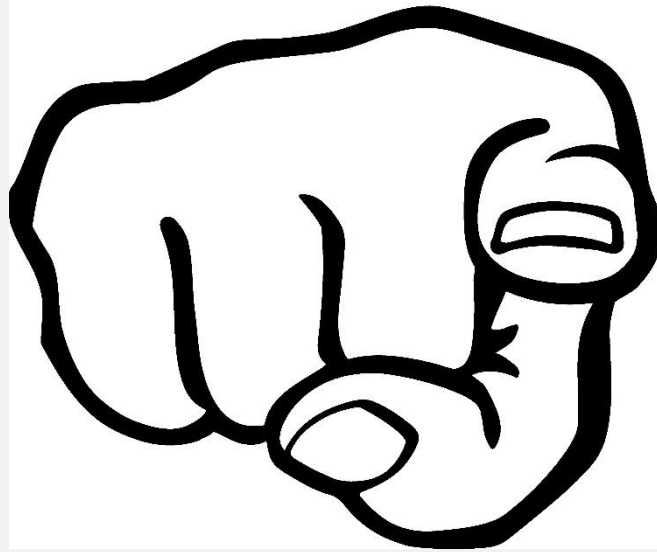
Potential



I DON'T HAVE THE ANSWERS



PREVIEW: MORAL OF THE STORY



LET'S GO BACK TO 2011

- Economic downturn
- Mixed views of value of homeland security funding
- Congressional pressure
- FEMA actions
- Traditional approaches to return on investment

2011

- Leadership of IAEM-USA President Eddie Hicks
- Involvement with IAEM
- Emergency Management Performance Grants (EMPG) as starting point

2011

- Inherent challenges in measuring preparedness
- Particularly as relates to grants
- The root of the measurement problem historically

THE “AH HA” MOMENT



*Principles of Emergency
Management
Supplement*

September 11, 2007

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



GENIUS (OR NOT?)

- ✓ Fit with PPD-8 and requirements of PKEMRA
- ✓ Utilize universal principles associated with preparedness
- ✓ Fits with disaster scholarship
- ✓ Use the quantitative to get at the qualitative

VETTING WITH IAEM-USA

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SAMPLE OUTCOME FOR EMPG

- Outcome: The jurisdiction operates in a **collaborative** organizational environment.
- 5 sample objectives

OUTCOME: COLLABORATIVE

Sample Objective 1: The preparedness process of the jurisdiction is inclusive.

OBJECTIVE: INCLUSIVE

- Sample Measure: The number of stakeholders, or stakeholder organizations, representing individuals and households, nongovernmental organizations, and government agencies involved in the jurisdiction's
 - emergency operations planning process
 - hazard mitigation planning process
 - recovery planning process
 - exercises
 - preparedness training

OUTCOME: COLLABORATIVE

Sample Objective 2: The jurisdiction fosters relationships amongst stakeholders that are based on trust.

OBJECTIVE: TRUST

- Sample Measure: Randomly selected stakeholders identified from the jurisdiction's X confirm that that they perceive the existence of trust with other stakeholders upon a call from an independent third party.
 - Recovery plan
 - Mitigation plan
 - Response plan

OUTCOME: COLLABORATIVE

Sample Objective 3: The jurisdiction provides ongoing opportunities for interaction amongst stakeholders.

OBJECTIVE: INTERACTION

- Sample Measure: The jurisdiction has a record of multiple meetings related to X within each fiscal year.
 - preparedness for response
 - mitigation
 - preparedness for recovery
- Sample Measure: The jurisdiction a record of multiple public meetings related to emergency management relevant topics within each fiscal year.

OUTCOME: COLLABORATIVE

Sample Objective: 4 The jurisdiction encourages open communication amongst stakeholders.

OBJECTIVE: COMMUNICATION

- Sample Measures
 - The jurisdiction utilizes available technologies to facilitate regular communications amongst stakeholders (as identified from a yet to be developed, annually updated list).
 - The jurisdiction adopts ground rules for communication to guide preparedness activities (as evidenced by a document stating the ground rules that has been signed by participating stakeholders).

OUTCOME: COLLABORATION

Sample Objective 5: The jurisdiction employs a consensus-based decision making process.

SAMPLE MEASURE

- The jurisdiction agrees to employ consensus-based decision making in all emergency management relevant activities (as evidenced by a document stating the adoption of consensus-based decision making that has been signed by participating stakeholders).

BASIC PREMISE

- Sample Measures tied to Objectives and Outcomes BUT
- Negotiated process for each fiscal year
 - Recognize local differences
- Use by all levels of government for their own analysis

SOUNDED GREAT TO ME



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
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FEEDBACK ON THE PROPOSAL

- Meetings with FEMA/DHS
- Meetings with Congressional committee staffers
- Open review through Survey Monkey.com
- Meetings with Partner Organizations

WHERE'D IT GO?



WHY?

Doesn't tell the story?

No time and space for the continuing dialogue?

Don't want to track?

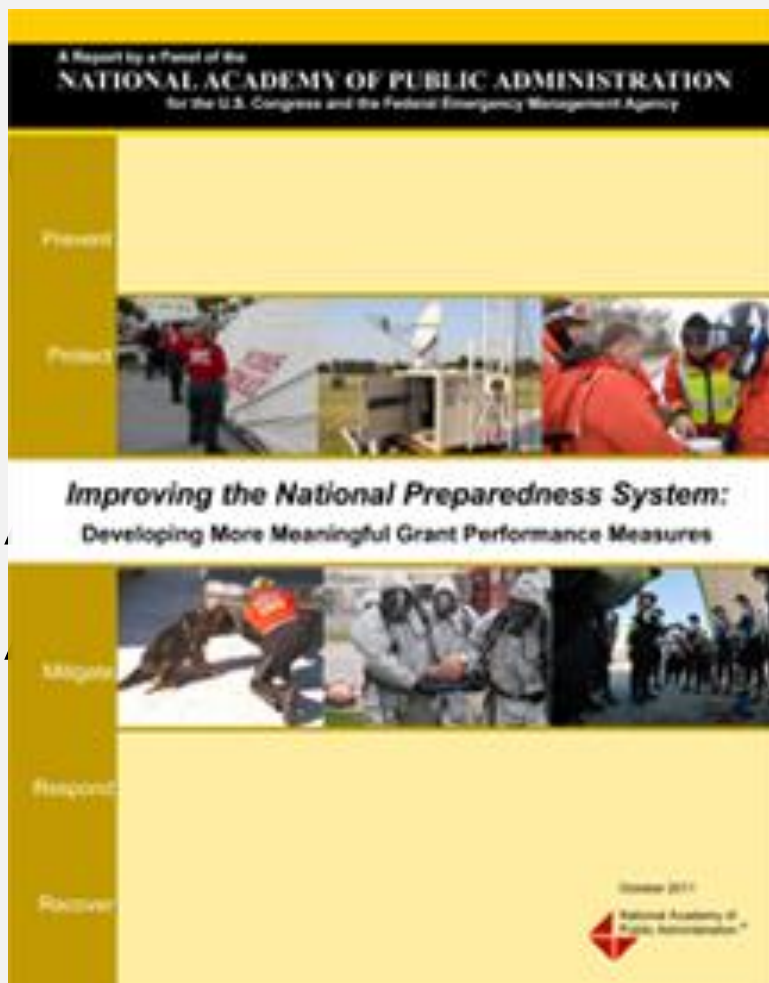


Too complex?

We like our #s?

Not tracking?

I WASN'T ALONE IN "FAILING"



BACK WHERE WE BEGAN



LET'S START NOW

- Macro-Discussion
- How do we move this conversation forward?
- What are the outcomes EM seeks to achieve?
- What measures can we use to show we achieve those outcomes?
- How do we tell the ROI story in ways that are meaningful and understandable?

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IN CLOSING



DISCUSSION TO FOLLOW

- Continue Macro-Discussion
- Micro-Idea Exchange—Approaches You Can Use to Convince Your Boss
 - Peer-to-peer
 - Discussion of ROI paper specifics (suggested outcomes and measures in it and discuss how it could be used to convince your boss)

DISCUSSION ANY TIME

701-219-4293